

ignite

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VOL 1. ISSUE 1

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WELCOME

A Message from International Chairman Chuck Davis

Dear YPO and WPO Friends,

Welcome to the first edition of *Ignite*, a YPO-WPO magazine with a mission to connect and inspire global leaders. Ignite literally means “to set in motion,” “to spark” or “to glow and radiate.” We chose this name as a reflection of the passion that drives YPO and WPO members toward achievement and success — and each other as peers.

YPO-WPO connections are key to our members and are a foundation of the organization. The impetus to publish our own magazine grew from the unrelenting quest to find new and easy ways to connect members. *Ignite* will be published biannually. We have designed a uniquely compact publication that requires less material and is printed on recycled paper.

The inaugural issue's cover story addresses what a lot of us already know, that YPO-WPO is the original social network. But how did it evolve? What has changed? How can we better connect in today's digital environment? Can you imagine what our founder, Ray Hickok, would think if he attended one of today's Global Leadership Conferences where 2,000 members from more than 100 countries meet for education and idea exchange?



As you read *Ignite*, I hope you feel inspired to reach out to your peers, make new connections and explore new interests. If you are intrigued by the Deal Network or Family Business Network, read about their growth, goals and activities. If you are looking for ideas on meaningful Family events or are thinking about how to help your child experience the world through the YPO-WPO Global Internship Program, learn more and make those connections. If you are curious about the YPO-WPO Mentorship Program or becoming either a mentor or a mentee, you can read about members benefitting from the program today. If you haven't yet registered for the Istanbul GLC, read about the ultimate experience in YPO-WPO education and sign up to attend.

We've also got stories for you about what it takes to be an effective global leader, how peers are navigating the euro situation, and how chapters in the Middle East and North Africa are managing and leading in a time of crisis.

In the center of the magazine, you can dive into the results and impact of the YPO Global Pulse, which is the only quarterly indicator of chief executive sentiment on the global economy. Thanks to the input from our members, we get a perspective from the world's leading chief executives on the overall economic climate.

Some of our trusted resources — members, thought leaders and subject matter experts alike — have contributed to this issue through commentary and interviews. Whether you are a YPO member, WPO member, spouse or partner, I hope that you find *Ignite* interesting, educational and inspiring, and that it helps you connect to your peers in new and exciting ways.

Best regards,

Chuck Davis

2012-2013 YPO-WPO International Chairman



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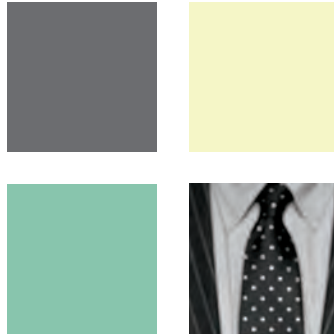
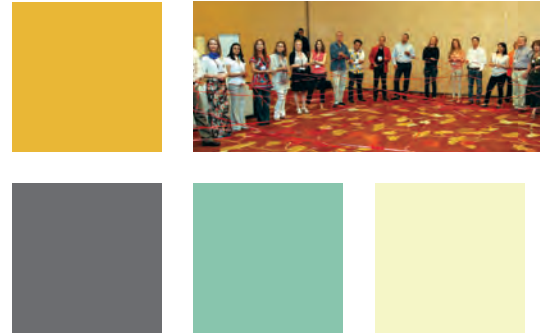
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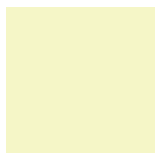
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Live Inspired

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Prague Presidents' University 2014:

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4-10 May 2014

William Lobkowicz

(WPO Czech and Slovak)

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WPO Rome University

October 2014

New Zealand Presidents' University

November/December 2014

Russia Presidents' University

May 2015

Chile Family University

TBD

Montreal Presidents' University

TBD

Morocco Presidents' University

TBD

Rio de Janeiro Presidents' University

TBD

For more information on Universities
go to www.mypyo.org/gobeyond
or email askevents@ypowpo.org

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Maridel Allinder is a writer and editor with 30 years of experience as a journalist. She began her career as a newspaper reporter and has since worked in marketing and communications for both the business and nonprofit sectors, including serving as a YPO communications project director from 1995-1998 and as YPO-WPO senior editor and internal communications director from 2008-2011. She lives in Springfield, Missouri.



STEPHEN DARK

Born and raised in Southern England, Stephen Dark is a writer and journalist who began his career as a reporter on London's Fleet Street, in offices that once belonged to the English novelist and social critic Charles Dickens. In the mid-1990s, Dark relocated to Argentina's capital, Buenos Aires, taught English and began writing a novel. He is currently senior staff writer for the *Salt Lake City Weekly* in Utah.



STEVE SLIFER

Steve Slifer was the chief U.S. economist for Lehman Brothers in New York City from 1980 until his retirement in 2003. He directed the firm's U.S. economics group and was responsible for the firm's forecasts and analysis of the U.S. economy. Prior to that, Slifer spent a decade as a senior economist at the Board of Governors of the Federal Reserve in Washington, D.C., forecasting growth in the money supply. He has been widely quoted in press and on television, was voted the top economist by *Institutional Investor* magazine five consecutive years and in 1997 was named one of the top 100 "Faces to Watch in the Next Millennium."



ROLA TASSABEHJI

Rola Tassabehji (spouse, WPO London) began her career with Unilever Arabia and subsequently worked in marketing and communications for Unilever global and regional teams before becoming communications manager for Unilever North Africa and Middle East. Following a 10-year career with Unilever, Tassabehji relocated to Abu Dhabi, United Arab Emirates and joined the team that launched the INSEAD graduate business school campus in the Middle East. Currently based in London as the marketing director of a startup focused on building sustainable real estate and agribusiness projects in emerging markets, she also moonlights as a freelance journalist covering social and environmental issues.

ignite

FOR MEMBERS, ABOUT MEMBERS

Ignite is a member-based publication of YPO-WPO, the world's leading network of chief executives. For more information visit, www.ypo.org. A digital version of *Ignite*, accessible only by YPO and WPO members, spouses and partners, is available at www.myypo.org/ignite.

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YPO-WPO BY THE NUMBERS

20,000

MEMBERS

18,537

SPOUSES & PARTNERS

42,841

CHILDREN

1

INTERNATIONAL BOARD

422

CHAPTER ADMINISTRATORS

3,702

CHAPTER OFFICER ROLES

239

MANAGEMENT TEAM MEMBERS

288

REGIONAL OFFICER ROLES

18

COMMITTEES AND TASK FORCES OF THE BOARD

73

NETWORK COUNCIL ROLES

743

GROUPS

220

CORE NETWORK OFFICER ROLES

YPO-WPO offers chief executives and their families thousands of resources and ways to connect along their personal journeys to success.

4,600

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FORUMS



SMART GLOBAL LEADERSHIP

Are there certain traits consistent with a pattern of successful leaders?

BY MARY WOODS



DESPITE DIFFERENCES IN CULTURE and mindset, research suggests that successful global leaders manage their companies differently than many chief executives.

More than 150 experts in the field of global leadership met in August at Northeastern University in Boston, Massachusetts. The consensus overwhelmingly shows that both emotional and contextual intelligence are qualities and competencies of these leaders.

EMOTIONAL INTELLIGENCE

Successful global leaders know how to build and cultivate relationships in local or regional communities, which is especially important in attracting and retaining talent, acquiring suppliers, building teams and finding resources.

“The more I travel the world, the more I have been convinced about how important the local is,” says Linda Hill, the Wallace Brett Donham Professor of Business Administration at Harvard Business School. “Global leaders understand that to do business successfully requires two-way adaptation. They cannot simply expect local leadership to follow directions from the corporate head office. They must be prepared to come up with integrative solutions that address the priorities of both the global enterprise and local market.”

Global leaders are responsive to the needs of their local communities so that they become trusted insiders. Intrinsic team builders, global leaders take great pains to sustain long-lasting relationships.

“Creating networks takes time, and that is where members in YPO-WPO have a huge advantage over many,” stresses Hill. By utilizing YPO-WPO’s global network, members can facilitate connections with

“Creating networks takes time, and that is where members in YPO-WPO have a huge advantage.”

— Linda Hill

other business leaders throughout the world to begin fostering relationships and seeking the talent they need in local communities.

CONTEXTUAL INTELLIGENCE

Great global leaders have the ability to “read” a market, understand it and know what to pay attention to. These individuals adapt, shape and select to create an ideal fit between themselves and their environment. Contextual intelligence integrates an intuitive and cognitive approach to decision making — or what some might refer to as “street smarts.” It is the ability to quickly and intuitively recognize and diagnose the dynamic contextual variables inherent in a circumstance, then adjust one’s behavior in order to exert the appropriate influence.

Matthew R. Kutz is an expert on global leadership and an assistant professor of athletic training and clinic management in the School of Human Movement, Sport, and Leisure Studies at Bowling Green State University in Ohio. In a 2008 article published



in the *Regent Global Business Review*, he states, “Today’s [global] leaders must be able to foresee and diagnose any number of changing contexts quickly, then seamlessly adapt to the brand new context or risk becoming obsolete and irrelevant.”

Kutz has identified 12 unique behaviors of contextually intelligent leaders: future minded, an influencer, ensures an awareness of mission, socially responsible, culturally sensitive, multicultural, diagnoses context, a change agent, effectively and constructively uses influence, demonstrates intentional leadership, a critical thinker and a consensus builder.

“A leader’s long-term success isn’t derived from sheer force of personality or breadth and depth of skill,” writes Anthony Mayo, the Thomas S. Murphy Senior Lecturer of Business Administration, Director of Leadership Initiative at Harvard Business School. Mayo explains that the ability to seize the zeitgeist — a skill he calls contextual intelligence — proves universally pivotal to the success of a global leader.

Global leaders need to be comfortable operating in the “gray areas” because situations are rarely black or white.

“Good global leaders possess contextual intelligence — they do a thorough diagnosis of the local conditions and test any assumptions they may have about them. Then they have to learn to live with ambiguity and uncertainty; they simply can’t know all they would like to. Global leaders will make missteps; the trick is learning from those missteps as quickly as possible and making necessary adjustments,” stresses Hill.

The model for global leadership is emerging — one that is not simply headquarter-centric, but embraces the complexity of a large organization and its role in the local community and the world. ▲



BUSINESS IN REVIEW

Read more on global leadership from **Harvard Business Review** scholars:

“Zeitgeist Leadership”

by Anthony J. Mayo and Nitin Nohria

“What Do Good Global Leaders Do?”

by Tobias Fredberg and Flemming Norrgren

“Winning the Race for Talent in Emerging Markets” and “Are You A Good Boss or A Great One?”

by Linda Hill



REALITY CHECK

Members weigh in on impact of euro crisis

BY ROLA TASSABEHJI

The latest YPO Global Pulse Confidence Index dropped for the second quarter in a row, reflecting, among other things, continuing global concern over the future of the eurozone. How has the dragging euro crisis affected the everyday lives of European members of YPO and WPO? Contributing writer Rola Tassabehji (spouse, WPO London) takes a look behind the sensational headlines to find out how members are coping in the face of continuing uncertainty.

Major European media outlets warn of “poverty returning to Europe,” and the rise of a new class of “nouveau poor,” as an estimated 80 million people are at risk of falling on hard times. But behind the daily drumbeat of negative headlines, YPO and WPO leaders across the continent are braving the storm — and in some cases even seeing growth — as they shift their business strategies and adapt to new circumstances.

The experiences of a cross-section of European YPO and WPO members are far from uniform and show the effect is a matter of degree. Yet, their stories reveal common leadership skills, including an ability to adapt under rapidly changing external conditions.



CLARE FLYNN LEVY (YPO LONDON)

On the road to Boston, in a car packed with kids and luggage, en route to meetings (although officially on holiday), Clare Flynn Levy finds a few quiet moments to reflect on how the euro crisis has affected her.

“I was managing a European, event-driven hedge fund company when, in the summer of 2007, the economic conditions started to affect my business life. By the summer of 2008, I had spent a year doing damage control and I could see clearly that a recovery wasn’t imminent,” Flynn Levy says. “Meanwhile, as a woman in her late 30s, it occurred to me that if I was ever going to leave the market temporarily to start a family, this was probably the right time to do it, at least from an economic perspective.”

In the four years that have passed since she exited the hedge fund, Flynn Levy has given birth to two sons, joined the boards of three companies engaged in initiatives she is passionate about (all of which involve other YPO members), and has taken over management of a software startup. Flynn Levy has also become a more active YPO member, both on the local and international levels, something that she says “has gone a long way to keeping my confidence level up and to keeping me ‘current,’ both in my own mind and in the minds of my peers.”

Extracting herself from the business sector was not an easy decision. But particularly after starting a family, Flynn Levy realized that the “opportunity cost of every hour spent away from my kids was much higher than it had been before I gave birth to them, and it therefore must be spent on something about which I am truly passionate. In its own way, this economic environment has been conducive to exploring one’s passions — it’s a time for listening, observing, and experimenting. Had I not been a member of YPO for the past eight years, I doubt I would even recognize that, much less have the nerve to engage with it.”



HENRY MCGOVERN (YPO POLAND)

The ripple effect of the European financial crisis has had less of a direct impact on Henry McGovern, who served as 2004-2005 chapter chair of YPO Poland.

McGovern admits that from a Polish perspective, there was “not much of a crisis.” Over the past three years, YPO Poland has grown rapidly from 20 to 60 members, and has been very active with events, including chapter exchanges with YPO Israel to enhance understanding and with YPO Alps and Around to get Germans to come over, “as none of the members had ever been to Poland despite it being next door.”

From a personal business perspective, McGovern’s biggest challenge relates to a restaurant company in Spain that his company bought in May 2011. Although they are still going international, the company has frozen development in Spain due to economic uncertainty. “The general reaction is that there’s too much risk associated with Spain. Even healthy businesses are condemned,” McGovern says. “Consumer confidence continues to be bad. The negative news is starting to become a self-fulfilling prophecy.”



MANFRED PETRI (WPO EUROCHAPTER, WPO GERMANY)

WPO Germany Chapter Membership Officer and former WPO Europe Regional Chair Manfred Petri explains his sense of uncertainty and frustration this way: “We had been living in a very safe environment ever since I was born with the exception of when the [Berlin] Wall came down, but that was a positive change. The current situation is unknown and unprecedented.

“Now we can’t do anything as individuals to improve the situation and rely on others, like bankers, ECB [European Central Bank] and politicians, whose perspectives are limited. Few know what they are talking about,” says Petri.

For Petri, some of the most interesting perspectives on the crisis come from his global couples Forum. WPO couples from around the world meet on a regular basis to exchange ideas and share developments through their diverse insights.

On a business level, Petri had changed part of his investment strategy nearly two years ago, looking at new angles, sectors, other currencies and other areas of the world. He explains that YPO-WPO was helpful in many of these situations because it enabled him to learn about new markets “from a grassroots point of view, not just by looking at the statistics.”



JUAN MA SEVILLANO (YPO BARCELONA)

Amidst headlines of a stalled economic recovery in Spain, Juan Ma Sevillano has succeeded in growing his company despite difficult times.

Sevillano operates the Fundació Gala-Salvador Dalí, a private cultural institution charged with managing the estate of artist Salvador Dalí, including the surrealist painter’s intellectual and industrial property, as well as three museums and a knowledge center. Sevillano saw a record 8 percent growth in visitors to his collection of museums in 2011 and anticipates similar growth in 2012.

“My business is an example of many things that work well in Spain in spite of the challenging times,” he says. “The country has a number of companies, large and small, which continue to run successfully.

“Spain is undergoing a process of economic reset after a 20-year period of eccentric growth and easy money. The country is paying for that now, undergoing painful cuts and difficult but necessary reform, complicated by a rocky international financial environment.”

Sevillano credits his foundation’s success to “basic common sense, good people, clear direction and an extremely attractive product.” But he’s quick to add that “in spite of the upbeat outlook,” Spain is experiencing a lot of pain at the same time with many companies and people suffering. In the Spanish YPO and WPO chapters, everybody is concerned about the situation, he says. “Because we are talking about an outstanding group of business leaders, they are handling the crisis, managing to navigate through it, and most will land on their feet. But the truth is business in general has fallen, taxes have risen and people are working very hard to keep their businesses going. YPO and WPO [chapters] are proving to be a great and unique source of support in these challenging times.”



ALEJANDRO RIVAS-MICOUD (WPO NORTHERN CALIFORNIA)

Alejandro Rivas-Micoud offers a different Spanish perspective. Originally from Spain, Rivas-Micoud and his family moved in August to the United States, where he transferred to a WPO chapter in the San Francisco Bay Area.

From his new home in Marin County, Rivas-Micoud explains the significance of the crisis in Spain, “Even if the euro is a unit, the crisis is being experienced as a fragmented country-by-country event, so perspectives change depending on which European country we are located in. The reality is that the Spanish economy is like a fish out of water and cannot run without a working financial system. From my experience living and working there until recently, the crisis is being felt in a very significant manner,” he says. “I know many people running businesses for decades who have had to sell or merge or relocate; these stories are unfortunately going on all the time.”

Rivas-Micoud adds his decision to move to California did not originate because of the crisis. His company’s primary market has always been the United States and the United Kingdom, with Spain offering an inexpensive development center for his software as a service-based business. “I have been planning a gradual move here for more than two years, but it turns out I’m not alone. A number of Spanish entrepreneurs are opening up subsidiaries here, so I am in very good company,” he says.

“Some are doing so because of the relative attractiveness of the U.S. market, some because of the worldwide and emerging ‘technocracy’ being very much centered around Silicon Valley, and some because the opportunities in Spain are diminishing. The latter cause is sad, but hopefully they will return to Spain, when European leaders get their act together, as very much strengthened entrepreneurs.”



MICHALIS MICHAEL (YPO LONDON)

Although Michalis Michael, an entrepreneur with a London-based market research start-up company, says he has fared well in recent times, he also notes the U.K.’s inhospitable culture to entrepreneurs has worsened as a result of the crisis.

“In spite of the government rhetoric, the financial crisis has put further strain on SMEs [small and medium enterprises]. With most of my clients from emerging markets outside Europe, we have been luckier than other companies,” Michael says. “I can’t say we were not negatively affected, it could have gone better; but in spite of the euro crisis we were able to grow.”

Michael says the key to success has been a focus on innovation, “This crisis is a driver for innovation. Clients are more prone to switch suppliers if a company is able to provide a cheaper solution due to innovation.”

On a more personal level, Michael admits that with the difficult environment, he has had less time to participate in YPO chapter events in the past 18 months but continues to be active in Forum and serve on the international Education Committee.



IAN MAUSNER (WPO SAN DIEGO)

As all eyes continue to monitor the developments in Europe, YPO and WPO chapters and resources have been mobilized to offer education and idea exchange on how to address challenges and identify investment opportunities. In addition, regular editorial contributions through the YPO-CNBC partnership share member perspectives with a global audience.

One of the most prominent commentators on the crisis has been Ian Mausner. Through blogs and Global Conference Calls, Mausner has offered his perspective on the developments in Europe. Referring to the crisis as a “tempest in a teapot,” he believes that the biggest effect may be the psychological one.

“Europe is facing tough economic times but false perceptions have created uncertainties on both sides of the Atlantic. I think the press has made it much worse when the situation is not insolvable,” says Mausner.

REALITY CHECK

Perhaps, then, economists, bankers and government officials around the world should put down their newspapers, turn off their TVs, and instead try tuning into the perceptions shared by YPO and WPO members whose ability to accept and adjust to the uncertainties of life — both professionally and personally — is the key to moving forward. ▲

NAVIGATING SOCIAL MEDIA

The Digital Marketing & Media Network and peers offer guidance on how to leverage today's online tools

BY JOVIE BACLAYON



WITH MORE THAN 1 BILLION active users on Facebook, 47.6 million unique visitors per month on LinkedIn and 340 million tweets sent daily, it's clear why **Marc Brownstein** (WPO Philadelphia), chair of YPO-WPO's Digital Marketing & Media Network, believes that all businesses need to "get social."

"No matter what type of company you have or what industry you're in, if you aren't leveraging social media, you're missing out on opportunities for sales and growth," he says. Brownstein is president and CEO of the Brownstein Group, a public relations, branding and advertising firm. The company is active on Facebook and Twitter; on its website, links are also provided for Marc's Facebook, LinkedIn and Twitter accounts.

"One of the biggest concerns I hear from CEOs is that they're afraid of negative comments or posts from others about their company, products or services," he says. "I tell them with social, the consumer/customer is in control of how and when they want to consume and respond to your messages. Companies and their brands, however, can take control by first defining their brand positioning and posting content that is consistent with the positioning — and always beneficial to their audience. That will reward customers for their time and minimize negative postings."

With so many consumers already online, it's not difficult to build a fan base. But even more important than the number of friends, "likes" and followers is the quality of interaction, says **Patrick J. Sweeney** (YPO New England). He's president and CEO of dwinQ, a social media marketing company that maintains a presence on Facebook, Twitter and YouTube.

"Volume of friends or fans is good for the ego but quality of engagement is what sells and influences. Companies and people who focus on building a fan base or following are missing out; the real value comes from engaging, creating a conversation between smaller numbers of passionate followers," Sweeney says. "We've studied countless data from political

activism to buying behavior, and engagement and interaction are the most valuable forms of social media."

Courtney Reum (YPO Bel Air) agrees that engagement is vital to amplifying your company's message.

"With Facebook, everyone is in marketing and everyone in the company is a 'marketer,'" says Reum, founder of VeeV Spirits, the preeminent eco-friendly spirit brand. "For example, when we get a new press hit or get into a new marquee account chain, we require that all our sales people 'share' it on their [Facebook] wall immediately. This creates the 1+1=3 viral effect and creates hundreds of thousands more impressions than we could ever reach with our 60,000 fans alone and even translates into the 'offline' world."

VeeV is active on Facebook, Twitter and Instagram. Employees are required to "friend" each other on Facebook and be online ambassadors for the company.

Beyond brand awareness and sales generation, companies are leveraging social media to manage their reputation.

Rona Borre (YPO Chicago) is president and CEO of Instant Technology, an IT talent management firm. Her company uses Facebook and Twitter to educate others as subject matter experts on the industry, trends and news.

"Doing so lends credibility to our organization and allows us to stay relevant and innovative from a global perspective," she says.

Brownstein says the future of all companies lies in the executive's ability to leverage digital media, and that YPO-WPO offers a unique opportunity for all members to harness this power.

"If your company has a website or uses mobile devices, then you need to join and get engaged in the Digital, Marketing & Media Network. Literally, I believe that all 20,000 YPO and WPO members ought to be part of our Network," he says. "Simply put, the Network brings you access to ideas and resources about customer attraction, retention, brand building, lead generation, etc., to help you run your business better." ▲



BROWNSTEIN



SWEENEY



REUM



BORRE

DELIVERING CHANGE

YPO-WPO teams with London Business School to improve effectiveness of executive education programs

BY ALESSANDRO DI FIORE (YPO ITALY) and RAN SHARON (YPO POLAND, YPO ISRAEL)



DI FIORE



SHARON

TWO YEARS AGO, WE GOT TOGETHER with London Business School (LBS) Professor of Management Practice in Strategy and Entrepreneurship Don Sull to examine the effectiveness of our various executive education programs. The key question that framed our team discussion was: “How can we dramatically improve the ‘D’ of our E-CODE for YPO-WPO executive educational events?” The D stands for “deliver change.”

We’ve all experienced fantastic events with top-flight resources and tailored content in our seminars for YPO-WPO business school programs, regional conferences and chapter education events. But from anecdotal member feedback, we got the sense that despite high ratings, many participants came away with a feeling of disconnect — lacking the concrete tools to apply what they had just learned to their businesses. This was the area, based on past results analysis, where we wanted to continue to raise the bar and deliver innovation for our members.

Over the next few months we exchanged ideas and the concept started to take shape. Together with Sull, we designed a new model of executive education called active learning — in essence, a simple but effective strategy and execution model to enable members to make critical decisions that would impact their businesses with immediate effect. Our goal was to create a program that would dramatically improve and transform the impact of ‘learnings’ on members’ businesses.

The format was innovative and experimental — and as an untried and untested executive education program, we couldn’t launch it as an international event — but with typical YPO-WPO entrepreneurial ‘can do’ spirit, we looked at ways around this road block and ran it as a chapter-championed education event open to the Europe Region. (All due credit to the YPO Italy Chapter, which agreed to get behind the idea and take the financial risk.) When we launched, we didn’t even have an official registration page! We set about looking for a few committed members willing to get on board and help us break new ground.

ACTIVE LEARNING PROGRAM PILOT

For the first pilot we selected a business issue frequently faced by complex organizations: “How to achieve profitable growth through superior execution?” The idea was to involve eight to 10 members, who lead complex businesses where the issues of organizational

We’re passionate about continuing to develop innovative executive education for the benefit of our members.

alignment and effective implementation were important, and who were ready to participate in our pilot using this innovative format. We asked interested members to answer a brief questionnaire about their businesses to see if they would get value from the program and ensure they were a good fit for the concept.

For the kick-off session at the LBS in February 2010, members learned the superior strategy execution and organizational alignment best practices. Each member was asked to develop a strategy for implementation of those best practices in the member’s respective company. Then, they worked with an assigned MBA student who supported and documented the implementation of this strategy at the member’s company over a three-month period, including measuring the consequent effect.

It’s a testimony to the strength of our longstanding and highly valued relationship that LBS and Sull gave their services free of charge. They considered this to be a strategic investment in innovation and research and YPO-WPO was extremely privileged to jointly shape this new mechanism. This was a truly “only-in-YPO” opportunity for our members, and given the potentially dramatic impact on their own companies — great value for the money.

ACTIVE LEARNING PROGRAM, SECOND PILOT

In 2011 we launched the second pilot with a new champion, **Jörg von Weiler** (WPO Poland, WPO Germany), who had participated in the first pilot. There were some modifications and refinements to improve the program and add value for members.

For example, we included member companies’ managing directors in the process. They were the people who would have to implement the strategic changes, so

it made sense that they should also attend the program. This worked well. We matched MBA students with relevant language skills to members' European businesses to improve communication and efficiency.

FUTURE PLANS IN YPO-WPO

Moving forward, we're passionate about continuing to develop innovative executive education for the benefit of our members. How can we standardize the Active Learning Program (ALP) and roll it out to other regions and chapters to increase the impact of management ideas on YPO and WPO companies?

Based on results of the two ALP pilots at LBS, we will start to work with champions to capture the learning and standardize best practices in processes, tools and marketing materials to create a seminar model that we can implement in all regions.

In addition, we want to upgrade the ALP seminar at LBS as an international executive education seminar, a regular fixture on the international events calendar. We're also seeking champions to sponsor ALP seminars in two or three other regions in 2014.

MAKING HEADLINES

While for YPO and WPO members this was active learning, for Sull and LBS it was also active research. They analyzed and documented theories in action in members' companies, and, as an additional outcome of the two pilots, a number of LBS cases on YPO and WPO companies have been developed and published.

But the most rewarding and unexpected outcome has been to make the *Harvard Business Review* cover. In the September 2012 issue, the cover story package, "Spotlight on Strategy," includes an article written by Sull, "The Simple Rules for a Complex World." The article mentions YPO as a research partner and features at least four member companies that participated in the pilots. This was totally unexpected and a valuable testament to YPO-WPO's reputation and image in the global business community. ▲

To read Don Sull's article "The Simple Rules for a Complex World," visit hbr.org/2012/09/simple-rules-for-a-complex-world/ar/1.

To view a video about the Active Learning Program, visit www.youtube.com/watch?v=YtuO28FYIWE.

If you are interested in ALP seminar sponsorship, please contact Alessandro Di Fiore at adifiore@ecsi-edu.eu or Ran Sharon ran@clariter.com.

GROWING UP YPO-WPO

What happens when groups of motivated children come together?

BY JOVIE BAFLAVON

WHAT DO YOU GET when the children of 20,000 YPO and WPO members start networking? No surprise: a global community of next-generation leaders. From creating businesses to sharing in Forums to learning from peers all over the world — the lessons of YPO-WPO are not lost on our future leaders.

“WE’RE YOUNG, BUT WE’RE SERIOUS”

As the slogan suggests, members of the inaugural JrYPO group mean business when it comes to creating their own companies.

“JrYPO is kind of like a younger version of YPO-WPO for kids like me who are really anxious and excited to start their own businesses and can’t wait until they are 18,” says Jack Rosenthal, age 10, who launched the initiative with his father, **Saul Rosenthal** (YPO New York City).

Jack created his first business when he was six years old. CoolPaperPlanes.com sells fully customizable paper planes that are designed to fly fast or far or to do tricks in the air.

To build a JrYPO group, Jack worked with the YPO-WPO Family team to email parents with children ages 7 to 13 who lived in the same time zone. Respondents received a questionnaire from Jack — asking about their prior experience and leaders they admire — to help ensure all the kids were really interested in business.

“From the very beginning, this was a serious enterprise. You really had to want to be part of it,” says Saul. “The ‘screening process’ was a mechanism to make sure there was a certain minimum level of interest and commitment. It’s a long road and everyone has to work together as a team.”

The Rosentals also hosted a kids-only Global Conference Call featuring **Brandon Beck** (YPO Los Angeles), son of **Dennis Beck** (WPO Los Angeles). As a YPO teen who met his business partner at YPO-WPO youth events and is now himself a member, Brandon is an inspiration to the kids.

There are seven children in the first JrYPO group from four YPO chapters in the United States and Canada. Through weekly conference calls, they brainstorm strategies for their first project, Kids Kits (www.superkidkits.com), a series of kid-designed, self-contained kits for various activities such as camping, school, sports and more. Their first formal board meeting and business dinner took place in early November 2012 in New York City.

Jack says the experience has taught him that business is a group activity. “When I was 6, I started

YPO-WPO connects more than 42,000 member children around the world.

CoolPaperPlanes.com by myself. In a group with dedicated people, you can get a lot more accomplished,” he says.

All it takes to create a successful JrYPO group is a core team of really dedicated kids.

NEW YOUTH GROUPS FOSTER LEADERSHIP AND CREATE BONDS

When you’re young, having a close group of peers plays an important role in successfully navigating the fun, but often challenging, teenage years.

Inspired by the powerful role that Forum plays in the lives of their parents or older siblings, teens in YPO-WPO’s Africa Region have created youth leadership groups for 13 to 17 year olds who want to experience the personal growth and development offered by this unique YPO-WPO product.

“I have seen how much my parents enjoy Forum and how many brilliant relationships they have made,” says Ciara Cronson, 13, daughter of Daryn-Lee Gamsy and **Denis Cronson** (YPO Johannesburg Golden City). “They never miss Forum meetings. I hope that ours will be the same.”

Three pilot groups were established in the YPO Johannesburg Golden City Chapter in July 2012 with plans to create more groups in the Africa Region. There are eight teens per group, which meet eight times per year. Between meetings, they stay connected through BlackBerry Messenger and Facebook.

The ultimate objective is for youth leadership groups to provide teens with a confidential, safe environment to discuss common issues and receive mentorship and leadership training. To that end, Spouse Forum Coordinator and Spouse/Partner Officer Janet Goldblatt (spouse, YPO Johannesburg Golden City) lent her expertise as a certified Forum facilitator to recruit and train professional facilitators to lead each youth meeting.

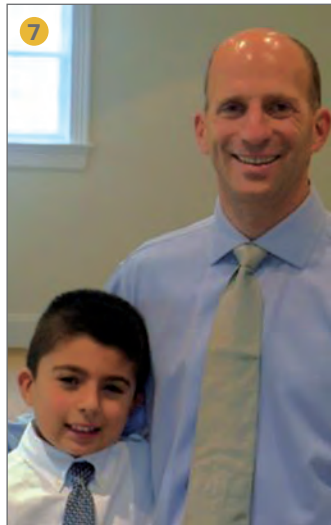
“I have already met new people and it is so interesting to share with them and find out how much we have in common,” says Ciara. “Our facilitator has been amazing and I have learned so much from her after only two meetings.”

[please turn the page]



YING

YPO NEXT GENERATION



1. Allison Duckman, daughter of **Owen Duckman** (YPO Ontario); 2. Paul Rotman, son of **Ken Rotman** (YPO Ontario); 3. Scott Hood, son of **Grant Hood** (YPO Ontario); 4. Alec Chandlee, son of **Chad Chandlee** (YPO Iowa); 5. Ana Chandlee, daughter of **Chad Chandlee** (YPO Iowa); 6. WPO London Chapter Young Adult Forum members, left to right, Pamela Brent, daughter of **Michael Brent** (WPO Greater Europe); Kaley Lillibridge, daughter of **Todd Lillibridge** (WPO Chicago); Education Chair **Andrew Douglas** (WPO EuroChapter, WPO London); and Rachel Preston, daughter of **Simon Preston** (WPO Pennine); 7. Jack Rosenthal, son of **Saul Rosenthal** (YPO New York City); 8. Campbell McNab, son of **James McNab** (YPO Orlando); 9. Members of a Youth Leadership Forum in the YPO Johannesburg Golden City Chapter, left to right, Courtney Love, daughter of **Rodney Love** (YPO Johannesburg Golden City); Ciara Cronson, daughter of **Denis Cronson** (YPO Johannesburg Golden City); Forum facilitator Danielle Haggiyannes; Shannon Zulberg, son of **Clive Zulberg** (YPO SADC Gateway, YPO Johannesburg Golden City); and Connor Ackerman, son of **Marc Ackermann** (YPO Johannesburg Golden City).



Clive Zulberg (YPO SADC Gateway, YPO Johannesburg Golden City), whose son Shannon is in a youth leadership group, says the feedback has been exceptional. He adds that the children aren't the only ones who can benefit from being more involved. "With the kids bonding in the way they have, we guess it is going to hugely increase the level of family participation at chapter events since there will be more support for YPO in the home environment."

INTRODUCING ... YPONextGen

With their eyes focused on the future, young adult children of YPO and WPO members (ages 18+) are networking, collaborating and learning under a new moniker: YPONextGeneration.

Also referred to as YNG, the new name serves as a reminder that YPO-WPO's global network extends beyond members; the new logo reflects the motivated, forward-thinking YNGers.

"I liked the idea of an arrow pointing into the future instead of to the top, signifying the younger generation moving into the fold," says Adrian Chan, son of **Kenny Chan** (WPO Singapore), the visionary behind the YPONextGen logo.

To support new initiatives, the YNG Global Council was established with 11 regional YNG ambassadors to rally support for young adult programs and involvement. Rachel Preston, 20, daughter of 2009-2010 International Chairman **Simon Preston** (WPO Pennine), is on the council.

"YPO-WPO had been a huge part of my teenage years," Rachel says. "It was probably a part of my day-to-day life. I made friendships I hope will last a lifetime and saw how incredible YPO-WPO is as a worldwide network."

After moving to London for college, Rachel missed being involved with YPO-WPO so she formed a city group to connect with other YNGers in the area. She estimates there are 150 YPO-WPO young adults in London.

"My goal is for the city group to act as a community of support for YPONextGeners in London. Ideally, I hope that there will be quarterly social and educational events hosted by city group members," she says. In addition to city groups, YNGers continue learning — and leading — through @University groups, Young Adult Forums, the Global Internship Program and Youth Social Enterprise Network.

YNGers can expect more opportunities to connect on local, regional or international levels, including the Istanbul 2013 Global Leadership Conference. Ilona Kornfilt (spouse, WPO Istanbul, WPO EuroChapter) is co-chairing YNG Crossing Cultures, a three-day



THE YPONextGen NETWORK

How are your young adults taking advantage of their exclusive network?

FACEBOOK GROUP

www.myypo.org/ynfacebook

WEBSITE

www.yponextgen.org

MOBILE APPLICATION

Email ynmobile@ypowpo.org to request an invitation to join.

TWITTER

www.twitter.com/yponextgen

journey that will immerse YPONextGeners in the rich history and culture of Turkey while also connecting them with peers through Forum experiences.

"Young adults will widen their international perspective, learn about the global marketplace and gain valuable insights into one of the world's fastest growing economies," says Kornfilt. She and her husband, **Jak Kornfilt** (WPO Istanbul, WPO EuroChapter), also were the teen and young adult chairs for the 2007 Istanbul Family University.

"It's important for parents to encourage their young adults to get involved with YPO-WPO because of the unique opportunities available for networking, personal and professional development, and Forum experiences," she says. ▲

If you are interested in starting a JrYPO group in your region, please contact Ruby Watkins, YPO-WPO administrative coordinator for family engagement, at rwatkins@ypowpo.org.

For more information on youth leadership groups and starting one in your chapter or region, please contact Africa Region Family Chair Daryn-Lee Gamsy (spouse, YPO Johannesburg Golden City) at dlg@ggisa.com or Janet Goldblatt (spouse, YPO Johannesburg Golden City) at algold@mweb.co.za.

YPO TAKES TIMES SQUARE

As part of the YPO Orange County Chapter's visit to New York City and the NASDAQ MarketSite on 10 September, a YPO video was displayed in Times Square on the building's facade via a seven-story high definition screen. After Education Chair **Garry Green** (YPO Orange County) presented opening remarks and **Mike Belitz** (YPO Orange County) rang the closing bell, chapter members gathered in Times Square under the giant video, which showcased YPO, our global members, and our mission of Better Leaders Through Education and Idea Exchange.



WHERE IN THE WORLD IS WEI CHEN?

Aviator welcomed by YPO-WPO network over 21,000-nautical mile odyssey

THE YPO-WPO NETWORK circles the globe — even at 27,000 feet.

When **Wei Chen** (YPO Southern 7) began his historic flight around the world this past May, he was prepared for fuel stops and weather challenges. What he didn't anticipate was the hospitality and support shown by his fellow YPO and WPO members along the way.

Chen's 69-day, 21,000-nautical mile journey received worldwide media coverage. Solo circumnavigations are rare (Chen was only the 166th person since 1924 to fly around the world in a single-engine plane). In addition, he earned the distinction of being the first private pilot to fly over China's restricted airspace and land at Beijing Capital Airport.

"The landing at Beijing Capital Airport serves as a milestone for China opening its airspace," says Chen, whose global odyssey began in his hometown of Memphis, Tennessee and reached across 41 cities in 21 countries.

Chen is the founder and CEO of Memphis-based Sunshine Enterprise, Inc., a wholesale distributor of Chinese construction and industrial equipment. One of Chen's goals with the trip was to raise money for St. Jude Children's Research Hospital also based in Memphis. To date, he has secured more than US\$100,000.

Throughout his world tour, the YPO aviator was greeted by fans at every airport — and welcomed by YPO and WPO members eager to extend their hospitality. In Europe, for example, **Juan Del Yerro** (WPO Spain) hosted a lunch, and **Jaime Grego-Mayor** (YPO Barcelona) organized a dine around with popular YPO-WPO resource Swami Parthasarathy of the Vedanta Life Institute of India.

"I couldn't have done it without the generous YPO and WPO hosts all over world who welcomed me with warm wishes and fascinating respites," says Chen, whose adventure also created a deep bond with a fellow pilot and flying enthusiast in the Middle East, **Sam Baassiri** (YPO Emirates, YPO Lebanon).

When Baassiri heard that a YPO member was planning a flight around the world, he reached out to Chen and asked to "tag along" for part of the trip. After special training in how to operate Chen's aircraft, Baassiri joined him for the 10-day portion of the journey from the United Arab Emirates to Oman to India to Thailand.

"We went through a lot with airplane problems, bad weather and poor airport infrastructures," says Chen. "But we made it and enjoyed our trip together very much."

Leaving his co-pilot and new friend, Chen flew to Hong Kong, where **Dave Boulanger** (YPO Hong Kong) hosted a dinner in Chen's honor.

As he prepared for his return to North America (and a milestone homecoming celebration in Memphis), Chen reflected on the challenges of the journey: from a volcanic eruption in Iceland and high winds in Scotland to a "lucky" landing at the Agra Military Airport in India.

He also reminisced about the majesty of Earth's topography from sand dunes to ice sheets. "Over the Middle East, the temperature was extremely hot and the desert endless," says Chen, who just days before had encountered the arctic chill of Greenland. "Even in late May, it was still very cold and the shoreline was frozen with ice along the edge of the cliff," he says. "The view was breathtaking from 27,000 feet." ▲

Right:
Chen's route

Far right:
Co-pilots Chen and Baassiri take to the skies (middle), visit the Taj Mahal in Agra, India (top) and enjoy a desert safari in Dubai, United Arab Emirates (bottom).





69
DAYS

21
COUNTRIES

41
CITIES

21,000
NAUTICAL MILES

THE WRITE STUFF

Member authors offer insight and imagination

BY MARY WOODS

From New York Times best sellers to mystery novels and management strategies, YPO and WPO member authors have penned an eclectic assortment of works. The next time you find yourself looking for a good read, select one from our list of YPO and WPO authors.



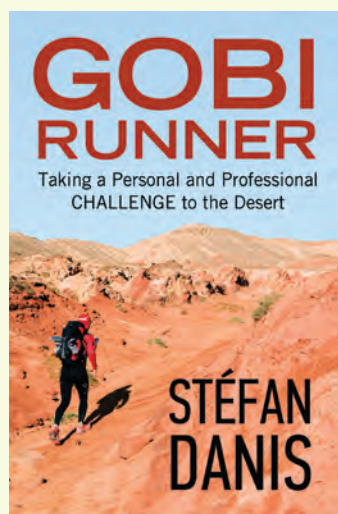
The Offering by **Desirée Bombenon** (YPO Alberta) is the story of an unusual couple, Jake and Amanda Bannon, who, when they are not busy finding their way around the complicated business world, act as crime fighters. The couple heads to Oahu, Hawaii for a much-needed vacation when they get a call from a family friend back home who needs to find his missing daughter Taylor. From shootouts to death-defying vertical climbs, the Bannons embark on a rescue mission to find Taylor.

Bombenon was born in Colombo, Sri Lanka and is CEO of Silent Partner Investments Inc. She is the 2012-2013 regional chair for Canada and serves on the 2013 Global Leadership Conference Committee. Bombenon received international Best of the Best awards for Education: Large Chapter and Member Retreat for the YPO Alberta Chapter.



Mark Daly's (WPO Cincinnati) *5 Steps To Board Success!* includes input from more than 100 board members and chief executives as well as leading experts, such as consultant Jim Collins (*Harvard Business Review*, *Fortune*) and John Smale (former CEO of Procter & Gamble). Daly's "how to" resource helps leaders seeking to create a peak-performing advisory board, working to improve an existing board of directors or needing advice on how to become a great board member — all of which can be done while earning more money and gaining more organizational control.

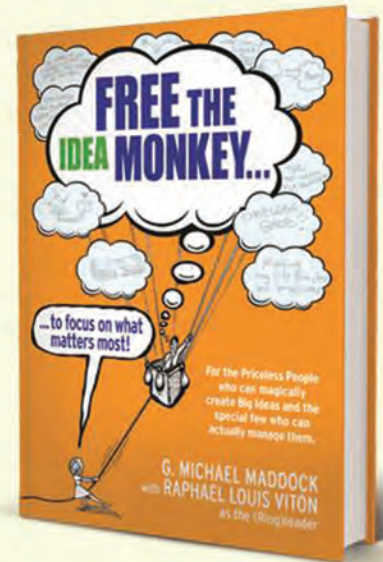
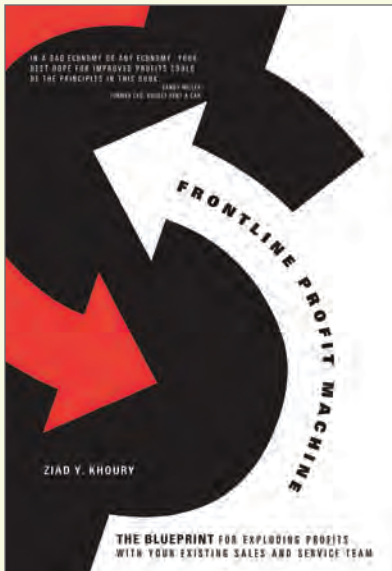
Daly is founder and CEO of Daly Strategic Associates and three other successful businesses (Healthy Advice, The Exam Room Network and ProtoCall). He was brand manager at Procter & Gamble, a former Malcolm Baldrige National Quality Award Examiner and currently serves on seven business boards.



In his 2011 book, *Gobi Runner*, **Stéfán Danis** (YPO Ontario) recounts the story of a CEO caught in the middle of an economic storm looking to reset a defeated mindset in order to move forward. The book describes the executive's choice, as a non-runner, to participate in the Gobi March, one of the world's toughest foot races. As expected, while running six marathons in five days, unaided, in one of the least hospitable places on earth, not everything goes according to plan. Danis describes vividly his thinking and decision-making as the race unfolds and concludes with lessons learned and a reentry into a forever-changed life.

Danis is chief talent officer and CEO at Mandrake and Danis Perry Partners, and the YPO Ontario Chapter education officer.





Business owners don't control their competitors, the economy or the litany of outside influences that affect the health of their businesses. What they do control is the performance of their team, the environment they create and the people they hire. For **Ziad Khoury** (YPO Orlando), businesses can increase profits through a cultural transformation encompassing training, a sense of ownership and empowerment among frontline employees. These employees can generate 10 to 20 percent in top-line revenue that can double the bottom line. It is all part of his "Performance Equation Blueprint" described in his latest best-selling book, *Frontline Profit Machine*.

Khoury is president of Frontline Performance Group and was past Southern U.S. regional chair and the 2009 YPO Orlando Chapter chair.



In *Holding Dear: The Value of the Real* (upcoming, 2013), born-again reader, blogger and author **Steve Leveen** (WPO Miami/Ft. Lauderdale) prognosticates on the objects from the past that will still serve us in the future. Leveen discusses how digital tools dominate our lives, but stresses the importance of balance with quiet, peaceful productivity and relaxed examination facilitated by heritage technologies.

Leveen is CEO and co-founder of Levenger, which offers high-quality products designed for reading, thinking and creative expression. He is a blogger for *Huffington Post Books* at www.huffingtonpost.com/steve-levéen. Leveen was a 2012 board of directors member for the WPO Miami/Ft. Lauderdale Chapter and a Forum moderator.



Entrepreneur, inventor and keynote speaker **Mike Maddock** (YPO Chicagoland) is the co-author of two recently released books, *Free the Idea Monkey ... to Focus on What Matters Most* and *Brand New: Solving the Innovation Paradox — How Great Brands Invent and Launch New Products, Services, and Business Models*. Maddock's passion for problem solving led him to establish Maddock Douglas, Inc., an internationally recognized innovation agency that helps leading corporations invent and launch new products, services and business models. Entrepreneurship is a big part of Maddock's life; he launched three successful businesses and is co-chairing the Gathering of Titans entrepreneurial conclave at the Massachusetts Institute of Technology.

Maddock is the past president of the Chicago Chapter of the Entrepreneurs' Organization and the 2013 YPO Chicagoland Chapter chair.

Rusty McClure (WPO Columbus) is an entrepreneur who became a co-author in 2008 with his *New York Times* best seller, *Crosley: Two Brothers and a Business Empire That Transformed the Nation*. The Cincinnati, Ohio native is the grandson and great-nephew of Lewis and Powel Crosley, Ohio entrepreneurs who created consumer waves in the 1930s and 40s in the United States by manufacturing refrigerators, starting up radio stations and developing the idea for the first night baseball game. His other books include *Cincinnati: The Secret Plot to Save America* (2009) and *Coral Castle: The Story of Ed Leedskalnin and his American Stonehenge* (2009).

McClure was president and CEO of The Brown Publishing Co. in Ohio at age 26. At age 33, he became the owner and CEO of Famous Sportswear. He is currently managing partner at Yelsorc, LP.

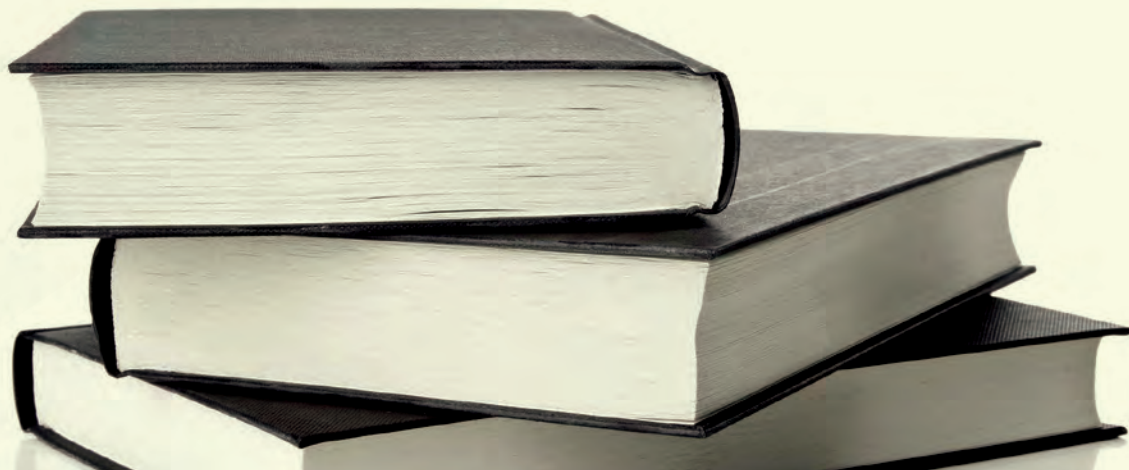
In his book *There is A Pilot with Us*, (published in Polish as *Leci z Nami Pilot*) **Sebastian Mikosz** (YPO Poland), the former CEO of LOT Polish Airlines, introduces his audience to the inner workings of the airline industry from the basic mechanics of flying, to the cost of a plane's maintenance and what factors go into airline ticket pricing. The book is dedicated not only to frequent travelers but also to those wanting to know more about the airline universe.

Mikosz is a senior advisor with Societe Generale and vice chair of integration for the YPO Poland Chapter.



Fashion icon **Tomio Taki** (WPO Metro) has had a storied career in the international apparel business. At the age of 26, he took over Takihyo Co. Ltd., which had been in his family for 250 years. He led the company through 50 years of unprecedented growth. In his recently released book *Zennovation: An East-West Approach to Business Success*, Taki shares his breadth of life experiences and illustrates how the principles of Eastern and Western business practices can be meshed together as a powerful source for success.

Taki acquired Anne Klein and Company in the early 1970s and secured its position at the top of the designer sportswear category. He later founded the Donna Karan Co. Taki received an honorary degree, Doctor of Humane Letters, from Philadelphia University in April 2011 for his outstanding contribution to the fashion industry and beyond. ▲



FROM BOARDROOM TO ROCK BAND

James Cohen finds his own rhythm

BY STEPHEN DARK

LOOK AT THE MAJOR INFLUENCES in the life of **James Cohen** (YPO Manitoba) and you'll see why he has filled some big shoes.

As a business leader, Cohen has been tasked with continuing the entrepreneurial legacy of his late father, Albert D. Cohen, the first businessman to export Sony products after coming across the "small electronics firm" on a 1955 visit to Japan.

As a musician, Cohen has channeled the lyrics and sound of legendary British rock bands The Who and The Rolling Stones — and iconic American rockers Tom Petty and John Mellencamp — to influence his own music and band, the Prairie Roots Rockers.

Today, these divergent aspects of Cohen's life have each produced impressive success stories. For him, there is a natural symbiosis between the possibilities of the global economy and the power of music: As he puts it, they both have the potential "to unite different peoples regardless of race, religion or nationality."

Albert Cohen and his five brothers opened a small import business in the 1930s that eventually became Gendis, Inc., a real estate giant and the holding company for Sony of Canada, the fortuitous business venture launched with a handshake in 1955. (Forty years later, in 1995, Gendis sold its 51 percent equity in Sony of Canada to Sony for CAN\$207 million.)

James Cohen, who serves as CEO of Gendis today, grew up with the company and began loading trucks at age 19. His leadership journey, however, has not been easy.

In 2004, as executive vice president of Gendis, Cohen was asked to manage the company's national chain of SAAN stores after years of heavy losses and declining sales. It quickly became clear that Gendis needed to sell the chain.

"It was a very difficult period for me personally, and it is an experience that will likely stay with me and influence me for the rest of my life," says Cohen. "I was exposed to the very tough, unsentimental side of capitalism, when one side is desperate to sell and the other can't help but sense desperation."

Cohen drew on support from his Forum throughout this high-stress period. In December 2004, the deal closed, the buyers restructured the business, and the company headquarters moved to Toronto, "with lots of job losses, including many people I was friends with," says Cohen.

A year later, Cohen found himself pondering whether to wind up the remaining business or push forward as a small investment holding company. "I

felt it was far too early for me to sit back and take life easy," says Cohen, who began to run the company's day-to-day business with a new strategic plan.

Today Gendis invests in energy and real estate, with current assets worth approximately CAN\$80 million. "I am very excited about the global economy and the opportunities out there," says Cohen, "in particular how global population growth relates to investment opportunity." Looking strategically at the possibilities of a growing, global middle class, he is pursuing agribusiness investments as a complement to the company's energy interests.

While Cohen has come into his own as a business leader, he has also found success as a musician, assembling a topnotch band to power his self-penned rock songs (he is the lead vocalist and guitarist).

After self-financing and promoting his first album in 2008, Cohen found an admirer at SoccerMom Records, a Canadian label connected to Warner Bros. In October 2011, the label released "James Cohen and the Prairie Roots Rockers." (Their single, "So Long Sweet Deception," reached the Top 40 on the Canadian rock chart this year.)

Times are good for Cohen, both in the boardroom and fronting the band. He thinks his father, who invested in his son's first guitar lessons at age 11, would be equally proud of both achievements.

But, all things considered, Cohen cops to the irresistible allure of the ultimate stakeholder — a live audience, "There's really nothing that beats playing music on a stage." ▲



CASE STUDIES AND CONNECTIONS

YPO-WPO and Harvard take a 61-year partnership to a new level

BY MARIDEL ALLINDER

FOR MORE THAN 60 YEARS, YPO members have been going back to school. From Hyderabad to Harvard, they've left the boardroom for the classroom to learn from the best minds in the business world.

The oldest and largest YPO executive education program is almost as old as YPO itself. In 1952, two years after the organization was founded, the inaugural class of YPO members convened in Cambridge, Massachusetts for the first Harvard Seminar. The rest, as they say, is history.

Today the enduring YPO Harvard Presidents' Program continues to attract capacity classes and one of the longest waitlists in the organization. Meanwhile, new programs for WPO members, spouses and partners are extending the benefits of Harvard to a wider audience.

"It's hard to articulate how much the program has meant to me over the years," says **James Kralik** (YPO Shanghai), a 10-time Harvard Presidents' Program attendee who has co-chaired five programs, including the 60th anniversary gala in 2012. "The combination of the Harvard Business School (HBS) faculty, the case study method and YPO members from around the world creates a powerful learning environment."

John Vaughan (YPO Southern California), a nine-time Harvard attendee who is chairing his first Harvard Presidents' Program in January 2013, puts it this way: "I find myself sharing Harvard lessons all year long. There is nothing like it."

MAKING HARVARD A FAMILY AFFAIR

YPO-WPO's focus on serving families has inspired many remarkable programs, from family adventures in the Andes and study abroad in China to executive education for the spouses and partners of members.

Last year, the first Harvard Spouse/Partner Program brought the benefits of the legendary Harvard Presidents' Program to a different group of business leaders — the executive spouses and partners of members.

The inaugural program, identical to the presidents' program, attracted a capacity enrollment from 20 countries. This past August, the second Harvard program for spouses and partners repeated the success.

For program founders and co-chairs Janet Landucci (spouse, WPO British Columbia) and Radha Kantipudi (spouse, YPO Hyderabad), the response was a validation of their belief that professional spouses and partners were eager for executive education.

"The YPO-WPO International Board is committed to increasing educational opportunities for family members," says Landucci, who heads an investment company headquartered in Canada. "The Harvard program for spouses and partners is a natural fit with that vision — and its success is a testament to the value."

Kantipudi, a former Intel Capital executive who now runs a nonprofit she founded, was ahead of the curve when she chaired a pioneering YPO executive education program for spouses in 2010 at the Indian School of Business in Hyderabad.

"On the last day of our Hyderabad seminar, I remember thinking 'next year we're going to Harvard!'" says Kantipudi. "That was my vision and it came true."

Now the pair is planning the third Harvard session for spouses and partners. "We think it will take five years to build the program to the level of the presidents' program," says Landucci. "Forty percent of our participants this year were return registrants, so that's a great indication we're off and running."

Left, L-R:
Radha Kantipudi
(spouse, YPO
Hyderabad) and
Janet Landucci
(spouse, WPO
British Columbia)
with Harvard
professor Dutch
Leonard.

Right, L-R:
James Kralik
(YPO Shanghai)
and Brian Cohen
(WPO Argelino).





YPO Harvard Presidents' Program Week 1 (top) and Week 2 (bottom): Group leaders, section leaders and chairs at the 60th anniversary gala in January 2012.

TAKING HARVARD TO THE NEXT STAGE

This past October, WPO went to Harvard — in China. More than 85 participants from 28 countries gathered at Harvard Business School's new Shanghai campus for the newest addition to YPO-WPO's Harvard partnership: a WPO executive education program.

The WPO program, which was waitlisted within one month, was founded and chaired by **Brian Cohen** (WPO Angeleno), a nine-time YPO Harvard attendee and five-time YPO Harvard co-chair, including the 60th anniversary gala.

"We wanted to do something different for the inaugural year," says Cohen. "WPO Harvard Shanghai is a unique experience distinct from YPO Harvard."

Cohen also wanted to offer Harvard in Asia to encourage more involvement outside of the United States. "Many members who live outside North America find it difficult to attend the YPO Harvard Program," he says. "By offering the program in China, we attracted a new group of registrants — 70 percent of our participants were from outside North America."

For this Harvard veteran, launching the WPO program was an inevitable next step. "With the growth of WPO's membership, it was natural to extend the program," says Cohen. "And, frankly, I graduated into WPO this year, and I didn't want to stop attending Harvard. It's the one week of the year when I learn what I didn't even know I needed to know."

CELEBRATING 60 YEARS AND COUNTING

Last January, the Harvard Presidents' Program celebrated its 60th anniversary with a black-tie gala. It isn't surprising that the granddaddy of YPO executive education programs continues to attract a passionate following: YPO Harvard brings together the top business thinkers in the world with the top business leaders in the world.

"There has never been a year in which the cases we reviewed were not applicable to my business," says **Adam Eiseman** (YPO New York City, YPO New Jersey), a four-time Harvard participant who is chairing his first Harvard Presidents' Program in January 2013. "I always gain a deeper understanding of the economic, cultural and political issues driving the world around me."

More than 60 percent of Harvard Presidents' Program participants are return registrants, and a typical Harvard class includes members from 40 to 50 countries and more than 100 chapters. For members who return to Harvard year after year, the allure of the program lies in the power of new ideas and the promise of new horizons.

"I remember a case study on China we did in January 2004," says Vaughan. "By the end of the year, I had made two trips to China and was working with vendors there." ▲

RAISING THE BAR ON LEADERSHIP

Middle East and North Africa's regional strategy and members' supportive approach

BY ROLA TASSABEHJI



NASSAR

It is said that revolutions engender revolutionary enthusiasms. Amidst the shifting political and social landscape of the Middle East and North Africa (MENA), the region's 24 resilient YPO and WPO chapters are facing unprecedented transitions. Contributing writer Rola Tassabehji (spouse, WPO London) explores how the MENA Region offers support during times of uncertainty and how members continue to lead successful personal and professional lives.



EL TAHRI

TWO YEARS IN REVIEW: A RECAP OF SOCIAL CHANGE IN THE MIDDLE EAST

December 2010 marked the beginning of the revolutionary “awakening” in the Arab world. Following the suicide of a young vegetable and fruit seller in Tunisia accused of not obtaining the proper permit to sell goods, his desperate act brought to light the political, economic and social tensions of people suppressed by decades of oppression. The revolution’s spill-over effect into Egypt and Libya led to difficult regime changes and instability spread throughout the region.

YPO and WPO members living in MENA share their insights on strong leadership during times of transition and discuss how the region has continuously moved forward.



EL TAHRI

LEADING WITH A FORWARD FOCUS: SUPPORT, AWARENESS AND ADAPTATION

Tamer Nassar (YPO Cairo) was the chapter chair in 2011 when millions of Egyptians descended on Tahrir Square demanding the overthrow of the Egyptian President Hosni Mubarak. He recalls, “It was a difficult situation we found ourselves in. But from the first signs of unrest, I received dozens of calls from YPO and WPO members from around the world, not only from neighboring Arab countries but also from Pakistan, Cyprus, Europe and the United States offering their support. At that moment, it truly felt that we were a part of a very special organization.”

Muzaffar Bukhari (YPO Indus, YPO Pakistan) says, “I reached out to Tamer last February. The Arab Spring is a new chapter in the history of the region with repercussions for the rest of the world. I felt that this was a proud moment for every Egyptian and I wanted to congratulate him and share in his happiness. At the same time, through media I knew the difficulties the Egyptians were having with everyday life during the revolution, so I was concerned about my YPO friends from this part of the world.”

Nassar explains the impact the uprising had on regional events and activities last year. A carefully planned education program was canceled, as the chapter quickly re-evaluated the larger social and political implications to focus on fewer but more relevant events with economic and political analysts, such as the former Foreign Minister of Egypt and Secretary General of the League of Arab States Amr Moussa.

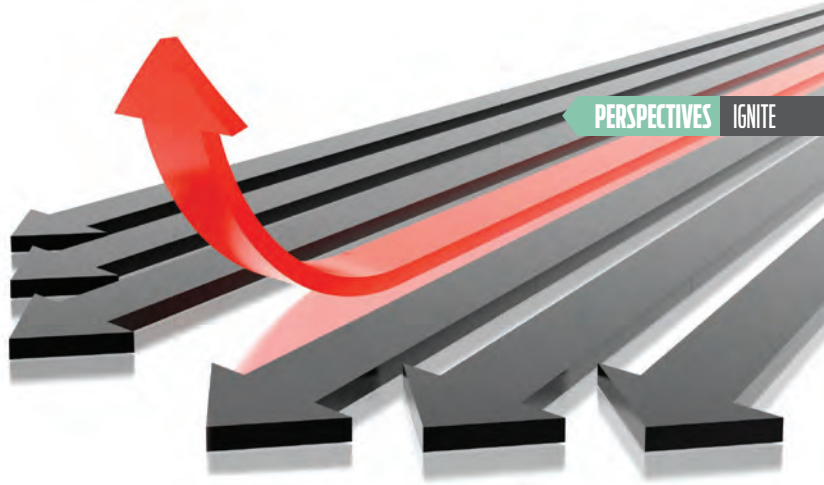
Other events later in the year included a Women’s International Network Global Conference Call with **Neeven El Tahri** (WPO Cairo, WPO Greater MENA) who shared her firsthand experience of living through the Egyptian Revolution.

EGYPT'S GROWTH AND THE RETURN OF ITS YOUNG PEOPLE

Throughout 2012, YPO and WPO members report the country has gradually stabilized and membership in Egypt’s chapters is growing once again following a dip caused by the relocation of some members. A new chapter in Alexandria, Egypt is also being planned and the October 2012 YPO-WPO MENA board meeting took place in Cairo to show further support for that chapter. (MENA is currently developing a chapter in Islamabad, YPO Capital Pakistan, as well.)

Perhaps the most striking indicator that the Middle East is rebounding and establishing new roots is the gradual return of its young people. El Tahri, who works with start-up companies, reports seeing a fascinating turn of events in the influx of YPO and WPO member children returning home after attending universities and colleges abroad.

“University graduates enthusiastically want to come back home and work in Egypt,” she says. “We are seeing an enthusiasm and belief from these youth that the future is right here. They recognize that Egypt has loads of potential and that they can make a difference.”



For El Tahri, the entrepreneurial spirit found in today's young adults "is just breathtaking" and has allowed her to readjust her vision of the future of Arab nations.

"Given my age as a WPOer, many times I have questionable moments about how long this volatility will prevail, but it is those young people representing 65 percent of our population that are my wake-up call and set the fire back into me."

SUPPORT FOR SYRIA: MENA CHAPTERS OPEN DOORS IN TIME OF NEED

As YPO and WPO members report that conditions continue to improve in Egypt, Syria is still facing a political stalemate. In August alone, more than 100,000 people reportedly fled Syria to seek refuge in neighboring countries.

Members were not unaffected. According to MENA Regional Corporate Responsibility Chair **Michel Fattal** (YPO Levant), many Syrian members went to Lebanon, "The Lebanese YPO and WPOers wholeheartedly embraced and supported Syrians who relocated to Lebanon after the situation became too dangerous."

Rana El-Zein (YPO Levant) agrees that members and their families living in Syria have experienced overwhelming regional support when faced with the need to relocate. Even during the most difficult times, El-Zein said other chapters, Lebanon in particular, opened their doors to members in need, which built stronger bonds between chapters and families.

Both El-Zein and Fattal are grateful for the outpouring of support MENA has offered its Syrians. "What is happening in Syria today is having a big toll on all our members. But we really consider ourselves as being part of a big family and continue to closely network and support each other," Fattal says.

Much like Egypt in 2011, the Levant Chapter canceled most of its 2011-2012 events and activities. The members were, however, able to maintain their annual flagship Family event, meeting in Spain in July. El-Zein said most members were able to overcome their suffering and gathered to meet face-to-face. The connection was powerful. Members agreed not to discuss political views, but discussions about humanitarian aid were admissible. El-Zein said it was "noticeable that we are all facing our challenges and trying to overcome them on a personal level."

Bassel Hamwi (YPO Levant) adds, "The chapter members are doing their best to help alleviate some

of this suffering in their own individual ways. We are confident in each other's abilities to overcome."

Realizing the power of face-to-face member interactions during times of crisis to help mitigate the impact of social and political unrest, MENA Regional Chair **Suzy Kanoo** (YPO Bahrain) introduced MENA Without Borders, an initiative requiring every MENA chapter to open at least one event to all of its fellow chapters.

The initiative creates opportunity for MENA members to network more closely across chapters and to learn from mutual experiences and interests during these difficult times.

PALESTINE: BUILDING RELATIONSHIPS AND UNDERSTANDING WITH INTERNATIONAL PEERS

In July, Dubai-based entrepreneur and WPO Greater MENA Chapter Chair **Rami Malhas** (WPO Emirates, WPO Greater MENA, WPO Jordan), returned from an emotional visit to his ancestral homeland of Palestine where he is part of a steering committee tasked with organizing the upcoming Live Palestine Experience 2013.

Malhas says he is proud of MENA members' efforts to share their insights and perspectives and points out the resilient nature of the chapters; he credits YPO and WPO members and their families for planning an event with "long-term positive goals of fostering a culture of understanding."

The event should help demystify a region often publicly misunderstood. As more members from around the world continue to sign up for the event, Malhas considers this a unique opportunity for visitors "to meet Palestinian people living their lives and achieving success in spite of all the hardships and constraints being imposed. The event is about life, color, culture and achievements — including entrepreneurial success stories in spite of the hardship of the occupation."

As MENA members continue to navigate through a period of uncertainty, there remains one constant source of support — the YPO-WPO network of peers. Whether through an overseas phone call, a chapter opening its doors or an event organized to educate and share global insights, the leadership found only in YPO-WPO provides a compass for the journey ahead. ▲

For more information about the Live Palestine Experience 2013, visit the events page on MyYPO and scroll down to view the Calendar of Events.



FATTAL



HAMWI



MALHAS

THE ORIGINAL SOCIAL NETWORK

BY MARY WOODS and MARIDEL ALLINDER



From its inception, YPO has always been about connections.

WHEN RAY HICKOK opened the first meeting of a new organization for young presidents on 20 October 1950 at The Waldorf Astoria in New York City, not even he realized the full impact of what was about to transpire among his 50 guests.

At age 27, having returned from military duty in World War II, Hickok found himself presiding over his father's manufacturing business in Rochester, New York. Overwhelmed and challenged with no one to confide in, Hickok, a secretary and two staff assistants began combing reference books in the library looking for executives who fit the description "young president."

Fast forward 62 years. Hickok's vision has become a global organization that connects 20,000 chief executives leading companies generating US\$6 trillion and employing more than 15 million people in 120 countries.

Simple, yet extraordinary in its potential, YPO would improve business practices, connect leaders, encourage personal growth and expand friendships across continents.

Is it the first social network? It's not such a stretch. From a new web platform and mobile apps to 55 Networks and more than 700 Groups to a seemingly never-ending list of in-person and virtual events, YPO-WPO's powerful network continues to connect individual leaders and their families with a place, a priority and a voice.

A SEISMIC FORCE CALLED FORUM

YPO was 25 years old and growing rapidly around the world when four small groups took one chapter to a new level, and in the process, forever changed the interpersonal dynamic of YPO and its membership.

Those small groups, the first Forums, were established in 1975 by the YPO Northern California Chapter. Nearly 40 years later, more than 3,200 Forums around the world share one language and a code of conduct that empowers chief executives and their family members to discuss the most private details of their lives with trusted peers in absolute confidentiality.

"Forum is the single greatest unifying force among members," says international Forum Committee Chair **Jim Schoeneck** (WPO Northern California, WPO Rancho Santa Fe). "Forum is not just our monthly meetings with peers. Forum really is the language of YPO. When we understand Forum protocol and confidentiality, we can communicate with each other in a different way than we do in other parts of our lives, whether it's within our chapter or the international YPO-WPO community."

[please turn the page]

In the early years the focus of Forum was strictly business, a place where chief executives could discuss company challenges and know that every word spoken would remain confidential. Before long, members were bringing both personal and professional issues to this valued group of peers.

“Before Forum, the chapter structure lacked a bit of soul,” says 1996-1997 International Chairman **Tim Holmes** (WPO Perth). “Forum added depth and a new dimension.”

Many identify the YPO precursor of Forum as the small groups that have always been the bedrock of the YPO Harvard Presidents’ Program, which celebrated its 60th anniversary in 2012. But even those venerable Harvard Business School groups have adopted the Forum protocols that imbue YPO-WPO’s global network with a commitment to connection, closeness and confidentiality. [Read more about Harvard programs on page 30.]

“Because of Forum,” Schoeneck says, “a YPO member is able to sit down with a fellow member anywhere in the world and have a deeper, more meaningful conversation.”

Given the deep connections and life-changing experiences Forum has offered YPO-WPO’s global community, it isn’t surprising that the traditional member Forum has inspired a family of Forum opportunities.

Half of all spouses and partners participate in Forum, as well as more than 600 youth and young adults. There are couples Forums, international Forums, focus Forums and action Forums. They are all sounding boards, safe havens and ports in a storm — crucial facets of YPO founder Ray Hickok’s vision for the organization.

THE FAMILY CONNECTION

“My father’s vision of YPO was never intended to be just a business organization, but one in which members and their spouses could convene to share ideas and experiences,” says Tom Hickok, son of founder Ray Hickok.

More than 10 years ago Youth & Family programs became permanent fixtures on the organization’s international events calendar, addressing the needs and interests of spouses, partners, youth and young adults. Today, more than 30 programs span the globe from Canada to China.

“Family programming is vital for YPO-WPO,” says Zeina El-Khalil (spouse, YPO Lebanon), member of the international Family Committee.

El-Khalil has witnessed a great improvement during her 12 years of membership in programming that allows more family participation.

“My dad would be incredibly proud of what YPO-WPO is today and the electricity and connections that are made.”

— Tom Hickok

“This is a community of peers committed to lifelong learning and idea exchange and the more the entire family gets involved, the richer it becomes,” she says.

A longstanding favorite among YPO youth is the Junior Leadership University (JLU) in Leysin, Switzerland.

“I definitely think that JLU and other similar programs give me an advantage over other kids,” says Leila Habayeb, daughter of **Nabil Habayeb** (WPO Emirates, WPO Greater MENA). “The speakers and resources were incredible and taught us so much. I think no other programs can compare when it comes to JLU.”

YPO-WPO provides programming plus social networking opportunities for members’ young adult children age 18 and older (YPONextGen), as well as a Global Internship Program, @University groups and YNG city groups. [Read more about the Global Internship Program on page 64 and other YPO-WPO youth opportunities on page 20.]

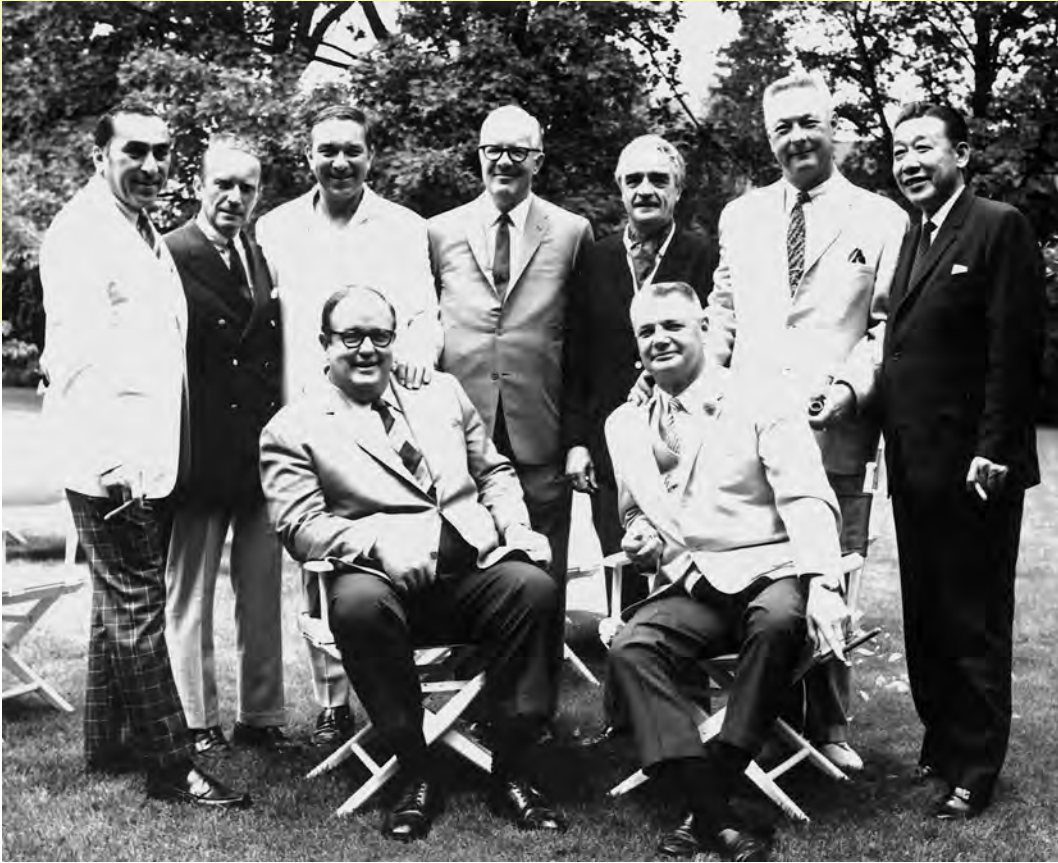
The @University programs are run as traditional member chapter meetings adapted to the university setting, allowing YPO and WPO young adults to build their personal networks, develop relationships through Forum-like activities and attend inspiring events put together by local chapters or @University chapter leadership. There are currently more than 35 @University programs in the United States, Canada and South Africa.

More than a year ago, YPO-WPO found a home at the University of Notre Dame in Indiana through the sons and daughters of current members.

“It is such a blessing to be a part of this incredible community that is YPO,” says David Mastrovich, University of Notre Dame student and son of **Larry Mastrovich** (WPO Pacific US At Large). “The @University program offers students the opportunity to network and share experiences just like our parents.”

With the support of the YPO-WPO International Board, spouses and partners are increasingly expanding their chapter, regional and international

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Above:
Ray Hickok,
seated on the
right, with
friends and
fellow YPOers at
daughter Holly's
wedding in 1968.

Below:
Hickok family
photo circa 1953,
from left to right,
Ray Hickok,
daughter Holly,
son Ray, wife Sally
with infant son
Tom on her lap.





Advanced Forum Officers' Workshop team-building activity at 2012 GLC in Singapore.

leadership roles as part of the international Family Committee. Personal and Social Enterprise Networks have opened doors to spouses and partners giving them exclusive access to the powerful YPO-WPO network and its world-class education resources.

The YPO-WPO Harvard Spouse/Partner Program led by Co-chairs Radha Kantipudi (spouse, YPO Hyderabad) and Janet Landucci (spouse, WPO British Columbia) is in its second year and the response has been overwhelming.

"We reached our full capacity again this year," says Landucci, "and our Harvard resources have been extremely impressed with the culturally diverse group. The networking is phenomenal."

[Read more about YPO and WPO spouses and partners on page 70.]

NETWORKS: INSTANT ACCESS TO FOCUSED PEER EXCHANGE

In 2006, building on the legacy of the chapter model and Forum phenomenon, YPO-WPO took networking to a new level with the launch of nearly 60 Networks designed to connect members around business, personal and philanthropic interests. These Networks quickly became a popular extension of the chapter experience — and one of the most powerful advantages of membership.

"Networks have allowed members and spouses to locate each other, communicate and leverage knowledge like never before in the history of the organiza-

tion," says **Jeffrey Rosenthal** (WPO Angeleno, WPO Aspen), one of the founding members involved in the development of YPO-WPO Networks.

Today, nearly 12,000 members belong to 55 Networks that connect them around their industries, passions and social actions. The largest Network, the Deal Global Business Network, has more than 4,000 members. [Read more about the Deal Global Business Network on page 76.] More than 1,000 spouses and partners are also active in Networks.

Through Business Networks in industries as diverse as construction and digital media, Personal Networks for interests from collecting art to competing in triathlons, and Social Enterprise Networks focused on giving back, members find instant access to the cumulative experience of their peers.

"In the next 10 years, I believe Networks will become as important as chapters are today," says Rosenthal.

GROUPS: MORE THAN 700 WAYS TO CONNECT

With the rapid growth and success of Networks, a new dimension for connecting was introduced in 2009: Groups.

Today, more than 700 Groups unite more than 6,000 members around interests as diverse as music and online reputation management. These Groups can be formed by any member, spouse or partner on any topic for any length of time.

Bernie Tenenbaum (WPO New Jersey) is one of many members who have embraced Groups. He

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founded three: Deadheads in YPO, YPO-WPO in Toys, and Public and Private Company Directors.

As a toy industry executive and fan of the Grateful Dead, Tenenbaum sought a connection to members who shared his interests. A passion for corporate governance also led him to create the Public and Private Company Directors Group, which functions both as a sounding board for members serving as outside directors and as a resource for members seeking experienced board directors for their companies.

"We encourage dialogue at a Forum level among members facing challenges as directors," says Tenenbaum, whose Directors Group is now the largest in YPO-WPO with nearly 350 members. "Members who are searching for effective and experienced board directors also have a great resource in our Group."

PEER-TO-PEER EDUCATION FOR OFFICERS

Each year since 2000, YPO and WPO incoming chapter, Network and regional officers have convened for Officer Education workshops to gain the tools and knowledge to undertake their roles as chapter and regional leaders. Officer Education is now an annual gathering of "leaders of leaders" at the Global Leadership Conference (GLC). The peer-to-peer education and networking among this group prepares them for new leadership roles and strengthens YPO-WPO.

[please turn the page]

In 2012, YPO-WPO introduced new interactive eBooks for each chapter role and education workshops revolving around a participant-centered learning model that strikes a balance between best practices and free-flowing idea exchange.

“We created a new education model and collaborative learning framework,” says GLC Workshops Portfolio Advisory Lead **Sean Magennis** (YPO North Texas), a member of the international Education Committee.

To foster connectedness, the GLC team also introduced member-led conversations in which participants could move fluidly from one group to the next.

“Rather than participants listening to presenters in elective sessions, they chose among 24 conversations convening a diverse range of ideas and questions,” says Magennis.

The energy and connectedness that the GLC fosters keeps members coming back year after year for YPO-WPO’s premier networking and education event: the Global Leadership Summit. [Read more about the 2013 GLC in Istanbul on page 78.]

FROM THE WALDORF TO THE SUMMIT

In 2012, more than 2,000 members, spouses and partners met in Singapore for the Global Leadership Summit. Southeast Asia hosted its first Summit, which broke records as the largest international event in the organization’s history.

The Summit, which takes place immediately after the GLC Officer Education, is the pinnacle of YPO-WPO idea exchange, and the best place to foster and grow vital connections. Exclusive to members, spouses, partners and invited thought leaders, the Summit is the world’s largest annual gathering of chief executives and YPO-WPO’s ultimate education and networking experience.

“There is such a high level of energy that I find it rewarding to meet such a diversity of members in one place,” says nine-time GLC attendee and 2012 GLC Host Chair **Hester Chew** (WPO Singapore). “This gathering represents how the organization has grown and evolved, yet the intimacy and the one-on-one exchange still exists.”

A BRAIN TRUST CALLED M2Mx

When it comes to the profusion of power tools in the YPO-WPO networking arsenal, expertise is probably the most powerful. The single greatest reserve of that knowledge is M2Mx (Member-to-Member Exchange).

In an organization known for members’ respect and commitment to each other, M2Mx is the ultimate go-to for trusted information on any topic, from locating a supplier in Shanghai to finding the voice of experience in a medical emergency.

“It never ceases to amaze me the speed at which any M2Mx query is addressed,” says **Ajay Mehta** (YPO Tanzania). “I am increasingly making use of this channel to seek feedback I can rely on.”

Nearly half of all M2Mx requests are business related, as members seek expertise on everything from venture capital to outsourcing. Medical requests comprise 28 percent of M2Mx traffic, while the remainder constitutes personal inquiries on just about any topic.

A new M2Mx mentor program, Lifelines, has been established to provide immediate phone assistance for substance abuse, breast cancer and prostate cancer inquiries. Members with experience in these areas will be available within 24 hours to answer questions. The new program is the brainchild of **Bret Jorgensen** (WPO San Diego) and **Leslie Michelson** (WPO Los Angeles). [To learn more about one member’s experience with M2Mx, refer to the Sound Bites box on page 41.]

YPO-WPO’S DIGITAL BEGINNINGS AND VISION

Over the years, as member connections burgeoned, it was only natural to plug into the digital revolution and offer an online presence.

In 1998, the MyYPO website launched the organization into cyberspace, connecting chapters across continents and setting in motion initiatives to leverage the web. Today, members’ lives are shaped by YPO-WPO’s evolving technology from the new web platform — YPO-WPO Exchange — to mobile apps, Facebook, LinkedIn and Twitter.

“After a decade of underinvestment, we are now at the beginning of a new global connectivity that will change the landscape of the organization,” says 2012-2013 YPO-WPO International Chairman **Chuck Davis**.

Davis chaired the original IT Steering Committee, which convened in July 2010 to oversee a multi-phase technology initiative to meet the needs of a global and diverse membership. Davis’ strategic goals for 2012-2013 focus on what he calls his YPO 2.0 plan.

“The future of YPO depends on the core of global networking and virtual activities,” he says. “It will be about building relationships across borders, not just local geographies.”

The Exchange will ultimately replace MyYPO and



SOUND BITES

M2Mx in Real Time

revolutionize how members connect. Using social media and other technologies, it will allow YPO-WPO to leverage the phenomenon of member-to-member communication as one of the organization's most powerful tools.

"Social media, local and international events and calendars linked together, discussion groups, chat friendship circles — this will all eventually be a part of our capabilities," says Davis. "If we are to be leaders of the future, we need the tools to connect."

Davis' ambition secures Hickok's vision in the 21st century.

THE FUTURE OF CONNECTIVITY: ONLINE AND FACE-TO-FACE

As YPO-WPO continues to enhance its digital offerings, mobility is a forward focus. The organization debuted the first event mobile app at the 2012 GLC in Singapore, allowing participants to access agendas, send photos and comment about speakers and events in real time.

"I saw people sharing experiences and connecting all week long. It made this incredibly large event a really personal experience," recalls Tom Hickok.

YPO-WPO is currently developing new mobile apps to support networking and idea exchange across the organization.

Reflecting on Ray Hickok's remarkable foresight and its evolution over more than six decades, it is clear that YPO-WPO has been transformed by the possibilities of technology while remaining true to its original vision: The power of human interaction — the idea exchange between peers in a trusted environment — inspires better leaders.

As the founder of the original social network put it, "YPO is first, last, and always a uniquely personal experience."

For more than 60 years, YPO has been a chief executives network built on deeply personal connections. Programs have changed and tools have evolved, but the foundation endures. It still takes interested, invested, caring individuals to set in motion the forces that transform lives.

"My dad would be incredibly proud of what YPO-WPO is today and the electricity and connections that are made," says Tom Hickok. "He was at heart, a networking guy." ▲

Karl Wadensten (WPO Patriot, WPO New England) was serving on the board of the Rhode Island Economic Development Corporation in 2010 when former Boston Red Sox baseball pitcher Curt Schilling approached the group with a financing request for a video game company.

Because the loan would take nearly all of the development corporation's financial resources, Wadensten turned to YPO and WPO members for advice through M2Mx and Networks. In the end, Wadensten voted against the loan, but eight other members of the board voted for it and the majority ruled. The group loaned the venture US\$75 million.

Two years later, Wadensten reached out to YPO and WPO members again, this time because the startup was not going to be able to make its loan payment, and media attention would be intense because a celebrity was involved.

Without divulging the details of the impending bankruptcy, Wadensten asked M2Mx and his business Networks for assistance. "URGENT," he wrote. "I immediately need an expert in the Internet gaming industry to offer advice related to a company reaching a pivotal point in its life cycle. We are being beat up by media on an investment and need to determine the next step. Could use some help navigating the unique situation I find myself in. Please contact me if you can help."

Within hours, Wadensten received 45 responses — and a wealth of expertise that helped the board members to reach a decision.

To learn more about the benefits of M2Mx and Networks, visit www.myyyo.org/m2mx and www.myyyo.org/Networks.



ON THE AIR



MEDIA MATTERS

■ BY ANGELA MERS

Members take to airwaves and web to offer commentary on global business topics as part of CNBC alliance.

WHEN **Michele Raucci** (YPO Italy, YPO Berlin) attended the Ambrosetti Forum in Cernobbio, Italy, he met CNBC anchor Maria Bartiromo, who was interviewing the Italian prime minister and the president of the European Council. “We started to chat and once she found out I was a YPO member, she became very interested in discussing European issues in detail,” he says.

YPO and WPO members are quickly becoming the go-to experts and commentators on a variety of topics for CNBC. Over the past year, since YPO-WPO and CNBC formed a partnership in February 2012, members have shared their perspectives on the eurozone crisis, food inflation, health insurance, economic events in Egypt, the Facebook IPO and more.

“I think it is important for us as business leaders to address these topics and make them understandable to others,” Raucci says.

By serving as expert sources for CNBC on today’s critical issues, YPO and WPO members are increasing their companies’ brand recognition, learning how to communicate key messages in a short timeframe, appealing to prospective members and raising YPO-WPO’s external profile.

CREATING AN ALLIANCE

In February 2012, YPO-WPO and CNBC launched an exclusive media partnership at the Global Leadership Summit in Singapore. As a part of this collaboration, YPO-WPO established “Chief Executive Networks” (CENs) in the Americas, Europe/Middle East/Africa and Asia-Pacific regions to advise CNBC’s editorial leadership and audience on what they’re experiencing on the frontlines of the economy.

“I have been very impressed with the professionalism and commitment shown by the CNBC-YPO team in achieving the partnership objectives, within the boundaries and timelines of the digital media world,” says **Rizwan Koita** (YPO Bombay), who has blogged on CNBC.com.

Since the launch of the partnership, more than 200 members have joined the three CENs and have contributed to more than 70 blogs on CNBC.com or on-air interviews.

Each quarter, CNBC has exclusive broadcast rights to the YPO Global Pulse, a one-of-a-kind index that offers a read on global chief executive confidence and includes YPO and WPO member sentiment based on their companies’ sales, employee counts and fixed investments.

CNBC also serves as the exclusive international broadcast partner for the Global Leadership Summit, interviewing members and providing a moderator for the Summit sessions. Martin Soong, co-anchor of CNBC Asia’s “Squawk Box,” interviewed members on-site and led discussions with keynote speakers at the 2012 Summit in Singapore.

“Moderating the Global Leadership Summit in Singapore was an absolute blast!” says Soong. “A ballroom jam-packed with people who are essentially going to be leading growth, innovation and job creation in the

“I’m extremely proud of what the YPO and CNBC relationship has become.”

— Dave Maney

years ahead — the heads of the world’s top small and medium-sized businesses. These people and their companies don’t usually get enough attention, but they’re crucial to the future of both the developed and developing world. They’re the unsung heroes.”

A PARTNERSHIP IN THE MAKING

The YPO-WPO and CNBC alliance is the result of previous collaborations between the two entities. In 2010, YPO-WPO began releasing the results of the YPO Global Pulse to the media. CNBC quickly expressed interest in covering the survey’s results and interviewing members about the findings.

The relationship took an exciting turn in February 2011, when CNBC traveled to Denver, Colorado to interview members live from the Summit. CNBC Chief International Correspondent Michelle Caruso-Cabre interviewed 12 members on topics ranging from copper markets to pension battles in the United States.

“Attending the Denver Summit started the roadmap to our partnership,” says Steve Lewis, CNBC’s senior executive producer of strategic content and news partnerships. “We channeled the voices of YPOers, offered opposing views and sparked robust discussions adding great value for our audience.”

Dave Maney (YPO Global One) served as the 2011 Summit media chair and played an integral role in bringing CNBC to Denver.

“I’m extremely proud of what the YPO and CNBC relationship has become,” he says. “While both organizations have had to move cautiously in working to understand the needs and motivations of the other, the spirit with which the two groups have approached the process is fantastic and clearly mutually beneficial.”

GIVING MEMBERS A GLOBAL VOICE

The YPO-WPO and CNBC partnership has offered members the opportunity to connect with each other and non-members around the world.

YPO-WPO CEO **Scott Mordell** is delighted that the partnership provides members with a platform to speak to a global audience.

“The relationship with CNBC enhances our members’ leadership experience by providing them with opportunities to offer their personal voice on current affairs as well as connect with each other in new and meaningful ways,” says Mordell.

[please turn the page]



Above:
Anastasios Economou (YPO Greater Europe) with CNBC Anchor **Martin Soong** at the 2012 Global Leadership Summit in Singapore.

Left:
Rosa Scarcelli (YPO New England) with CNBC Chief International Correspondent **Michelle Caruso-Cabrera** at the 2011 Global Leadership Summit in Denver.

Below, L-R:
 YPO Orange County members: **Chris Larkins, Carsten Hoffmann, Sergio Bechara, Eran Goren, Seth Stein, Ashley Leonard, Ashesh Kamdar** and **Larry Gates**.



For **Ian Mausner** (WPO San Diego), the interaction resulting from a blog he wrote for CNBC.com about the eurozone was a major highlight.

“My experience so far with YPO and CNBC has been nothing short of spectacular,” he says. “I have had great dialogue and intellectual exchange. I contributed a controversial blog regarding the status of the eurozone, which prompted a great deal of constructive and energized dialogue. I was then later invited to appear on the “Closing Bell” and had a superb time discussing the current state of the U.S. market given the uncertainties in Europe.” [To read more about Mausner’s insights on the eurozone, turn to page 14.]

Maney concurs that the partnership connects him with more YPO members and other business colleagues. “For me, the partnership has been a continuation of my work straddling the media and business worlds,” he says. “I get to be in contact with more YPOers, more folks in the media business, and get great visibility for things I write or do for the network. The partnership has enormous potential for good for both YPO and CNBC, and I’m happy to be part of it.”

Appearing on air is also helping members expand their businesses’ public profile. **Marwan Elaraby** (YPO Cairo) received a call from a business associate in Western Australia who saw his CNBC interview from the 2012 Summit in Singapore about investment opportunities in the Middle East. “Being interviewed by CNBC has opened up doors for my company in the Asia-Pacific region, a part of the world where my company previously did not have a lot of exposure,” he says. “We are establishing a presence in this area and every little bit helps.”

The partnership also encourages members to approach CNBC producers and editors with topical suggestions for editorial coverage.

In September, a Forum group from the YPO Orange County Chapter visited the CNBC headquarters in New Jersey while on a retreat. The group met with CNBC reporters and anchors and participated in a roundtable discussion with producers.

“During our visit to CNBC, our members were given access to their producers and onscreen talent to discuss the challenges that medium and large businesses face in today’s economy,” said Chapter Chair **Chris Larkins** (YPO Orange County). “Their executives listened attentively to our input, and it was clear that our status as YPO businesses caused them to treat our feedback with a very high degree of authority — a testament to their perceived value of their partnership with YPO. CNBC asked several members to serve as experts whenever relevant news develops in our fields. All of this has clearly improved YPOers’ ability to influence news coverage and editorial content on issues that pertain to our businesses.”

“The YPO-CNBC partnership has been another ‘only-in-YPO’ opportunity that I’ve really enjoyed,” says **Jim Evanger** (YPO Florida, YPO Palm Beach), who has blogged about health care issues for CNBC.com and appeared on “Squawk Box.” “To be able to offer

feedback and suggestions on current events directly to executives in charge of programming and content has been great. They are always looking for a fresh perspective and understand that members can offer that in abundance.”

MASTERING INTERVIEW SKILLS

Giving great media interviews is an art, and the YPO-WPO and CNBC partnership has given many members the chance to improve their skills.

Raucci, a veteran of two CNBC interviews, received coaching from Robert Grossman, the CEO of Media-One Management. Grossman serves as a liaison between YPO-WPO and CNBC, helping to arrange interviews and providing strategic guidance and coaching.

“I have a fair amount of media experience with newspapers and Italian radio and TV stations,” says Raucci. “There is quite a difference between those experiences and the one with CNBC. In those interviews, you chat with a journalist for 10 to 15 minutes. With CNBC, interviews are about three to four minutes. With the assistance of Bobby Grossman, I was able to make the jump.”

RAISING YPO-WPO’S PUBLIC PROFILE

While the benefits for members are plentiful, the partnership also helps YPO-WPO raise its public profile.

Stan Szeto (YPO Hong Kong), who has participated in many CNBC Asia interviews on the YPO Global Pulse results, says he was eager to strengthen YPO-WPO’s external brand.

“By going on these programs, members help YPO communicate that its membership base is an authority on economic and business issues all while giving our organization credibility,” says Szeto.

Raucci shows interview videos and blogs to prospective members as a tool for communicating YPO-WPO’s diversity. “For a lot of prospects, the global reach of a networking organization is very important, and the YPO-WPO and CNBC partnership demonstrates how YPO-WPO is different from a lot of other networking organizations in their own countries,” he says.

FUTURE OUTLOOK

So what lies ahead for this blooming alliance?

“CNBC would like to further expand the relationship so we can tap into the voice of YPO during major news events, and we would like to further expand the partnership into digital space,” Lewis says. “We are constantly looking for more ways to share information with our audience and not just present the voice of analysts, pundits and think tanks. With the anecdotes and insights of YPO members, we have found an additional resource that enhances our storytelling and gives us an unparalleled window into the economy.” ▲

Members interested in participating can email cnbc@ypowpo.org and visit www.myypo.org/cnbc to view a video about the partnership and how to get involved.



Top to bottom:
Ian Mausner
 (WPO San Diego);
Marwan Elaraby
 (YPO Cairo);
Michele Raucci
 (YPO Italy, YPO Berlin);
Stan Szeto
 (YPO Hong Kong).





YPO GLOBAL PULSE



A WORLD OF OPPORTUNITY

Member viewpoints on business and investment

PIONEERING AVIATION TRAINING

BY BHANU CHOUDHRIE (YPO LONDON-MAYFAIR) EXECUTIVE DIRECTOR, C&C ALPHA GROUP LTD.



Simply looking at the order profile of aircraft manufacturers, the growth in the commercial aviation space in Asia and the Middle East is obvious: Throughout the next 20 years, more than 33,500 new planes will be delivered worth more than US\$4 trillion. At least 34 percent of these will be delivered to airlines in Asia while the Middle East will account for 22 percent of all large plane orders.

Numerous sub-segments comprise the aviation market, often with widely different structures and competitive environments. Before investing, it is advisable to clearly define what segment(s) you want to participate in and how, based on your organization's specific competencies and risk appetite. In particular, where we see enormous potential is in the training of technical and ground support staff, with the demand for new technicians expected to be nearly double that of pilots over the next 20 years.

AAG: A SUCCESS STORY

In 2006 C&C Alpha Group invested in Alpha Aviation Group (AAG), including a flight training school in the Philippines and a type rating training facility in the United Kingdom. Having previously provided seed capital for Air Deccan, we were aware of the huge growth potential in the aviation market, particularly in the emerging markets of Asia and the Middle East, and we were keen to explore other opportunities within this sector.

Our prior experience had also highlighted the inherent challenges within the aviation training market, which despite its size and growth, creates a difficult environment for generating stable returns — the ab initio (new pilot) training segment is highly fragmented with numerous flight schools offering a poorly differentiated product, while the capital intensive nature of the advanced pilot training segment (first officer, recurrent and type rating) has driven significant consolidation with large players competing primarily on cost base and price.

With a commoditized training product and poor market structure eroding returns, we identified the pioneering of a new multi-crew pilot license (MPL) training program. This differentiated our services and provided a sufficient level of market disruption by offering an innovative training solution to an industry that has experienced little change in training methodology since international training standards were first introduced in 1948.

We felt an individual Aviation Training Organization (ATO)/Airline MPL training partnership was a compelling training model, particularly within the low cost carrier (LCC) segment, where capital intensive non-core activities are outsourced and pilot retention is an issue. Aside from pilot quality, benefits to airlines include greater scope to customize training programs, shorter training times (64 weeks versus 74 weeks for standard) and increased pilot retention due to bonding requirements.

Despite these advantages, the relative immaturity and untested nature of MPL training initially presented us with a number of challenges from both airlines and regulators when looking to establish the program in local markets. The radical departure from conventional training routes means airlines do not always fully understand the concept and benefits. The case was similar for regulators, who were required to initially recognize the MPL program as a viable training alternative and then approve the final MPL solution proposed by the ATO and partner airline.

By developing and obtaining regulatory approval for the MPL program in the Philippines, AAG has become a pioneer of the course within the region. To date AAG is the largest independent training provider of MPL cadets to the global aviation industry, having successfully trained more than 100 pilots. The company continues to actively pursue new airline customers in both our existing markets and new high-growth regions using MPL as our flagship training solution. Moving forward, we are confident our pioneering of the MPL training solution, combined with a commitment to providing world-class training assets in high-growth emerging markets, will continue to generate the competitive advantage required to capture some of the exceptional growth expected in this sector over the next decade. ▲

To capitalize on investment opportunities in the aviation industry and to explore the Deal Network and Doing Business in MENA Group, visit www.myyipo.org/networks_exchange.

When it comes to identifying business and investment opportunities in an uncertain world, there is no better source of insights than the global network of YPO and WPO members. **Bhanu Choudhrie** (YPO London-Mayfair) explains why commercial aviation is worth a look, particularly in the emerging economies of Asia and the Middle East, and **Luis Miguel Garzón Cisneros** (YPO Peru) says Peru's healthy economy offers significant incentives for doing business in several sectors throughout the nation.

TAKE YOUR PICK IN PERU

BY **LUIS MIGUEL GARZÓN CISNEROS** (YPO PERU) MANAGING DIRECTOR, OPP FILM SA.

Don't be misled by the initial market skepticism about the outcome of last year's presidential elections in Peru, nor by the unenthusiastic approval ratings of Ollanta Humala's presidency after the first 12 months of his tenure. Peru is still one of Latin America's most promising rising economic stars.

Ollanta Humala is no Hugo Chávez — neither is he a Rafael Correa nor an Evo Morales (presidents of Venezuela, Ecuador and Bolivia, respectively). He has not implemented any drastic changes in trade or foreign policy and has not applied any interventionist policies; on the contrary, he has carried the torch of his predecessors to favor open markets and attract foreign direct investment (FDI).

Over the past decade, Peru has become an attractive destination for foreign direct investment. In the first quarter of 2012, FDI in Peru exceeded a record US\$3.4 billion. Foreign capital is pouring into primary industries such as mining, fishing and agribusiness, and fanning out in all directions from tourism and hotels to franchises, construction, manufacturing and even services.

There are several factors contributing to Peru's ability to attract FDI, including its open market; its growing, stable economy; and its competitive production and labor costs.

ENCOURAGING FREE TRADE

After Chile, Peru is South America's most prolific trading partner, with the second-highest number of free trade agreements in place. Opening up Peru's economic borders and attracting FDI began in earnest about a decade ago under former president Alejandro Toledo, who built upon the foundation established by his predecessor, Alberto Fujimori, to encourage FDI through free trade agreements and strategic investments in infrastructure and social development. Toledo's successor, Alan García, reinforced these policies with an emphasis on juridical and institutional stability. Toledo also began the tradition of touting Peru's benefits internationally as the first Peruvian president to play an active role in the World Economic Forum at Davos. In 2012, for the second consecutive year, Peru Day was celebrated at the New York Stock Exchange with a "diplomatic mission" that seeks to attract new investment in both the public and private sectors.

HANG ON TIGHT

These policies have catalyzed a veritable economic bonanza in Peru. Its economy grew at a 6.1 percent clip in each of the first two quarters of 2012 over the same quarters of last year, with an inflation rate of 3.3 percent registered at mid-year — not to mention the gradual strengthening of the national currency, the nuevo sol, against the U.S. dollar: it moved from 2.7 PEN/USD in September 2011 to 2.55 on 1 September 2012. Moreover, the Peruvian central bank has international reserves valued at more than US\$58 billion as of the end of July, an all-time record. Peru's sovereign debt has a Baa3 rating with a positive outlook by Moody's (and BBB with a stable outlook from both Standard & Poor's and Fitch) thanks to its healthy banking system and regulatory transparency. In the first seven months of the year, Peru registered a trade surplus of US\$2.28 billion.

New credit issuance grew at an annualized 17.1 percent in the first half of this year, indicating increased access to credit in various sectors of the economy. Interest rates on nuevo sol-denominated corporate loans hover around 5.18 percent, allowing attractive financing terms within a world-class banking structure built on the Basel III international norms, which deal with bank capital adequacy and market liquidity risk. The U.S. dollar-denominated corporate loan interest was around 4.21 percent at the close of the first half of the year.

THE PRICE IS RIGHT

Finally, Peru offers competitive production costs in the areas of skilled labor, energy costs as measured in kilowatts per hour, infrastructure, and relatively cheap factory overhead and land costs, which allow companies to leverage economies of scale and take advantage of all the opportunities Peru has to offer.

For us at Opp Film, which is the largest Latin American manufacturer of BOPP film, used primarily in flexible packaging for food and beverage products, Peru has been an ideal location for our headquarters and the bulk of our production capacity, for all the reasons mentioned here, in addition to easy access to maritime ports, which facilitates the export of our products to more than 23 international destinations. ▲



GARZÓN C.

To capitalize on investment opportunities in Peru, visit the YPO-WPO Doing Business in Peru Group at www.myyppo.org/networks_exchange.

TAKING THE WORLD'S ECONOMIC PULSE

THREE AND A HALF YEARS AGO, YPO-WPO began to leverage an asset no other organization in the world had — the quarterly economic sentiments of chief executives in more than 100 countries. Today, top-tier media outlets worldwide look to YPO-WPO for one of the best economic forecasting tools in the world: the YPO Global Pulse.

Most chief executive surveys are country-specific in scope or focused exclusively on large companies, but YPO-WPO's survey taps the heartbeat of a truly diverse, global chief executive constituency four times a year. Because chief executive sentiment is recognized as a better predictor of the future than lagging indicators like inflation, unemployment rates or stock market performance, the YPO Global Pulse has become the closest thing there is to an economic crystal ball.

"Global Pulse is a great idea," says **Eliya Alalu** (YPO Istanbul). "Getting the insights of YPO and WPO business leaders around the world, peers you can trust, is a tremendous asset no other organization offers."

While media coverage from CNBC to *The Wall Street Journal* to *The Economist* has spiked YPO's global brand awareness, the primary mission of the survey remains internal: aggregating member insights for the benefit of each other.

Since the inception of the YPO Global Pulse in July 2009, a growing number of members have participated in the survey,

which asks for most recent quarter sales, employee counts and fixed investments compared with one year ago, as well as anticipated numbers for the coming year.

The result is a powerful economic forecast grounded in chief executive feedback from thousands of companies — and a visionary vehicle for peer exchange.

"The Global Pulse data I most enjoy reading is the write-in comments," says **Andrew Douglas** (WPO London, WPO EuroChapter). "It's interesting to see what is working and what isn't in the different markets; to read other members' perspectives in their own words."

Through the YPO Global Pulse, members connect to each other and to the world as subject matter experts on the global economy.

AN OUTLOOK ACROSS THE REGIONS

In this special section, the color-coded world map indicates chief executive economic sentiment, as measured by the October 2012 YPO Global Pulse Confidence Index, by country.

Below, members offer further insights by sharing personal perspectives on their own businesses and industries in nine regions around the world.



NORTH ASIA

"The most challenging thing my business in China is facing right now is uncertainty. With the global economy slowing down, China is also impacted. In addition, the political leadership transition is making the picture more unclear. I'm managing it by being prudent in our investment plan and being more stringent in our cost control measures. We are also looking at new revenue opportunities which are more recession-proof."

— **Bernie Auyang**
(YPO Hong Kong, YPO Mongolia, YPO Shanghai)
Chairman, Vida Nova Ventures Inc.

SOUTHEAST ASIA

"In my own business, we retail discretionary items such as smartphones, tablets and flat-panel TVs, as well as 'replacement' items such as white goods and home furnishings — all of which are easy items to defer if the fear of job loss kicks in.

"The hope, therefore, here in Southeast Asia, is for a stronger pick-up in the United States, cohesion in the eurozone and stimulus in China before muted sentiment in our region becomes something more challenging on the employment front."

— **Terry O'Connor** (YPO Singapore)
Regional CEO, Courts Asia

EUROPE

"We provide high-voltage test systems to large-scale laboratories and cable manufacturers around the world, principally in Europe. Our biggest challenge for the foreseeable future has to do with staying competitive in spite of our labor costs in Belgium.

"We continually invest in R&D to maintain a technological advantage in our sector. However, the economic downturn in Europe has required us to step up our marketing efforts to convince customers to pay the higher price that the superior technology implies."

— **Bernard Decamp-Bonjean** (WPO Belgium)
Managing Director, Decatel

NORTHEASTERN U.S.

"Our recent expansion into the investment banking sector has provided us with additional statistical and anecdotal insight into various sectors of the economy. While the recovery remains challenging from an employment perspective, middle-market companies are exhibiting strong growth, substantial cash balances and vibrant transaction activity. We are optimistic about the near term and making strategic investments primarily in the financial services and gaming sectors."

— **Randy Waterfield** (YPO New York City, YPO Americas Gateway) CEO, The Waterfield Group



Economic Confidence By Country

The YPO Global Pulse Confidence Index combines chief executive answers about expected and most-recent-quarter sales, employee numbers, fixed investment and business conditions. This sentiment map is shaded by levels of economic confidence among YPO and WPO members. The index is centered on 50. An index reading below 50 indicates a more negative outlook (represented by a lighter color). A reading above 50 indicates a more positive outlook (represented by a darker color).

MIDDLE EAST/NORTH AFRICA

“My business in Saudi Arabia is benefiting from the influx of foreign companies establishing a presence in the country. This, I believe, is partially due to the uncertain economic situation in their own countries and the record investments being made in Saudi Arabia by the government and private sectors.”

— **Ali Tabbara** (YPO Saudi)
Managing Director, Usamah Ali Tabbarah & Co. Nexia Intl.

EAST CENTRAL U.S.

“The increase in energy exploration in North America has benefitted my business substantially. We are ramping up our research and development efforts in order to meet new environmental standards. One of the biggest challenges that I am facing is fluctuation in commodity raw material prices and availability. We are trying to manage it through hedge purchasing, which is unfortunately increasing the amount of inventory we are forced to carry.”

— **Randy Russell** (YPO Pittsburgh)
President, Ranbar Electrical Materials, Inc.

LATIN AMERICA

“In the plastic film and packaging industry, we are seeing plenty of demand from both foreign and domestic clients who are investing in new technology to increase their production capacity. As the sole BOPP (biaxially-oriented polypropylene) film producer in Peru and the largest in Latin America, we are in a position to grow 20 percent this year. Right now, my main focus is on sustaining the success of our operational model through effective governance succession planning.”

— **Luis Miguel Garzón Cisneros** (YPO Peru)
Managing Director, Opp Film S.A.

SOUTHERN U.S.

“The greatest challenge we face is adjusting to the changing regulations in the financial services sector. With Wall Street reform through the Dodd-Frank Act, the way we and our clients operate has — and will — change in the coming years; some of it for the better, some for the worse.

“Our industry is promised new regulations in the years to come of which we, today, can only speculate their depth and impact.”

— **Frederic “Carl” Streck** (YPO Southern 7)
Principal, Mountainseed Advisors

AUSTRALIA/NEW ZEALAND

“Identifying and developing leaders skilled to execute and discipline our business model effectively in the various different leadership roles is our key challenge and the most significant driver of our performance now and into the future. We’ve documented the different role requirements and tried to enunciate the challenges transitioning from one role to the next, but overcoming the ingrained business culture of ‘climbing the corporate ladder’ will still frequently lead to people ending up in roles that don’t best suit their skills.”

— **Tudor Marsden-Huggins** (YPO Queensland)
Managing Director, Employment Office Pty Ltd.



For more details and interactive charts on the economic outlook and member insights into business opportunities, visit the YPO Global Pulse information suite at www.myyppo.org/globalpulse.

THE UNITED STATES AND THE GLOBAL ECONOMY

Lifting the veil of uncertainty

BY STEVE SLIFER



IN OCTOBER, the International Monetary Fund lowered global output projections by 20 basis points to 3.3 percent for 2012, citing “new setbacks” in the economic recovery.¹ Even so, 3.3 percent is still an expansion. Their *World Economic Outlook* forecast that the world will avoid slipping into recession is based on two fundamental assumptions: that European policymakers will agree on a credible and implementable plan to allay the financial distress affecting the eurozone periphery; and that policymakers in the United States will deal effectively with a basket of fiscal issues including the federal debt ceiling restrictions and the so-called “fiscal cliff” of tax increases and spending cutbacks currently built into existing budget law.

Given that the European Union and the United States are the world’s two largest economies and most prolific trading partners,² the ability of policymakers in both areas to effectively navigate their respective challenges will have a momentous impact on global growth.

In the United States specifically, the challenges are ominous. The U.S. economy is expanding at a subpar pace and not producing enough new jobs. It is becoming increasingly apparent that the so-called fiscal cliff is causing businesses to postpone important hiring and investment decisions. If policymakers do not address this issue, its negative impact on gross domestic product (GDP) growth of 5 percent could push the economy into recession in the first half of next year.

But that is not going to happen. Congressional leaders in Washington, D.C. are certain to mitigate or postpone the bulk of the problem so that its likely negative impact will be reduced to about 1.5 percent. That should trim U.S. GDP growth next year to about 2.5 percent, which is still faster than the pace recorded in 2012. Eliminating this one piece of uncertainty should pave the way for more rapid expansion not only in the United States, but also around the world.

POSITIVE FACTORS

With short-term interest rates at 0 percent in the United States, the stock market at its high for the cycle, consumer sentiment at a lofty level, the housing sector on the rebound and corporations flush with cash, GDP growth and the jobs picture *should* be relatively robust.

1. From the *World Economic Outlook, 2012: Coping with High Debt and Sluggish Growth*, published by the IMF www.imf.org/external/pubs/ft/weo/2012/02/pdf/text.pdf

2. Per 2010 World Trade Organization figures

Interest rates. Recently, the Federal Reserve System (the Fed) pledged to keep the overnight federal funds rate at 0 percent through mid-2015. Effectively, the Fed is going to keep its foot on the accelerator for another three years.

Housing sector. The Fed also expressed its intention to buy US\$40 billion of mortgage-backed securities every month until the unemployment rate falls to its full-employment level of 5.5 percent. As a result, mortgage rates should decline from 3.5 percent currently, to a record low level of 3 percent by this time next year.

With home prices having fallen 35 percent, mortgage rates headed toward 3 percent and employment and income rising gradually, homes today are extremely affordable. Consumers have responded and home sales have risen sharply. The faster pace of sales has created a housing shortage in many areas of the country, which, when combined with fewer short sales and foreclosures, has pushed home prices higher.

A turnaround in housing is enormously important. After acting as a brake on growth for years, housing should bolster GDP growth by 0.3-0.4 percent in 2013. To construct those houses, builders will need more workers. As home prices climb, many homeowners will no longer owe more than their property is worth.

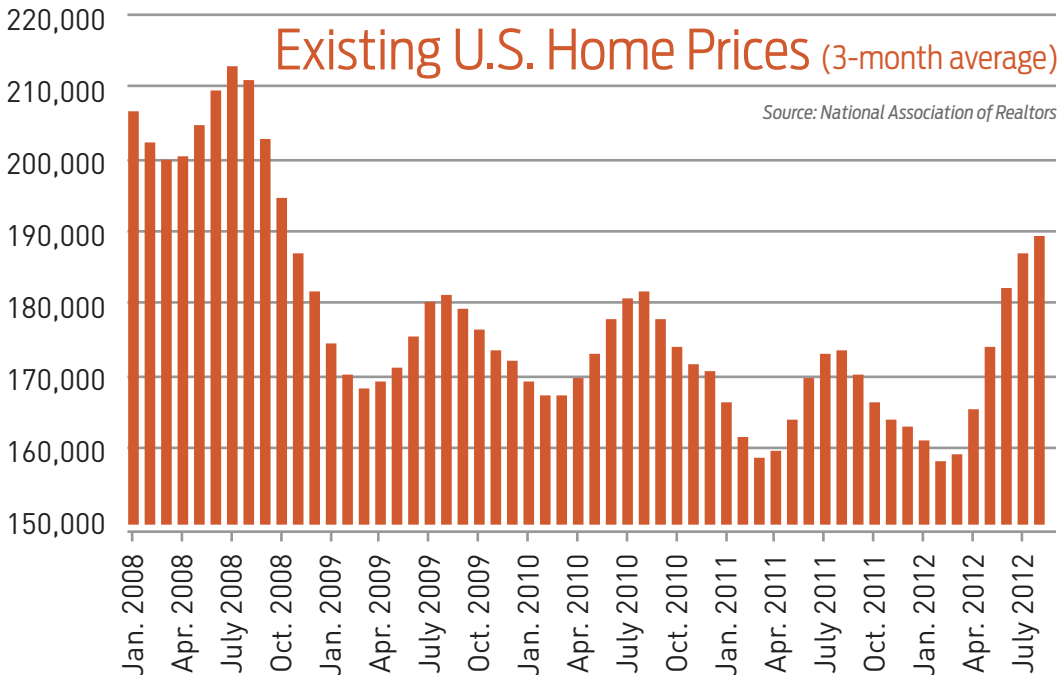
The stock market. The stock market is near its highest level since the expansion began, which suggests that investors are relatively optimistic. As the stock market climbs, it restores wealth lost during the recession, bolsters consumer and business confidence and encourages a faster pace of spending, hiring and investment.

Corporate cash. Corporate profits have climbed to record high levels, allowing CFOs to accumulate a sizeable cash cushion. But with so much uncertainty about the fiscal cliff, firms have been unwilling to deploy that cash. However, if many of those budget issues are resolved in the coming months, corporate leaders will seek attractive investment opportunities and spend some of that accumulated cash.

NEGATIVE FACTORS

Despite these numerous positive factors, the U.S. economy is plodding along with GDP growth of 2 percent and job creation of 150,000 per month, which is insufficient to quickly push the unemployment rate lower. Why so slow?

Fiscal cliff. At the end of this year, if the U.S. Congress does nothing, individual tax rates will rise, payroll taxes will climb — which will reduce paychecks — and federal spending across the board will be cut. This combination of events, known as the fiscal cliff,



could subtract 5 percent from GDP growth next year and potentially push the U.S. economy into recession.

Against this background firms are choosing to postpone hiring and investment. If there is a chance of recession in early 2013, why hire now? Or invest, for that matter?

Everybody expects the U.S. Congress to “do something” between now and the end of the year. Why? First, the U.S. public will almost certainly blame Democrats *and* Republicans if a recession occurs. Second, one-half of the cuts in expenditures will come from defense spending, which is unacceptable to politicians in both parties.

Third, the debate about individual income tax rates is largely about the rate applicable to the highest bracket. Some compromise seems achievable. My view is that Congress will mitigate or postpone most of the impact of the fiscal cliff. Instead of dragging down GDP growth by 5 percent, its negative impact should be sliced to about 1.5 percent. Given the positive factors described earlier, a negative hit of 1.5 percent should still produce GDP growth in 2013 of 2.5 percent.

Debt levels in the United States. In addition to the immediate problem caused by the fiscal cliff, the United States needs to address its longer-term budget and debt issues. Hopefully, these problems will be tackled in connection with the fiscal cliff problem at the end of 2012. In February 2010, U.S. President Barack Obama appointed a bipartisan commission to find ways to reduce the country’s budget deficit. Surprisingly, the committee reached an agreement, which encompassed a wide range of topics that have been hot buttons in U.S. politics for years — cuts in Social Security, Medicare/Medicaid, discretionary spending and defense. While controversial, the commission came

up with a comprehensive, *bi-partisan* plan of action. That Bowles-Simpson report could become the blueprint for solutions to both the fiscal cliff and longer-term budget and debt issues.

If not done by yearend, the U.S. Congress will have another opportunity in mid-February when it needs to raise the debt limit. In August 2011, the debt ceiling debate went down to the deadline. As fear of default by the U.S. Treasury Department loomed, the stock market fell 17 percent in six weeks and consumer confidence plunged. It took five months to regain lost ground. Hopefully, U.S. leaders in Washington, D.C. learned something from that earlier debacle.

OVERALL GROWTH STILL LIKELY

Tail risk notwithstanding, the IMF forecasts economic growth in the United States of 2.2 percent in 2012 and 2.1 percent in 2013, slightly lower than my assumptions, but still positive and stable. In the euro area, the IMF expects GDP growth to tread water, inching up from -0.4 percent in 2012 to 0.2 percent in 2013. For China, the world’s second-largest national economy, the IMF projects growth to strengthen from 7.8 percent in 2012 to 8.2 percent in 2013. Stability in the United States, gradual improvement in Europe and growth in Asia should reduce consumer and business fears that the global economy is on the cusp of recession. ▲

Steve Slifer is economic advisor to the YPO Global Pulse. He assists with analyzing the survey findings and presents on YPO Global Pulse-hosted Global Conference Calls related to the U.S. economy. Slifer was the chief U.S. economist for Lehman Brothers in New York City from 1980 until his retirement in 2003. Prior to that, he spent a decade as a senior economist at the Board of Governors of the Federal Reserve in Washington, D.C., forecasting growth in the money supply.





Global Family Business Network transcends boundaries, cultures

MANAGING A FAMILY BUSINESS

BY BRANDI NEAL

Thirty-six percent of YPO and WPO members are involved in a family-owned business. While these familial enterprises may be the lifeblood of the economy, they also face their own unique set of challenges, from lack of succession planning to business management conflicts to multi-generational asset and wealth management.



GFBN members networking at the 2012 GLC in Singapore, left to right:

Kapil Nevatia
(YPO Global One),

Ashish Bharat Ram
(YPO Delhi),

Chris Herschend
(Southern 7),

Sunil Goyal
(YPO Delhi),

Harjeev

Kandhari (YPO Abu Dhabi, YPO Dubai, YPO Europe One).

With so many YPO and WPO members navigating these obstacles, the Family Business Network, founded in 2004, is thriving with a membership of more than 2,000.

In June 2012, under the leadership of former Chair **John Benevides** (YPO Chicagoland), the Family Business Network became YPO-WPO's second Global Business Network, joining the Deal Network, which earned its status in 2010. [To read more about the Deal Network, turn to page 76.] The Family Business Network also won a Best of the Best Award for Best Business Network at the 2012 Global Leadership Conference in Singapore.

Global Networks are held to strict standards, including the capacity to generate broad appeal across all industries, regions and age groups. The Network must also have strong leadership in most YPO-WPO regions and be financially sustainable with a clear history of growth and continued development.

"Family businesses are the largest constituency in YPO-WPO," says Family Business Network Communications Officer and former Network Chair **Scott Livingston** (YPO Connecticut). "There is so much demand for networking, education, resources and support for family business-related issues. From the beginning, our Network's approach has been that if we help members strengthen their families, that, in turn, would help strengthen their businesses."

With their wide appeal, Global Networks address YPO-WPO's strategic objectives to attract younger members, promote member involvement and re-engage older members, says **Ed Bagdasarian** (YPO Los Angeles), international Networks Committee member and Global Family Business Network portfolio lead.

The Family Business Network — renamed Global Family Business Network (GFBN) — earned its new designation after years of building a unique platform to deliver education and member-to-member insight to a key constituency of the YPO-WPO membership — the family business.

"Getting the Global Network distinction is a game-changer," says GFBN Chair **Chris Herschend** (YPO Southern 7). "The resources YPO-WPO is investing in GFBN significantly improve our ability to implement our

mission — connecting our members to each other and allowing us to offer them the best resources in the world."

The beauty of GFBN, Herschend continues, is that while other business Networks tend to be more industry focused, GFBN's core focus is on family businesses across all industries.

"The Global Family Business Network has a horizontal impact across a number of vertical Networks," he explains. "Our members tend to be members of multiple Networks, so we know there is a lot of value we can add."

A WEALTH OF KNOWLEDGE

The Global Family Business Network offers a pool of knowledge and experience for any member who is involved with a family business, whether it is a first-generation entrepreneur whose efforts will last beyond his or her lifetime, a multi-generation operating business, or a family organization that may have sold its family business and now manages liquid wealth, assets and philanthropic endeavors — basically any business that creates assets and requires stewardship, Herschend says. Through GFBN, members have access to resources about educating heirs, creating and utilizing a board of directors and securing outside management.

"YPO-WPO is extremely well positioned to offer these resources," Herschend says. "We have an incredible wealth of knowledge to share among members. Before I joined the Network, I really didn't know what I was missing in terms of common ground. It wasn't until I got involved that I realized how deep of a well there is to draw on inside of YPO-WPO."

Herschend, who is third-generation in a family that operates a theme park enterprise, says he recently posted a question on the Network discussion board and within hours received dozens of responses from members from all over the world. He was then able to take that information back to his family and implement a plan that helped the business.

"There is so much credibility among YPO-WPO," he says. "It's better than the best-of-the-best research. The Network has really opened my eyes to the breadth of resources that are out there. I really feel like I have a place to turn."

36 percent of YPO and WPO members are involved in a family-owned business.

Herschend also says he was amazed that even though members come from different backgrounds and work in different industries, their challenges transcend these boundaries and offer a common bond.

“I often hear from members from different cultures who have different perspectives, but the themes don’t change,” he explains. “Ultimately it’s about relationships and trust within the family group. If the family is thriving, the company will thrive.”

Global Family Business Network Australia/New Zealand Regional Chair **Mitchell Taylor** (YPO Sydney, YPO Sydney Pacific) calls the Network a vital learning tool.

“Being in a family business is a positive experience in building an enduring culture,” Taylor says. “As a member of the Global Family Business Network, I have learned a lot about forming best practices for my own family business.”

Taylor is part of a third-generation winery. In 2006 the Taylors drafted a family constitution that outlines key governance rules and relationships within the business, including a plan for succession from one generation to the next. The constitution details steps that must be taken for family members to join the business, including five years of experience at an outside company and the development of skills that are valuable to the family business. The constitution acts as a transparent document so all family members know the process for succession and the plans for the future of the organization.

“The constitution deals with family issues and has guidelines for how family members are employed in the business,” Taylor explains. “It also outlines the goals and values of the family and makes sure those goals and values are in line with the business.”

PARTNERING WITH BUSINESS FAMILIES FOUNDATION

The Global Family Business Network announced a partnership in September with Business Families Foundation (BFF), which was founded by Nan-b and **Philippe de Gaspé Beaubien II** (WPO Quebec). The arrangement offers YPO and WPO members tai-



lored educational courses and online modules, webinars, mobile apps and other learning tools on a broad range of topics and can provide value to the various members of the family business including chief executives, entrepreneurs, successors, spouses, partners and youth.

The de Gaspé Beaubiens started BFF as a response to a lack of resources for business families. The seed was planted more than 20 years ago while traveling for a YPO event, explains de Gaspé Beaubien II, whose son **Philippe de Gaspé Beaubien III** (WPO Quebec) is also a member. During discussions with other members de Gaspé Beaubien II realized there was an interest in dialogue about issues unique to family businesses. He set up an informal meeting expecting a few people to show up, but when he arrived, there were more than 150 people interested in getting involved in the discussion.

“We’ve come all the way back around the clock,” says de Gaspé Beaubien II. “The idea started with YPO and now here we are celebrating a partnership between YPO-WPO and BFF. It’s a perfect fit; an idea that was ready to happen.”

The foundation helps empower entrepreneurial families, drive change, and fuel research and education into the crucial questions facing family business owners and entrepreneurs to help businesses grow, develop and endure as the economic backbone of their communities.

GFBN members making connections and friendships at the 2012 GLC in Singapore, left to right:

Sranyoo Chanate (YPO Thailand), **Mitchell Taylor** (YPO Sydney, YPO Sydney Pacific), **Michelle Ho Chen** (spouse, YPO San Diego, YPO SEA Dragon, YPO Singapore, YPO Thailand) and **Richard Chen** (YPO San Diego, YPO SEA Dragon, YPO Singapore, YPO Thailand).

“Ultimately it’s about relationships and trust within the family group. If the family is thriving, the company will thrive.”

— Chris Herschend

GOING GLOBAL

As a global Network, GFBN plans to offer more in-person regional events, and it didn’t waste any time taking advantage of the new status. In September, several GFBN members attended the Business Families Foundation Academy in Montreal, Canada for training based on BFF’s Road Map for Entrepreneurial Families — an educational program designed to help business families clarify their objectives and create a plan for achieving them. A second training is scheduled in Singapore 13-15 March 2013. Trained members can serve as facilitators for GFBN meetings.

“I’m really excited; we’ll be in a position to have members as facilitators,” says Herschend, who hopes to eventually have 30 to 50 members trained as facilitators.

He explains that members not only facilitate YPO-WPO meetings and events, they also take those skills back to their family businesses to implement in their daily lives.

The Global Family Business Network has also established fruitful relationships with Kellogg School of Management at Northwestern University in Illinois, *Family Business* magazine and Campden Conferences, a series of conferences that focus exclusively on the

L-R:
Philippe de Gaspé Beaubien II (WPO Quebec), Nan-b de Gaspé Beaubien (spouse, WPO Quebec), **Scott Livingston** (YPO Connecticut), **Chris Herschend** (YPO Southern 7), **Vicki Novikoff Barnhart** (Director, Global Family Business Network), **Philippe de Gaspé Beaubien III** (WPO Quebec) and **Robert Follows** (WPO Southern US At Large) at the 2012 GLC in Singapore.





leadership of family businesses. The Network also collaborates with Family Business Consulting Group to acquire resources for Global Conference Calls and GFBN's e-newsletter.

THE NEXT GENERATION

In October, GFBN hosted the Introducing Children to the Family Business event in Chicago, Illinois with Family Business Consulting Group resource Amy Schuman, co-author of *Family Business as Paradox*, *Family Education For Business-Owning Families: Strengthening Bonds by Learning Together* and *A Woman's Place: The Crucial Roles of Women in Family Business*. Schuman is also the author of *Nurturing the Talent to Nurture the Legacy: Career Development in the Family Business*. The longevity of a family business relies on the younger generation's ability to successfully take the reins of the business from their parents and grandparents. Schuman spoke to members during a Global Conference Call in May about the same topic.

"There is no one right approach to introduce children to the family business," she says, adding that it is vital to be prepared and implement some sort of succession plan, either formally or informally, "Every family is different, but it's important not to get caught unaware."

Schuman says parents should adopt a calm, patient, wait-and-see approach when introducing children to the family business. She says it's important for families to give children both roots and wings. Children who feel too rooted or pressured to enter the family business may respond by rebuffing the idea altogether. On the other hand, children who are encouraged too much to spread their wings and try other things may feel the opposite, which is why the health and future of the family enterprise is dependent on a balanced approach to cultivating the next generation.

Children can be introduced to the family business either in a familial or professional manner, she suggests. Families adopting a more professional approach may invite age-appropriate children to annual facilitated meetings, provide internships where children work their way up from the bottom, and

offer employment opportunities that are contingent upon education and outside experience. The more familial approach includes children accompanying their parents to work from an early age, informal internships, a loose family employment policy that does not require a college degree or outside experience, and jobs created to complement each child's individual skills.

Herschend says he is lucky that his second-generation parents had already established best practices for a number of these issues before he joined the family business, including a functioning board of directors, non-family management and an active shareholder meeting process that includes two meetings per year. The first member of the fifth generation is expected to be born in early 2013.

Topics and speakers for eight additional Global Conference Calls have been identified, including a two-part series on family governance.

"I've participated in more than 15 Global Conference Calls during the past few years," Herschend says. "I've had countless 'aha' moments where I learned things I've been able to put into practice right away."

The Network also hosted a Meeting-in-Meeting in London and an Australia Family Business Roundtable in Sydney, both in October.

For Livingston, the Network's ambitious calendar is only the beginning.

"We envision family business-focused Forums all over the world," he says. "Members are not always getting the family business support that they need in the traditional Forum format, so our goal is to enhance the process by connecting members who can share best practices and support each other."

Forums will touch on the relevant themes GFBN members face every day, including succession, family governance, introducing children to the family business and sibling teams, Livingston says.

"We have a real sense of the needs of YPOers and WPOers in family business." ▲

L-R:
Taylor Winery family business members: Justin Taylor, Clinton Taylor, Bill Taylor and Mitchell Taylor (YPO Sydney, YPO Sydney Pacific).

To learn more about the Global Family Business Network, visit www.myyppo.org/networks_exchange.

FORUM AT WORK

Infusing Forum protocol into the business environment

BY SHERRY WHITTEMORE



MC ELROY



COHEN

IN TIMES OF CRISIS people often band together. When challenged by difficult circumstances, it is human nature to pool resources, offer support, share ideas and plan strategically. For **Chip McElroy** (YPO Tulsa), the U.S. recession that began in December 2007 was an impetus for building a stronger executive team in his own company.

“We were tight and focused during the recession but not prior to that,” says McElroy, CEO of a now US\$100 million specialty equipment manufacturing business.

McElroy’s executive team quickly learned how to “stay ahead of the curve” in handling the business from a revenue and profitability standpoint in 2008. By the middle of 2009, the company had pulled through the difficult financial period and started discussing next steps. Some of his team members felt the business would return to its pre-recession levels without further intervention. McElroy felt differently.

“I wanted to move forward from the recession, not back to where we were, but well beyond that,” he says.

Seeking to focus on the hearts and minds of the key leaders in the company, McElroy set out to foster a new kind of business culture. He aspired to enable his team to handle any challenge with the confidence to speak freely and honestly while feeling comfortable and safe. He also wanted to empower the team with the tools to achieve personal and collective goals. McElroy realized it was time to implement his YPO Forum experience in his business.

Working with certified Forum facilitator, corporate therapist and change leader Amir Kfir, Ph.D., to create a Forum for his executive committee, McElroy has experienced three years of record, continuous company growth combined with a greater sense of purpose.

“I would say there has been a dramatic impact to me personally and professionally,” he says. “We are

more focused and disciplined on planning, and even more so on the follow-through. We are also more concise and specific in what we are trying to accomplish together.”

McElroy’s Forum in the workplace meets twice monthly from mid-morning to early afternoon. He usually serves as Forum moderator, but if he is traveling another management member steps in to fill that role. Much like the day-to-day aspects of running a business and managing a team, there are challenges in bringing Forum to the workplace. “The time commitment is significant,” says McElroy, who views every hour in Forum as an investment. “You really get out of it what you put into it.”

McElroy’s biggest benefit from incorporating Forum into the workplace is the ripple effect seen companywide.

“Everyone knows they have a voice and opportunity to engage in a larger dialogue around the strategic direction of the business. As a business, we are now more agile and responsive as well as unified on how we interact with employees, customers and suppliers.”

Kfir, who co-hosted a Global Conference Call with certified Forum facilitator and Integral Coach **Jofi Baldrich** (WPO Puerto Rico) about bringing Forum into the workplace, agrees that Forum is a powerful tool in the business environment.

For the past few years, Kfir has worked with three YPO and WPO members implementing Forum into their companies and says, “The results we are seeing are amazing.”

Kfir has developed a customized Forum process that integrates into the workplace. His methodology focuses on a combined personal and business dimension and allows for executive committees, as well as cascaded groups, to work in a networked setting, freeing them from the silos of traditional business envi-

“In bringing intimacy and transparency while utilizing Forum protocol, we are able to see how companies change their culture quickly and benefit from the impact on the bottom line.”

— Amir Kfir

ronments. “In bringing intimacy and transparency while utilizing Forum protocol, we are able to see how companies change their culture quickly and benefit from the impact on the bottom line,” he says.

Another Forum in the workplace success story comes from Kfir’s guidance and support in working with **David Cohen** (YPO Israel), general manager of an international hotel brand. To stimulate organic development among employees, Cohen and his executive committee identified managers from different departments who have potential for growth within the business. This team meets once a month to “raise issues and ideas to fuel excellence in the hotel,” says Cohen. An external coach offers guidance and management consulting to build leadership, moderator and problem-solving skills.

Along the way, Cohen has also learned a lot about his employees and about himself. The open and honest communications encouraged by Forum “have opened my mind to new forms of thinking,” he says.

Cohen’s team has learned to use the strengths of individual members to create a more professional and innovative work environment, which has created job openings and motivated effective projects. “My commitment to my team is to develop their personal intellectual property value, this asset they can take with them anywhere in the future,” he says.

Perhaps what Cohen found most important in his own motivation for bringing Forum to the workplace is, “I wanted every single one of my team members to think about themselves and what signature or legacy they would leave behind.” ▲

To learn more about Forum in the workplace, email Amir Kfir at amirkfir@amirror.com or listen to the Global Conference Call on www.myypo.org/ondemand.

SOUND BITES

Members reflect on the September Global Conference Call: “Bringing the Power of Forum into Your Workplace”

SMOKE WALLIN (YPO INDIANA)

“Bringing Forum into the company can unleash the potential of your employees. With CEO risk taking (being willing to expose yourself in Forum), you can set the example for the whole company. Benefits include breaking silos, creating an environment of sharing and eliminating ‘dominant’ team members who drown out others. It can not only empower individuals to contribute more but also affect their families as they bring these learnings and experiences home.”

BORYS CHABURSKY (YPO ONTARIO)

“I learned about companies whose executive teams were able to get past their initial reticence and skepticism to achieve remarkable levels of trust and transparency, leading to increased efficiency and output. One of my companies is going through a leadership transition; this will be the perfect opportunity for me to infuse Forum norms to build a culture of connectivity.”

LASTING IMPRESSIONS

Young adults jumpstart careers and expand world views through YPO-WPO internships

BY JOVIE BACLAVON

“MY FAVORITE PART about YPO-WPO is knowing people all over the world. It gives a sense of strong connection, almost like a family tie, even if you have never met them before,” says Blair Moore, daughter of **Dawn Moore** (WPO Dallas).

Blair’s extended YPO-WPO family grew this past year when she participated in the six-week YPO-WPO Global Internship Program. From June to August 2012, she interned in Australia at BrandsExclusive, which was cofounded by **Daniel Jarosch** (YPO Sydney).

“I loved being able to see a company run from the inside differently than my mom’s company. It was interesting to see the differences and what works for BrandsExclusive,” says Blair, 21, an economics major at Vanderbilt University in Nashville, Tennessee. “If I ever want to be president of a company one day, I will be able to take my experiences from BrandsExclusive and hopefully run a successful company.”

Now in its third year, more than 100 internships have taken place through the YPO-WPO program. Last year, out of 73 member employers who applied to host interns, 43 received interns (a 59 percent placement rate) and every YPO-WPO region participated.

“One of the benefits to finding an intern through the YPO-WPO internship program is knowing that they have a vested interest to do their best for another YPOer or WPOer,” says **Howard Marks** (WPO Angeleno), whose intern was Jameson Wachtell, son of **Bob Graziano** (WPO Los Angeles).

Every year, young adults ages 19 to 29 have the opportunity to intern at member companies around the world. Most internships take place between May and September.

“There were so many options for intern programs in so many good companies that it was impossible to say no.”

— Gerardo Quiros

“I wanted to participate in the intern program because I saw it as an opportunity that most people didn’t have and I just couldn’t waste,” says Gerardo Quiros, son of **Carlos Quiros** (YPO El Salvador). “There were so many options for intern programs in so many good companies that it was impossible to say no.”

Gerardo, 21, is studying business management and marketing at Bentley University near Boston, Massachusetts. In June, he began an internship for **Lorna Auerbach** (WPO Santa Monica Bay) at Antigua del Mar Tile.

“We advertised for an intern who was a native Spanish speaker to help us with marketing and sales in our start-up business importing antique reproduction tiles from Spain,” says Auerbach. “From the moment Gerardo arrived from El Salvador we knew we would all be a good match. He was warm, friendly and easy going, and fit right in to our family and business cultures.”

As a direct result of Gerardo’s work, Auerbach’s company made successful presentations to two of the

While visiting their daughter Blair Moore, center, Steve and Dawn Moore (WPO Dallas), participated in the Sydney Harbor Bridge Climb in Australia in July, along with Mackenzie Casey, far right, daughter of Clinton Casey (WPO Melbourne).





Top, L-R: Gerardo Quiros, son of **Carlos Quiros** (YPO El Salvador) with **Lorna Auerbach** (WPO Santa Monica Bay) and her husband **Larry**.



Bottom, L-R: **Richard Eu** (WPO Singapore), **Andrew Smith**, son of **Doug Smith** (WPO Rebel), **Aakanksha Srinivasan**, daughter of **H.R. Srinivasan** (YPO Madras) and **Reda Hamri**, son of **Jaouad Hamri** (WPO Morocco).

top tile showrooms in Los Angeles and to a group run by Michael Smith, an interior designer handpicked to decorate the White House, the home and workplace of the president of the United States.

"I think that what helped me the most was having a great mentor like Lorna," says Gerardo. "I have learned to always humbly ask questions to the people who really know — that is when I learn the most."

In 2013, the YPO-WPO Global Internship Program and the YPO-WPO Southeast Asia Internship Program will merge. Since 2007, members in Southeast Asia have welcomed 65 YPO-WPO interns from around the world.

"The SEA [Southeast Asia] internship program continues to offer a unique experience for participants and we are glad to see it continue," says **Richard Eu** (WPO Singapore), who championed the 2012 program with **Hiro Bhojwani** (WPO Singapore) and **Nick Cocks** (YPO Singapore). "Our thanks to the YPO-WPO families and companies that year after year volunteer to take part in the program and make it a memorable experience for the interns."

Living with a YPO-WPO family during the nine-week internship is built in to the Southeast Asia program. The experience offers both the family and the young adult an opportunity for cross-cultural learning.

Reda Hamri, 24, son of **Jaouad Hamri** (WPO Morocco) says being welcomed into the home of **Noni Purnomo** (YPO Indonesia, YPO Pan Indonesia) was the best part of the internship. "When I arrived, we were strangers, but after two months, I felt as though I was leaving family," Reda says. "It's a unique experience to discover a whole new world, new friendships and a bit more about yourself."

Whether the interns lived with host families or learned from members in the workplace, YPO-WPO's internship programs are making a lasting impression.

"It was one of the greatest learning and cultural experiences I've ever had — both inside and outside of the office," says Andrew Smith, son of **Doug Smith** (WPO Rebel). He also stayed in Purnomo's home during his internship. "I met some incredible people and made close friends along the way. It also exposed me to an entirely new side of YPO."

In addition to gaining valuable work experience at members' companies and experiencing a new culture, being in another part of the world also created opportunities to connect with other YPO-WPO young adults.

"I called up Lachlan Clancy, son of **Sean Clancy** (WPO Greater Sydney). We met in Ireland years ago and became best friends," says Blair. She also connected with Teddy Gates, son of **John Gates** (WPO Chicago), who was studying abroad in Sydney, and Mackenzie Casey, daughter of **Clinton Casey** (WPO Melbourne). "The Caseys and their kids took me under their wings for the three months I was in Australia. Although they live in Melbourne, they gave me a home away from home when I visited them on weekends."

She adds, "I love the connections I made and maintain over there." ▲

Young adult children of members can apply online for upcoming internships through the young adult website at www.yponextgen.org. For more information about the program and how to become a member employer, visit www.mypyo.org/internships or contact Pamela Ruiz, YPO-WPO director of family engagement, at internships@ypowpo.org.

PEER TO PEER

YPO-WPO Mentorship Program embraces lifelong learning and idea exchange

BY BRANDI NEAL

Being a chief executive is a lot like driving a racing car. The pace is fast and furious, a course is set and a list of deliberate actions must be performed to keep the car on the track. But, despite training and careful planning, both drivers and chief executives know that success is often equal parts skill, timing, instinct and pure luck. Sometimes it can feel like you're driving with your eyes closed — so who do you ask for help?

Some chief executives equate seeking advice with weakness. Removing this obstacle is the main objective of the YPO-WPO Mentorship Program. Collectively YPO and WPO have 20,000 of the most successful chief executives in the world ready to learn, teach and engage in dialogue with each other. The chapter-led Mentorship program, currently being rolled out across the organization, pairs YPO members with WPO mentors in their region for a recommended period of one year. Pairings are confidential (Forum principles apply) and participants are encouraged to meet monthly, either face-to-face or via telephone. Discussions can broach myriad topics from business challenges to personal issues, with the end goal being the growth of education and idea exchange between mentor and mentee, and by extension, between YPO and WPO members.

"In terms of perception, it's like a Forum for two people," says **James Fitzgerald** (WPO Cape Town, WPO EuroChapter). "It's confidential and non-threatening."

Fitzgerald, who is semi-retired, says that for him, being a mentor is not only fulfilling and rewarding on a personal level, it also reconnects him to what's happening in the business world.

"It's energizing to be working with someone 20 years younger, and walk them through balancing their business, personal and family life," says Fitzgerald.

YPO and WPO Cape Town currently have five Mentorship pairings. Even though the program is new to YPO-WPO, the concept isn't. YPO Cape Town has been mentoring young community entrepreneurs outside of the organization for years, with some mentees eventually joining YPO. Chapter Mentorship Officer **Catherine Hodgson** (YPO Cape Town) says the launch of the official YPO-WPO program has been very successful, and becoming a WPO mentor is one way members can give back.

"This is one area where people feel like they can pass on what they have learned," Hodgson says, "especially to entrepreneurs who tend to have smaller businesses and could benefit from the guidance of their more experienced peers."

Hodgson emphasizes that advocating for entrepreneurs (whether YPO members or non-members) and helping them grow their businesses is especially im-

"I feel like there's an osmosis happening in terms of knowledge transfer."

— Matt Kuttler

portant to the development of sustainable communities in South Africa. In a nation with a growing economy and population — and where the average worker supports six people — Hodgson says, "I feel like I'm really making a difference for South Africa by helping to grow businesses, which in turn helps the country."

Matt Kuttler (YPO Miami) and **Phil Bakes** (WPO Miami/Ft. Lauderdale, WPO Florida) echo Hodgson's sentiments. Kuttler and Bakes were paired up as part of the pilot program between their respective chapters. Kuttler said that the decision to pursue a Mentorship was a "no-brainer."

"You're going to have lunch with people anyway," Kuttler says, "and this way you're getting access to someone who is very accomplished and who has the same mindset as you because they are part of the same organization."

Bakes has previous experience mentoring MBA students, so when the opportunity was presented for him to become a WPO mentor he saw it as a chance to not only lead by example but also to give back to a organization that has given so much to him. He views mentor's role as that of a coach and sounding board. His personal and professional successes and assist him in proposing questions to Kuttler to help him process his own challenges. During their initial meetings Bakes met at Kuttler's business with his business partners in order to get greater awareness of the issues his e-commerce business, ReStockIt.com, was facing.

"Phil has experience dealing with situations," Kuttler says. "It's great to be able to run things it helps me formulate my thoughts. I feel like this osmosis happening in terms of knowledge transfer."

The term "mentor" feels laden with responsibility, Bakes adds, which can keep some WPO re-



from accepting the challenge. He is quick to explain that the perception of mentoring being synonymous with shouldering a burden is false, and the rewards far outweigh the perceived drawbacks.

“From a WPO perspective you owe it,” Bakes says. “You have to give back. It’s the only way for the organization to stay rich and bountiful. Besides, mentors get as much, if not more, out of it as the mentees. It is a rich and rewarding pursuit.”

Both Bakes and Kuttler say they will continue their Mentorship informally after their official time together has ended.

“As long as the relationship stays alive, and there is freshness to it, we will continue,” Bakes says.

T. Marshall Sadd (YPO Alberta), who helped launch the Mentorship program for his chapter, says that for a Mentorship to succeed, the onus is on the mentee to be proactive by committing fully to the relationship and engaging the WPO mentor as a valuable resource.

“My [mentoring] relationship is business driven,” he says. “I’ve aligned myself with someone who’s done what I want to do. I’ve got his ear for a year in a confidential setting.”

Hodgson says providing the right training for mentors is crucial for the program’s long-term success, and she is currently working on creating a training program that can be implemented in Africa. Training, she explains, can foster trust and eliminate confusion because both mentor and mentee know what is expected of them, and what they can anticipate from the Mentorship.

“Training improves the pairings,” she says. “They only have one year together and they need to be able to dive in quickly.”

As the program continues to grow, many members would like to see it expand beyond the chapter level to include virtual mentoring between members from other regions. Fitzgerald suggests the pairings could even work in reverse with YPO members mentoring WPO members in emerging fields like technology and e-commerce.

“There’s no end to the opportunities with this program.” ▲

YPO and WPO members gathered in the Philippines in September for a Mentorship meet and greet.



Mentorship training materials for chapters are available through YPO-WPO Mentorship Manager Amy Hartlaub at ahartlaub@ypowpo.org. Information about the program can be found at www.myypo.org/mentorship.



HEARTS AND MINDS

A medical mission to Ecuador changes lives for parents, teens and the Quito community

BY STEPHEN DARK

Over the past three years, in a crowded medical clinic serving the poor in Ecuador's capital city, YPO-WPO youth have learned a valuable lesson: Leadership isn't just about taking charge — it's about service.

Meanwhile, alongside their kids, the parents of these young volunteers have learned an equally valuable lesson: Your children will surprise you.

Tom Rivkin (YPO Chicagoland), three-time chair of YPO-WPO's Parent-Teen Medical Mission to Quito, and his daughter Lauren have learned firsthand about the power of getting outside your comfort zone.

Rivkin and his teenage daughter participated in the first parent-teen medical mission in July 2010. Now a pre-med student at Duke University in Durham, North Carolina, Lauren credits the experience with influencing her decision to pursue a medical career.

"It was an opportunity for me to see the world in a way that I had never seen it before," she says. "My father helped to form the interests that I'm going to pursue for the rest of my life."

Rivkin remembers how he felt as he watched Lauren rise to every challenge. "When I saw my daughter shadowing the clinic physicians, it was thrilling as a parent," he says.

Since the inception of the program, 20 families have participated in YPO-WPO medical missions to Quito through Timmy Global Health, an Indianapolis, Indiana-based nonprofit dedicated to delivering medical care to the poor in developing countries.

While every mission has been a little different, they all share one goal: helping to provide people in need with health care and encouraging YPO-WPO teens to make a difference.

For **Frank Violi** (WPO Indiana, WPO Heartland), who launched the idea for the first program, the week offers a powerful opportunity for teens to expand their horizons and families to grow through serving together.

"It was an opportunity for me to see the world in a way that I had never seen it before."

— Lauren Rivkin

"Our initiative has changed the lives of members, their children and hundreds of Ecuadorians," says Violi. "It's truly humbling."

The Parent-Teen Medical Mission to Quito is rooted in the friendship between Violi and Dr. Charles Dietzen, founder of Timmy Global Health.

In 2006, Violi's teenage son Daniel joined a Timmy Global Health medical trip to El Salvador (not YPO-related) and then became an active volunteer with the organization's chapter at Indiana University three years later. (Timmy Global Health has chapters at more than two dozen schools throughout the United States.)

Daniel's passion for the organization caught the attention of his father. "It was clear to me that this organization was a powerful force for the positive development of young people who wanted to help the less fortunate," says Violi, who saw a natural fit with YPO-WPO youth programming and began to develop the first parent-teen medical mission.

The inaugural trip in July 2010 was a tremendous success, with YPO-WPO families accompanied by Timmy Global Health founder Dr. Dietzen and Executive Director Matt MacGregor.

Lauren remembers how the inaugural medical mission proved to be a life-changing experience in many ways, from lessons the Ecuadorian children taught



Top, L-R:

Brian Weed (YPO Chicagoland), **Chad Parent** (spouse, YPO Indiana), **Valerie Matron** of Timmy Global Health, **Brian Archibald** (YPO Las Virgenes) and **Michael Malloy** (spouse, Lewis and Clark).

Middle:

Lauren Rivkin, daughter of **Tom Rivkin** (YPO Chicagoland) with Ecuadorian children at a local clinic.

Bottom:

Megan Malloy, daughter of **Michael Malloy** (spouse, YPO Lewis and Clark) and **Zarrin Karimi**, daughter of **Rafiq Karimi** (YPO Chicagoland).



her to the realities of no-frills accommodations.

“Hanging out with the children was my favorite part,” she says. “They were happy with the little they had and that was probably the most inspiring thing about the whole trip.”

Throughout the week, YPO-WPO parents and teens stayed in a hostel near the clinic. “We had a room with two beds and a place to put our clothes and a shared bathroom,” says Lauren. “The food they served — you ate it because you were hungry. People were picky, but after the first day of clinic work, they were less inclined to complain.”

More than 600 patients are typically served during the week. This year, the YPO-WPO team also retiled the floor of a community center.

Michael Malloy (spouse, YPO Lewis and Clark) and his daughter Megan have participated in the medical mission for the past two years.

“The impact on her was eye opening,” says Malloy. “The poverty, the bare essentials that people have; she felt inspired to help with all aspects of the clinic work. By far, it’s the best YPO experience I have had. On a scale of 1 to 10, it’s a 15.”

For Chad Parent (spouse, YPO Indiana), the mission trip was also an eye opener. As a physical therapist, he was familiar with medical environments, but the mission was something entirely different.

“Seeing the medical staff provide the care that they did with minimal equipment in sparse surroundings was amazing,” he says.

Looking back over the first three missions, Violi is delighted by the impact one week can have on the lives of members’ children.

“Some have decided to pursue careers in global health and medicine.” ▲



The Parent-Teen Medical Mission was honored as the 2011 Best Regional Event — Americas. For information on the next program, email askevents@ypowpo.org.



A DYNAMIC RELATIONSHIP

Connecting spouses, partners in YPO-WPO enriches couples, network

BY MARY WOODS

MORE THAN 2,000 PARTICIPANTS responded to the first-ever YPO-WPO online spouse and partner survey in June 2012. Results overwhelmingly revealed that spouses and partners rate their overall satisfaction and experience with YPO-WPO higher than members themselves, and there was almost no difference in the ratings among male and female participants. Answers confirmed that spouses and partners are motivated to participate and champion programs that fulfill their own business and personal passions.

“From the minute you get involved, the benefits skyrocket,” says Glynda Kramer (spouse, YPO Johannesburg Golden City). Kramer is the recipient of the 2011 Spouse/Partner Global Leadership Award. Affiliated with YPO since 1999, Kramer’s passion for the organization has grown over the past 12 years with her involvement at the chapter and international level, from organizing Africa Family Safari Experiences to serving as Forum spouse coordinator for her chapter.

“The best thing a member can do for a spouse or partner is to immediately register for an international event,” explains Kramer. “It will open up the world of

YPO-WPO possibilities and help them to build strong and rewarding relationships with other couples and families across the globe.”

More than ever before, YPO-WPO spouses and partners are chairing and participating in programs that fulfill their desire to become better partners, parents, and business and community leaders.

“I think that some members take their experience with YPO-WPO for granted,” says Zeina El-Khalil (spouse, YPO Lebanon), a member of the international Family Committee. “Spouses and partners who have recently started to get involved in YPO-WPO feel privileged to be part of such a tremendous group and can use the opportunity to connect and grow themselves.”

From her first introduction to Forum at a Global Leadership Conference (GLC), El-Khalil wanted to share this experience with her fellow spouses in the Lebanon Chapter. “During that session I connected personally with other spouses and although we were strangers coming from different countries, we connected on a deep level.”

El-Khalil became the first Forum spouse coordinator for the Lebanon Chapter in 2007.

THE POWER OF THE NETWORK

While survey results show that spouses and partners have a low awareness of benefits such as Groups and Global Conference Calls, they are leveraging the YPO-WPO network the time-honored way — through conversation. Survey results indicated that 89 percent of spouses and partners are motivated by their own needs within YPO-WPO, and more than half have careers outside the home.

All Personal and Social Enterprise Networks are open to spouses and partners, many of whom hold leadership positions. The Business and Professional Spouse/Partner Network connects working spouses and partners who share a YPO-WPO bond and offers regional Forums for Network members seeking out-of-chapter Forum experiences. The Network has also generated a number of online Groups, including one for alumni of the Harvard Spouse/Partner Programs.

Leslie Kaplan (spouse, WPO Americas Gateway Miami, WPO Le Mess Euro) attributes her newest business venture to the connections she made during a training session for the 2011 GLC in Denver, Colorado. Kaplan served as vice chair for the Spouse/Partner Officers’ Workshop. “An impromptu conversation on a bus was the impetus for putting my business vision



Zeina and Imad El-Khalil (YPO Lebanon) at the Africa Family Safari in 2012.



Susy and Max Daw (WPO Adelaide) enjoy time together at YPO-WPO events.

into action and giving me the secure feeling to move forward with my ideas,” says Kaplan.

This casual conversation led her to **Greg Feinberg** (YPO Beverly Hills), who runs the branding, marketing and packaging firm Aisle 9 Group. Feinberg visited Miami to help Kaplan and her business partner, Carolyn Broom Shulevitz, create a branding strategy for Ready, Set. Cupcake! by The Piping Gourmets — a line of all-natural, frozen cake batters and buttercream frostings.

Kaplan reached out to members in the baking and food industries for advice and support as well as other YPO members. “I’ll never forget **Joel Appel** (YPO Colorado) and **John Casper** (YPO Colorado) telling me to ‘get over my fear and just do it!’” Today Kaplan’s cake batters and frostings are sold at Whole Foods Market and specialty markets throughout Florida. Ready.Set. Cupcake! has been accepted into KeHE, the leading U.S. distributor of natural and specialty foods.

FAMILY TIES

“The more members and spouses get involved in YPO-WPO, the richer it becomes,” says El-Khalil. “Every single person in a YPO or WPO family adds value to this community.”

For Michael Malloy (spouse, YPO Lewis and Clark) and his 15-year-old daughter Megan, YPO-WPO has provided an opportunity to bond as well as give back. They have participated in the Parent-Teen Medical Mission to Quito, Ecuador for two years. “This mission trip has been an overwhelmingly powerful experience

for Megan and I,” says Malloy. “Social responsibility is a vital lesson to teach our children, and I think that YPO-WPO should continue to make these programs a top priority.” [To read more about the Parent-Teen Medical Mission to Quito, turn to page 68.]

You’ll find no stronger proponent of family involvement in YPO-WPO than Susy Daw (spouse, WPO Adelaide). “Being married to a YPOer can be isolating,” says Daw. They are so involved in monthly chapter meetings, Forum and regional events that it can be a drain on a couple’s together time. If you participate as a spouse, it completely changes the dynamic in the relationship and the organization for the better.”

Daw began the WPO Adelaide Chapter’s youth exchange program after meeting former International Chairman **Richard van Rensburg** (WPO Cape Town) at a regional board meeting in Australia, where van Rensburg was travelling with his daughter Jess. “Our son James was the same age,” says Daw. “Richard and I thought it would be a great idea to organize an exchange for the two of them.”

FORUM FOR FAMILY

Many spouses and partners realize the power of YPO-WPO by joining a local chapter Forum. According to survey participants, 50 percent of spouses and partners have had some experience with Forum. (YPO-WPO offers a US\$250 voucher for spouses and partners attending a Forum Fundamentals program.)

“I remember when Sean would come back from his Forum bouncing throughout the house,” says Kramer, who finally decided to start her own Forum. “Once I became involved in Forum myself, I understood how incredible it was, and I began to appreciate that Sean had a safe space of his own to talk with peers.”

SHARED CONNECTIONS

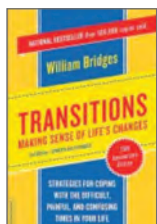
Like any membership, you get out of it what you put into it, and YPO-WPO is no exception. With more than 30 Family programs, as well as hundreds of spouse and partner programs and Forums, membership in YPO-WPO is truly a family affair.

“YPO-WPO is so beneficial for a couple because it [provides] a common interest outside the family,” says Kramer. “YPO creates an immediate shared connection and you have an understanding of where the other partner is.” ▲

Contact askyouthfamily@ypowpo.org for more information about getting involved in spouse and partner programming or visit www.myyppo.org/family.

WPO FORUM

Preparing for life stages with the help of getAbstract



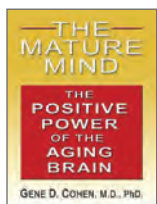
FINDING CARE FOR AN AGING PARENT, planning an estate, leaving a legacy...WPO members face unique challenges. Forum now has a new tool to help WPO members deal with the life-stage issues that are common to so many.

Seeking to boost Forum's value to WPO members, the international Forum Committee and WPO Board looked to the expertise of the Forum management team and certified Forum facilitators for an innovative approach to address the challenges and opportunities of life stages.



After reviewing the WPO education preferences survey results for topics relevant to WPO members, certified Forum facilitator and curriculum designer Roni Witkin (spouse, WPO London) and the Forum team developed getAbstract for WPO Forums.

This new program, designed to be implemented by Forum moderators, provides discussion and exercise guides built around best-selling book summaries from getAbstract, the world's leading provider of business book summaries and a YPO-WPO education alliance partner.



"We truly feel that by leveraging YPO-WPO's relationship with getAbstract we can enrich the Forum experience," says **Matthew Guyer** (WPO Connecticut), member of the international Forum Committee.

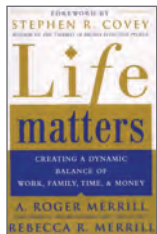
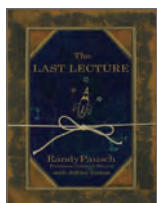
The new program launched a pilot this year with participation from seven WPO Forums in three coun-

tries. From getAbstract's library of more than 8,000 book summaries, Witkin and fellow certified Forum facilitators Amir Kfir, Ph.D. and Eva Kedar (spouse, WPO Israel, WPO London, WPO Big Apple) developed exercise guides to accompany five titles for the pilot program: *Transitions: Making Sense of Life's Changes*; *Happiness: Lessons from a New Science*; *The Mature Mind: The Positive Power of the Aging Brain*; *The Last Lecture*; and *Life Matters: Creating a Dynamic Balance of Work, Family, Time & Money*.

The three certified Forum facilitators then completed the difficult work of developing a discussion and exercise guide for each book. The guides integrate Forum protocols and contain exercises available in two formats (90 minutes or 150 minutes). Whether used for regular Forum meetings or longer retreats, they offer a starting point for deeper discussions about the opportunities and challenges of life after age 50.

As Guyer puts it, "A big part of the WPO Forum experience involves delving into life stages. This new tool should make that journey more meaningful and productive for everyone involved." ▲

Five new getAbstract discussion and exercise guides, including business-related topics, will be introduced to WPO members at the Istanbul Global Leadership Conference in February 2013. For more information on getAbstract for WPO Forums, contact ForumHelp@ypowpo.org.



BEFORE THEY WERE STARS

YPO-WPO discovers resources ahead of their time

BY MARY WOODS

Enlightened mavericks in their own right, many event and chapter resources launched their international speaking careers at YPO-WPO. From Pulitzer Prize winners to management gurus to heads of state, here are some of YPO-WPO's best and brightest.

ICHAK ADIZES

Leading expert on performance improvement in business and government

For 40 years Ichak Adizes has counseled some of the largest organizations in the world as well as heads of state. His speaking career took off after he attended a YPO conference in Jerusalem in 1985, where he presented his "Theory of Management." He was also a resource for a YPO Aegean Chapter meeting that year. His best-seller, *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About It*, was published in 1988.

Adizes served as a resource for a number of YPO Universities, including: Mexico City 1986, Venice 1987, Kauai 1988, QE2 1990 and Vienna 1991.

STEPHEN COVEY

(24 October 1932 - 16 July 2012)
Educator, author, motivational speaker

Forward-thinking YPO members invited Stephen Covey to the "2000 Seminar" in 1988 to share his vision on the "Liberating Power of Mission Statements." He introduced his well-known concept and the topic of his best-selling book, *Seven Habits of Highly Effective People*, at the YPO Stanford University in 1989. Covey was later a resource at the 1992 Cannes University and the 1996 Bombay University.

DEEPAK CHOPRA, M.D.

Founder of the Chopra Center for Wellbeing

The author of more than 65 books, including numerous *New York Times* best-sellers, Deepak Chopra made his YPO University debut in 1989 in Istanbul teaching his ever-popular class, "Quantum Healing: A Modern Solution to Today's Common Health Problems." Chopra was a resource for the Istanbul University in 1989, QE2 University 1990, Boston University in 1991 and Bombay University in 1996.

THOMAS FRIEDMAN

Pulitzer Prize-winning journalist and columnist for *The New York Times*

At the time of the YPO Middle East University in 1993, Thomas Friedman was the White House correspondent for *The New York Times*. He received kudos from members for his brutally honest sessions about the state of the peace process in Israel.

BARACK OBAMA

President of the United States

Before becoming the 44th president, the up-and-coming senator from Illinois was interviewed with a panel of speakers, including his 2008 opponent, Arizona Senator John McCain, at the 2005 YPO Global Leadership Conference in Washington, D.C.

KEN BLANCHARD

Author and management expert

Few people have influenced the day-to-day management of companies more than Ken Blanchard. Following the 1982 publication of his best-selling book, *The One Minute Manager*, he became one of YPO's most sought-after resources.

SCOTT BORNSTEIN

Developer, MemoryPower Systems for Sales, Performance & Profits

During the 1980s, members were introduced to Scott Bornstein's innovative concept of MemoryPower Systems. His workshops, "Superlearning for the Executive," ranked solid "10s" among participants. Bornstein has since trained 300,000 chief executives and students in 47 countries on his powerful concepts. He was a resource for the Stanford Family University in 1989 and the Hawaii Family University in 1999.

JIM ROGERS

Investor, retiring a multi-millionaire at 37

One of the first traveling resources for YPO in the early 1990s, renowned investor Jim Rogers rose to prominence after starting the Quantum Fund with George Soros in the 1970s, generating an eye-popping and oft-cited return of 4,200 percent over a 10-year span that saw the S&P 500 climb less than 50 percent.

BENJAMIN ZANDER

Conductor of the Boston Philharmonic

Ben Zander made his speaking debut at the 1992 Halifax Family University, bringing the entire YPO delegation to its feet in a resounding chorus of Beethoven's "Ode to Joy." His topic, "The Art of Possibility," became the title of his best-selling book and he continues to address international audiences, including the World Economic Forum in Davos, Switzerland. Zander was a resource at the Boston University in 1991 and the Life & Leadership University in England in 2004.



CHOPRA



OBAMA



ZANDER

LOOKING BACK ON HALF A CENTURY OF YPO-WPO

A conversation with Philippe and Nan-b de Gaspé Beaubien II

Philippe de Gaspé Beaubien II (WPO Quebec) and his wife Nan-b have seen YPO change tremendously since he became a member in 1968, after serving on the executive management team for Montreal's Expo in 1967, one of the most successful World's Fairs in history. As a member of YPO's International Board, Philippe was instrumental in galvanizing membership growth outside North America.

Philippe and Nan-b attended the 2012 Global Leadership Conference in Singapore and joined 2011-2012 International Chairman **Robert Frances** (YPO Quebec) on stage for a conversation. The couple also sat down with YPO-WPO Chief Marketing Officer Steve Dobbins for an interview. This Q&A is adapted from that interview.



Nan-b, center, and **Philippe de Gaspé Beaubien II** (WPO Quebec) are interviewed by 2011-2012 International Chairman **Robert Frances** (YPO Quebec), far right, at the 2012 GLC in Singapore.

After 62 years of phenomenal growth, YPO-WPO continues to be a uniquely personal experience.

Q. Would you share a little about the origin of your association with YPO-WPO?

Philippe: We were first associated with YPO more than 50 years ago as resources. I was on the executive management team for Montreal's Expo in 1967 and involved in branding the World's Fair. My friends in YPO, WPO and CEO approached me about leading programs on marketing and branding for their members. My friends also encouraged me to join YPO, but I didn't have a company at the time. Thankfully, after the Expo ended, I had an offer to head Telemedia and I joined YPO. That is how we got involved, and we have benefited from YPO ever since.

Nan-b: I really wanted Philippe to join YPO because spouses play such an important role. I thought it was incredible that the organization said to spouses, 'You are an integral part of this partnership and we want you to be a part of YPO.'

Q. How did your leadership role develop in the organization?

Philippe: It is a bit humbling. I joined YPO and very soon after, chapter leaders came to me and said, 'One of our members has been elected to the YPO International Board, but he has a problem and can't continue to attend board meetings. Would you replace him?' I was propelled onto the YPO board two months after joining, and I served for six or seven years. It was an unbelievable experience for me. I was the only non-American on the executive committee, and I became involved in expanding YPO internationally.

Q. How has YPO-WPO made a difference in your lives personally and professionally?

Philippe: For me, YPO was a way to realize that I could go beyond the scope of my own community and the place where I was planted in society. It broadened me to meet people from other cultures and countries who were also taken with the idea of growing and networking.

Nan-b: YPO has been the best education in the world. I was studying for my doctorate (in psychology) when Philippe was on the board and we attended many YPO Universities. I met leading figures in the field of psychology such as Viktor Frankl. You have no idea what that meant! I went back to McGill (University) and told my professors that I met Dr. Frankl and they said, 'You met who, where?' It was unbelievable.



Q. What are some of the biggest changes you have seen in YPO-WPO?

Philippe: The growth of education and Forum. There was a time where there was more emphasis on having the biggest party. The board was reflecting on this one day and said, 'Can we find a way to get back to the original formula of making small groups for education and idea exchange?' That is how the idea of Forum emerged. I am proud to say that at my last board meeting we enacted Forum, which was a gift to the next generation.

Q. What do you see as the future of YPO-WPO?

Philippe: I look at society today and I find that large businesses may not have the credibility they once had. I look at our political institutions that are squabbling, politicking and displaying a lack of leadership. I look at our educational institutions that are contributing but are far away from the community. Where is leadership coming from? Then I look at YPO. What other organization has been built on the pillars of trust, respect, caring and networking? What other organization has the reach and reputation of YPO?

Q. Are there any concluding thoughts you would like to share?

Philippe: I am delighted to see that YPO is committed to marshaling the strength of the next generation. That is where the hope of society is. This organization has such a tremendous opportunity with the breadth of its membership to involve young people.

Nan-b: YPO introduced me to business in a way that I would not have encountered otherwise. YPO also made it very clear to me that I played an important role in Philippe's life. My advice to spouses and partners is: Don't let the members do all the work in YPO. Learn along with them. You will never regret it. ▲

The de Gaspé Beaubiens emerging from a YPO event in 1971.

THE ART OF THE DEAL

Deal Global Business Network energizes, educates and connects more than 4,100 members

BY MINDY NOONAN

THE DEAL GLOBAL BUSINESS NETWORK, currently chaired by **Rob Follows** (current member of WPO Southern US At Large and alumni of YPO Toronto, YPO Mexico City, YPO London, YPO Intercontinental and founder of YPO Barbados), is a valuable destination for members considering buying or selling a business or looking for financing. The Network provides an opportunity to tap in to the broad experience, advice and resources of more than 4,100 YPO and WPO members.

LAUNCHING THE NETWORK

When **Ed Bagdasarian** (YPO Los Angeles) was asked by his Forum mate and YPO-WPO International Board member **Jeffrey Rosenthal** (WPO Angeleno, WPO Aspen) to launch a Network for YPO and WPO members who want to do deals, his first thought was to align with an interest close to him: members in the mergers and acquisitions business. But Bagdasarian wanted to go beyond practitioners in the mergers and acquisitions business in an effort to create something that could provide value to every YPO and WPO member. He clearly remembers the “aha” moment that forged the path toward what would become the Deal Network.

“I realized that at some point in his or her career, every company president and business owner will raise capital, or buy a company, or sell a company — and often not as a final act but as part of the strategic plan of growing a business or as a way to redeploy family assets after a liquidity event,” recalls Bagdasarian.

To achieve his vision, Bagdasarian launched a Network in 2007 that focuses on corporate transactions regardless of the industry of the member company. It is for members who are interested in growing or exiting their companies through acquisitions or divestitures, or members who are seeking capital for their businesses. It is a resource that provides these members with access to contacts, information and best practices, and even source capital or partners for specific opportunities.

“Few events in the life of a company can have as profound an impact on the value of the business as a transaction, yet YPOers typically rely on their immediate circle of friends and paid advisors for perspective,” says Bagdasarian. “The chapter and the Forum are not the best places to find such support. Given YPO’s founding principles of trust and better leaders through education, I could not think of a more powerful way to harness the value of YPO-WPO than to create a Network that would become the first resource that members turn to in order to maximize their chances of success in a transaction.”

“Few events in the life of a company can have as profound an impact on the value of the business as a transaction.”

— Ed Bagdasarian

The ability of the Deal Network to connect members on this level materialized in ways that Bagdasarian had never anticipated.

“The floodgates opened a few months after we launched the Network when a member posted an opportunity to co-invest in a resort development in Costa Rica,” he says. “The message board lit up and the project became oversubscribed within a few days with members responding to the posting.”

FAST FORWARD

“Today, the Deal Network is embarking on its next phase of evolution with a growing and active membership and a focus on doing more regional events, with the goal of becoming an even more valuable YPO and WPO Forum and resource,” says Follows.

With members representing every YPO and WPO region, the Network serves not only as a connector but also as an education resource. Through the Deal Network discussion board, hosted on the MyYPO website, members can post information on a deal whether they need capital, want to invest, or are looking for strategic investors. Network members can customize their settings to receive the posts individually or in groupings, and the general estimate of posts averages five per day.

“Some members say that just reading the posts gives them an MBA in deals,” says Follows. “It teaches those new to deals the language and process of deals.”

Follows chairs the Deal Network executive committee that includes members from every region who are working to educate and engage all members interested in deals, either through the website, the Deal Network Series or the three Groups within the Network: Business Angels, Operational Turnaround and Distressed Investing and Private Equity Groups.

Network Vice Chair **Tore Steen** (WPO Pacific US At Large), who has been involved with YPO-WPO since 1977, appreciates the sense of community that the Deal Network creates among its members.



"I think it is one of the main benefits of belonging to YPO-WPO today. I even funded a large portion of one of my deals as the result of one of the Deal Talk Series," says Steen.

"I enjoy hearing and seeing what kinds of deals my fellow YPOers and WPOers are doing," he adds. "I love to find ways to help when I hear something and also to get some help with my deals. There have been a couple of times where I sent a request and had so many responses that I didn't have time to reply to each one individually so I had to reply with a group thank you. I think most people really like to help each other. In a peer-to-peer group, having the ability to help others and to be helped is a wonderful thing."

In 2010, the YPO-WPO International Board designated the Deal Network as the first Global Business Network because it demonstrates the ability to reach across a broad range of industries, age groups and geographies.

"From the Canadian YPOer whose deal was dead when his financing disappeared only to find a new partner from a Deal Network posting within days, to the Vietnamese member finding a strategic investment in a medical device company in the United States, to the YPOer who was losing his company during the financial crisis only to find another member to buy it, to two members of my chapter who started doing business together after finding out about each other's opportunities from a Deal Network posting (even though they saw each other at every chapter event), the stories are endless," says Bagdasarian.

DEAL TALK SERIES

The Network launched the Deal Talk Series, a formatted in-person event that provides a Forum-confidential environment for members to connect and conduct business deals with each other. In 2012, the Deal Talk Series will have passed through cities such as London, Delhi, Shanghai, Hong Kong, Paris, Montreal and 13 U.S. cities ranging in size from St. Louis to

New York. These events typically begin with a presentation by a member or a local deal expert, followed by a Forum-confidential 'member needs and leads' deal roundtable, which many Deal Network members find to be one of the most valuable in-person business experiences at a YPO-WPO event. Sometimes, the event will finish up with a few deal pitch presentations by members, another avenue through which deal flow is generated between members.

"The Deal Talk Series is a fabulous way for members to connect and network, in an intense three-hour session where they meet 20 to 30 members and discuss live deals," says Follows. "Members discuss needs they have for deals they are involved in, and other members discuss leads they have to help those members — all in a Forum-confidential setting. Many members have told me it is their best YPO-WPO experience to date, being able to talk openly and confidentially about deals in a safe environment."

The Deal Network has also been leading the way in providing first-mover advantages for members in new markets. With the recent political changes and business openings in Myanmar, the Deal Network is helping more than 20 YPO and WPO members get access to the key business partners, government officials and deal opportunities. This is just one example of the type of "only-in-YPO" deal opportunities that the Network is trying to bring to members.

Follows estimates that the Deal Network has facilitated more than US\$1 billion in deals between YPO and WPO members. He emphasizes the importance of the Network as a collective of diverse insights that provides trusted expertise available only to YPO and WPO members. ▲

Follows would be happy to talk to members who are interested in becoming a resource or learning about and chairing a Deal Talk Series for their local chapter. Follows would also be pleased to discuss with existing members any ideas on how to continue to grow and improve the Network. He can be contacted at rob@stscapital.com.

Network members met in Washington, D.C. in October for a Deal Talk Series event.

1. L-R: Rick Morrow (WPO US Capital) and **Doug Rodgers** (WPO Washington DC & Baltimore);
2. L-R: Jesse Hermann (WPO Northeastern US At Large) and **Jeff Houle** (YPO Global One);
3. L-R: Frank Andrews (YPO Wash. DC/ Baltimore) and **Jonathan Adler** (WPO Washington DC & Baltimore).

BUILDING BRIDGES

Steeped in history and recognized for economic prosperity, Istanbul will inspire connections at the 2013 GLC

BY BRANDI NEAL

BARCELONA, DENVER, SINGAPORE ... each year the Global Leadership Conference (GLC) and Global Leadership Summit build upon the success of the previous year, raising the bar on the quality of education and creating even bolder opportunities for networking in the world's most exciting cities. The trend continues 26 February – 2 March 2013 in Istanbul, where YPO and WPO members from nearly 400 chapters around the world will convene for an unbelievable educational and cultural experience in the historic heart of Turkey.

According to leaders at the June 2012 World Economic Forum on the Middle East, North Africa and Eurasia held in Istanbul, Turkey's stable democracy and strong economic growth are inspiring other countries. Business and government leaders alike have lauded Turkey's successes.

"Turkey has become a country for inspiration," Minister for EU Affairs and Chief Negotiator of Turkey Egemen Bagis told participants in the forum's closing plenary session. "We are not only a source of inspiration to the East, but also to the West."

With three chapters, YPO Istanbul, founded in 1975; YPO Istanbul-Bosphorus, founded in 1992; and WPO Istanbul established in 2009, local members are eager to showcase their thriving city to fellow YPO and WPO members. Istanbul GLC Host Chairs **Stefano Kaslowski** (YPO Istanbul) and **Alp Taskent** (YPO Istanbul) encourage all members to engage in inspirational education and idea exchange with the world's top thought leaders in one of Europe's most dynamic cities.

"YPO and WPO members will have the opportunity to see how and why the world has chosen Turkey and her leaders as the benchmark of how a nation of more than 70 million people can transform itself to live in peaceful coexistence," says Taskent. "Istanbul is a city that represents civilization, peace and beauty."

With a storied history spanning thousands of years, Istanbul straddles Europe and Asia across the Bosphorus Strait — the world's only city to bridge two continents.

"With its 15 million inhabitants from various backgrounds, languages, religions and cultures," says Taskent, "Istanbul is a meeting place where new ideas and concepts from two continents intermingle on a stage provided by the beautiful historic hills of a city decorated with monuments of bygone superpowers."

This year's GLC theme, Crossing Over, focuses on the symbolism of the Bosphorus and Istanbul's iconic bridges, which connect continents, cultures, religions and a long, vibrant history. It also connotes risk, commitment and a turning point — all of which describe the current moment in YPO-WPO history and in today's global economy.

"There are cities in the world that when I visit, I feel my pulse beating fast: Jerusalem, New York, London, Paris and Rome," says Yael Alalu (spouse, YPO Istanbul). "Despite being a native, I feel the same increased pulse every morning when I wake up in Istanbul. Maybe it is the long history that some say goes back to the seventh century B.C. Maybe it is the sounds of street vendors, calls to prayer from the mosques, church bells, sirens, Turkish or Western music playing nearby or the homesick

L-R: Istanbul GLC Host Chair **Alp Taskent** (YPO Istanbul), Global Leadership Summit Chair **James Umlah** (WPO Manitoba) and GLC Host Chair **Stefano Kaslowski** (YPO Istanbul).





The 2013 GLC will be hosted in Istanbul, the only city in the world straddling two continents, Asia and Europe.

village song of the Anatolian construction worker mixing harmoniously. Or maybe it is the fast-growing economy of a hardworking modern city.”

Named as the European Capital of Culture in 2010, Istanbul is also one of the world’s most historically significant cities serving as the capital of four empires — the late classical Roman Empire, the Eastern Roman (Byzantine) Empire, the Latin Empire and the Ottoman Empire. The city, first known as Byzantium, became Constantinople when Roman Emperor Constantine the Great proclaimed it the capital of the Eastern Roman Empire. The city was renamed Istanbul in 1930.

From a relaxing afternoon at the hamam, more commonly known as the Turkish baths, to sipping renowned Turkish coffee to a trip to the Grand Bazaar, the largest covered bazaar in the world with more than 3,000 shops, to the opportunity to experience unforgettable nightlife, Istanbul is a city full of zest and life.

YPO and WPO members, spouses and partners who journey to Istanbul will be treated to an only-in-YPO experience in a city unlike any other in the world.

“The moment you set your feet on ground in Istanbul you will feel the dynamism of the city; the number of people, the rush, the history, the contrasts ... it is a city that really never sleeps,” says **Sadi Gucum** (WPO Istanbul).

Gucum says Istanbul has undergone a significant transformation since the country’s first YPO University was hosted there 23 years ago.

“I was part of the organizing committee and I can still remember that at that time there were only two five-star hotels that met YPO standards,” he recalls. “One of them was the Istanbul Hilton, which dates back to 1955 and is the first Hilton ever outside of United States, and the other was the Istanbul Sheraton. There were no restaurants large enough to accommodate such a big crowd so we used open-air venues and hoped the weather would cooperate.”

Today Istanbul has more than 50 five-star hotels and a total bed capacity of 100,000 with new hotels being built.

For GLC attendees, days will be packed with exclusive learning and networking opportunities while evenings will spotlight Istanbul’s emblematic venues, showcasing the city’s rich heritage as members, spouses and partners discover its unique cultural treasures, including Istanbul’s magnificent Çırağan Palace and other gems. And, don’t forget about the food.

“Whatever you do,” Alalu says, “do not return home without tasting the peanut kebabs and quince dessert.”

“I think the Istanbul Global Leadership Conference and Summit comes at an extraordinary time in the city’s history,” Taskent says. “Istanbul is a beauty and a legend. One of the largest, liveliest and most exciting cities in the world awaits you.” ▲

To learn more about Istanbul and the 2013 Global Leadership Conference and Summit, including registration, accommodations, Showcases and evening socials, visit www.myyppo.org/glc2013.

PINNACLECARE

Expanding on one of YPO-WPO's highest-rated benefits

EXTRAORDINARY, PHENOMENAL, INCREDIBLE ... these are just a few of the words used to describe one of the highest-rated benefits of YPO-WPO membership, PinnacleCare. This amazing medical partnership offers access to top physician specialists for medical needs and access to expedited appointments at world-class hospitals. These services, offered through M2Mx, had previously only been available to members and their immediate families.

However, members had expressed their desire to offer this exceptional benefit to their employees, friends or extended family who are not members of YPO-

WPO. Now, a new program for your employees — and all of the important people in your life — is available for a nominal annual fee plus the cost of services.

Under the new benefit, **Ryan Katz** (YPO Washington DC) used PinnacleCare to help secure the best treatment for an employee diagnosed with a brain tumor. PinnacleCare facilitated an urgent appointment with a renowned neurosurgeon and provided a report on available clinical trials specific to the employee's diagnosis.

"The team at PinnacleCare has been a great resource on several occasions for family, friends and employees of mine over the past few years," Katz says. "The PinnacleCare team has helped identify the best specialists in the field and helped to facilitate access to them. I wouldn't hesitate to leverage them again in the future."

In the end, PinnacleCare even helped fight for insurance coverage for an experimental drug that the patient would have otherwise had to pay for out of pocket.

As part of this extended benefit, relevant medical records will be transferred by PinnacleCare to the hospital in advance of the consultation. PinnacleCare will familiarize itself with your company's insurance program so that it is prepared when an expedited appointment becomes necessary and all necessary information will be transferred automatically to the treating hospital.

The same medical referral program YPO and WPO members have enjoyed can now be created for your company, including a dedicated PinnacleCare representative to address questions and provide consultation, like is done today through M2Mx. You can also extend this benefit to your extended family and friends.

Jorge Bahaia (YPO El Salvador) has used PinnacleCare many times to help his extended family. His nephew, sister and niece asked him for help in finding the best U.S.-based treatment centers and doctors for their individual needs. In each case, PinnacleCare provided a referral report a few days after the request with information to help the family secure the best treatment options possible.

"In regards to your health, you always have to look for the best," Bahaia says. "PinnacleCare is the number one resource to find the top experts and specialists in any field. Great service, great performance!" ▲

Under this new benefit, members can now establish a direct program with PinnacleCare for their employees, friends and extended family, and create the same program that members enjoy as a benefit of YPO-WPO membership. Visit www.mypinnaclecare.com/ypowpo for more information.



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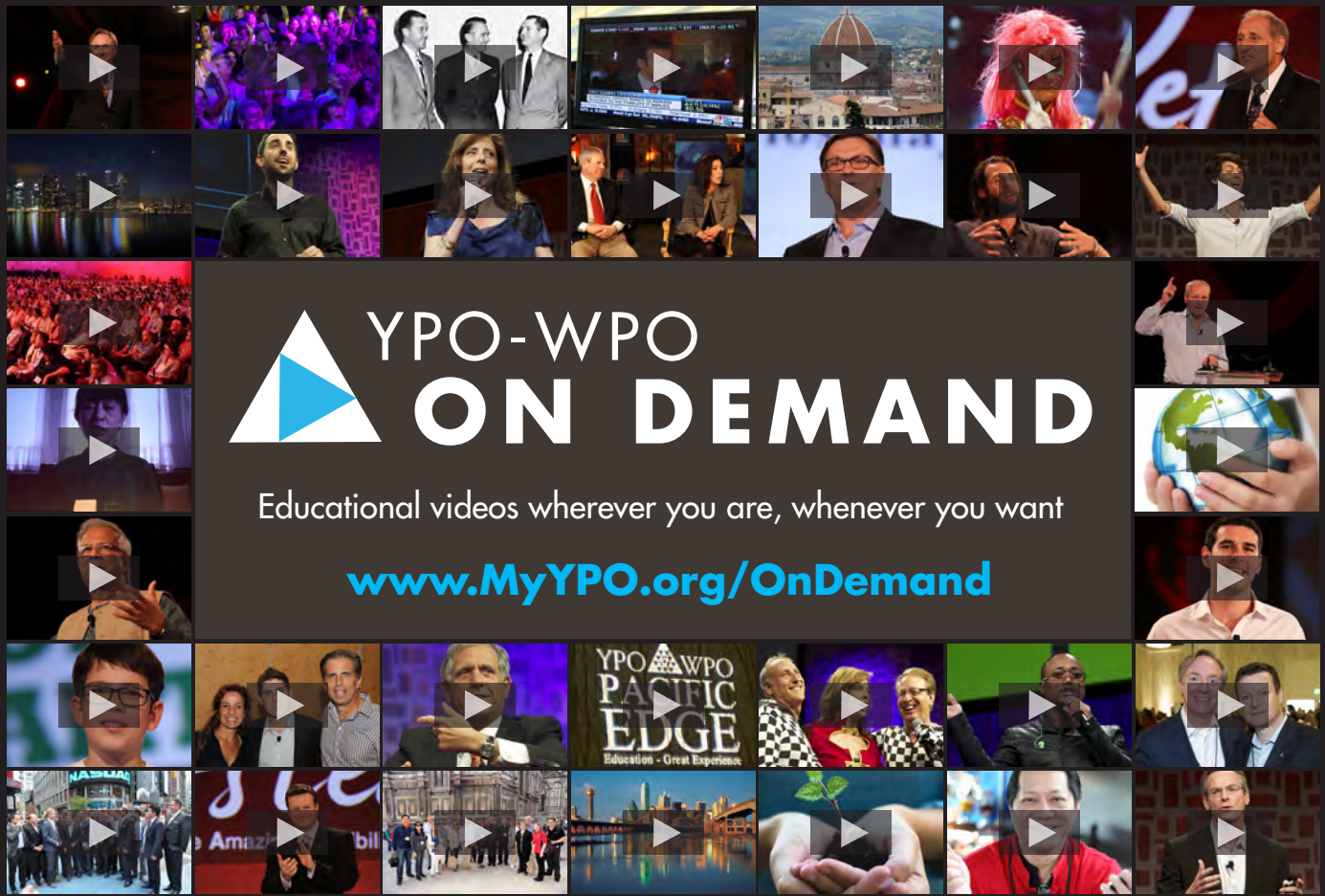
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