

The Five Themes Most Frequently Mentioned for 2006

- Globalization - its increasing complexity and the devastating impact of Terrorism
- The unending challenges to manage information
- Corporate Governance - The end of trust and its global impact
- The frustrating drama of employment
- The eternal questions of customer bonding, growth, and profitability

The Five Themes Most Frequently Mentioned for 2006 - Globalization

- Globalization - its increasing complexity and the devastating impact of Terrorism

Globalization is driving policy toward international homogenization. Business must take into account the often competing agendas of the home country and the transnational interests such as WTO and NAFTA. With business transactions across many regulatory boundaries, the diversity and differences in legal systems and enforcement mechanisms impose substantial uncertainties in business decisions.

Terrorism now threatens global stability, economic prospects, and national security. This threat is not likely to abate quickly because the roots of terrorism are lodged deeply worldwide and its cause lies in complex social and religious phenomena.

The Five Themes Most Frequently Mentioned for 2006 - Information Management

- The unending challenges to manage information

How can we develop secured, scalable, open, and industry-specific software solutions that can help the customer integrate end-to-end across the company with key customers, suppliers, and complementors so that organizations can respond with speed to any customer demand, market opportunity, or external threat?

How can we create a technology environment that helps organizations see and manage their business as horizontally-integrated “wholes”, as opposed to vertically-isolated silos?

Too much information has rendered information a “commodity” in business decision-making.

The Five Themes Most Frequently Mentioned for 2006 - Corporate Governance

- Corporate Governance - The end of trust and its global impact

The Sarbannes Oxley act is becoming progressively more expensive and distracting. Non-US companies are increasingly reluctant to list in US financial markets and many US companies are departing from it. An important collateral result of this trend is that the US private venture capital market is larger than ever and growing.

Employees of companies that have been involved in scandals are in effect unemployable.

The Five Themes Most Frequently Mentioned for 2006 - Employment

- The frustrating drama of employment

Loyalty is a thing of the past. Every employee is involved in his or her self-protection. Companies engage in continuous restructuring. The new individualism has been strengthened by economic downturns, the rise of unemployment, and the perception that globalization has made companies focus only on short-term profits.

A New Social Contract with Employees is emerging. More and more people have different aspirations: they want to be able to have more flexible working conditions (schedule and location) that are allowed by the Internet; they are service providers to the firm, they don't work there anymore.

The Five Themes Most Frequently Mentioned for 2006 - Customer profitability and growth

- The eternal questions of customer bonding, growth, and profitability

A new contract with customers is emerging. Customer loyalty will decrease as the pace of information flow increases; customers can search for information more easily and make comparisons. The supplier-customer interface is digitalized and helps remove any anxiety associated with the change in suppliers: switching costs will be lower. A low cost competition is fueled by lowest supplier of products and service in China and India. The forces toward commoditization are stronger than ever.

Where is growth and profitability - the performance imperative - coming from?