

GOODWILLE NEWS

Future Business Trends

Game changers

Trends set to reshape the business world

By: Elizabeth Norman

The business world has always been buffeted by change, but current shifts in everything from communications to consumer expectations appear little short of seismic. Goodwille News talks to three specialists to discover their take on what these changes mean for the future of the business landscape.

Getting the right customer information – and using it wisely – is critical

How do we decide what customers want from us? Conventional methods of research just don't cut it anymore, according to entrepreneur Mikael Ahlström (the man behind businesses such as Britny, Sprout Park and Summer Design). Ahlström says: "The term research should be renewed, since the best way to keep up has less to do with searching in old material and more about finding a way to tap into the constant flow of information."

Ahlström says research into the future will rely on 'micro' approaches: "It is about finding the right individuals to follow on Twitter or blogs or other sources like TED.com. Becoming an influencer, taking your position in that flow, sharing your thoughts and creating your network of followers is absolutely the best way to stay ahead."

Looking beyond the 'bottom line' to value and invention

Converting from a business culture where the bottom line takes priority – especially in a tough economic climate – sounds a tall order; but speaker and author Alex Osterwalder (fans of his latest co-created bestseller *Business Model Generation* include GE and Sony Ericsson) says too often the focus is on balance sheets and business rivals at the expense of product and

customers. "We focus too much on competition and financial objectives rather than being value and customer centric."

"Becoming an influencer, sharing your thoughts and creating your network of followers is absolutely the best way to stay ahead."

When it comes to true innovation, the courage to step outside the comfort zone of tried-and-trusted business plans is crucial, according to Osterwalder: "A good example of this is SKYPE – which is very similar to established telcos but with a very different business model. The idea was a disruptive business model and started to compete with a new model and a new economy."

He adds that too often business leaders invest in product innovation rather than inventing the business that is truly customer-centric: "Take Apple – what industry is Apple in? Music? E-commerce? Hardware and technology? The answer is all of the above – Apple is creating a business model around a lifestyle for their customers."

 continued overleaf

In this issue... Game changers – Trends set to reshape the business world • Goodwille continues with successful HR events • More Women on Boards and in Senior Management - Why It Matters. • A Brief Insight – Status of the UK economy • The future of HR – The trends that will shape how we work • Staff profile: A new opportunity creator • In the future Mingle & People • Budget 2011 – some important changes



Goodwille continues with successful HR events



The Goodwille HR team

Back row: Sara Trulsson, Azin Taheri, Svend Littauer, Guy Dixon, Anneli Pinchard
Front: Devila Rabadia and Klothilde Ganzer

In April, we held the second in our series of HR events providing HR directors operating in Sweden and the UK with insights into issues relating to cross-border people management. Taking place in Stockholm, this particular event focused on how to find, keep and develop talent in the UK.

The first of our speakers, Martin Falch of European Leaders, spoke to our carefully selected audience of guests about the importance of checking and double-checking the credentials of potential senior personnel before hiring. Martin was followed by Goodwille's very own Klothilde Ganzer, who explored how to go about creating loyalty among employees more used to receiving guidance and instruction than their Scandinavian counterparts. Rod Milne, of HFS Goodwille, also discussed the idea of loyalty, examining the role of remuneration packages, and pension schemes in particular, in generating commitment

and motivation among staff. Last but not least, Goodwille's Anneli Pinchard shared her detailed knowledge of secondments, lifting the lid on the potential benefits and pitfalls of seconding staff overseas. Drawing on her personal experience as a secondee, she said:

"Secondments can increase loyalty to the company, but it is important to plan ahead. Before sending someone abroad, ask yourself, what will they do after the secondment? How will you use their newly gained experiences and knowledge?"

Our next HR event will be taking place in the autumn. Again, it will be in Stockholm but watch this space for news of our plans to expand this concept to other locations in Europe.

continued from front cover

Focusing on equality and locality for rich rewards

The future is resolutely equality focused – and that means more women in leadership roles – predicts futurist Anne Lise Kjaer (whose consultancy works with organisations such as McKinsey, Nokia and Toyota). Kjaer says that's good news for both innovation and the bottom line: "Women are reshaping the way we do business by embracing softer values such as ethics, collaboration and flexibility. Empathic values are intrinsic to this future business model, and because they incorporate what I call 'whole brain thinking' – using both analytical and intuitive approaches – this drives innovation. Both McKinsey and Goldman Sachs have suggested that increased female participation within the workplace has the power to increase GDP."

Kjaer says the empathic approach will bring other rewards, as we rediscover the importance of locality: "Organisations are already nurturing Cultural Capital by harnessing the power and passions of local communities. It's about thinking local in order to create a lasting cultural legacy and have relevance in the lives of the people you interact with."

This all adds up to another trend Kjaer believes businesses must focus on – Authentic Happiness. She says: "Not idealism but a sound business proposition – and one governments and organisations are investigating because it's such a crucial social driver. Businesses need to become happiness enablers by improving people's lives through enriching experiences, products and services."

"The future is resolutely equality focused – and that means more women in leadership roles."

Contributors



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“Women now form 51% of the UK population and 46% of the economically active work force.”

More Women on Boards and in Senior Management - Why It Matters

By Annika Åman-Goodwille, Executive Chairman
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In recent weeks, news reports and on-air discussions, have increasingly been filled with the debate about why the boards of major companies still have so few women. And why the percentage of women in senior managerial positions can vary so much internationally. Did you know that Thailand tops the list? There, 45% of senior managerial positions are filled by women. The most common senior company position for a woman is CFO.

According to the Davies report released in February it will take over 70 years at the current rate of change to achieve gender-balanced boardrooms in the UK!

This is alarming when one looks at the growing body of evidence. It is reported that companies with more women on their boards were found to outperform their rivals with a 42% higher return on sales, 66% higher return on invested capital and 53% higher return on total capital! This surely illustrates the positive impact a woman's contribution can make to a company's financial bottom line.

Studies clearly indicate that companies with 30% or more women at board level or in senior management produce the best financial results. Women now form 51% of the UK

population and 46% of the economically active work force. They are estimated to be responsible for about 70% of household purchasing decisions and to hold almost half of the UK's wealth! With this background it is quite staggering that only 12.5% of the board members of the FTSE 100 companies are women.

The two key issues the report points up are: the lack of flexibility around work/life balance – particularly around maternity leave and young families; and the general acceptance of a traditional male-based cultural environment, the old boys' network and the lack of networking opportunities for women. Interestingly enough only 11% of the women interviewed in the report recommended quotas to be introduced.

With this background it is obvious that the UK economy is missing out in a big way. Personally, I have always felt that women should be elected to the board on their merits rather than getting there through enforced quotas. But can we really wait 70 years? NO! So, maybe quotas may be the only way to propel the necessary changes. Will attitudes and practice change quickly enough otherwise?

6 TOP BUSINESS TRENDS

1. **Total Transparency** requires clear communication of values and ethics – and must be continuously earned.
2. **Smart Technology** means empowering consumers through seamless experiences across communications platforms.
3. **Cloud Culture & Collaborations** are creating a dialogue-driven society – and businesses must join the conversation.
4. **Equality Focus** is redrawing society and consumers now expect businesses to be demonstrably diverse and inclusive.
5. **Cultural Capital** – through harnessing the power and passions of local communities – is the way to build brands and establish a lasting legacy.
6. **Authentic Happiness** is a sound business proposition and must be a key business driver.

Source, Kjaer Global -

Kjaer Global is the leading international trend forecasting agency helping people navigate the future. Specialists in strategic trend platforms and tools assisting companies in developing future focused concepts.

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A Brief Insight – Status of the UK economy

By Roger Bootle
Managing Director

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The UK economy is in the midst of a period of rehabilitation and recovery. This will be both very painful and extremely bumpy. The UK has been an economy too dependent upon consumption and government spending. Now the government is having to cut back while consumers are hit by job cuts and are still weighted down by massive debts. The result is going to be a period when economic growth is low and consumer spending is especially weak.

We have to rely on exports and on investment spending by companies to fill the gap. And there is a good prospect that, to some extent anyway, they will. Large company finances are in good shape and the sterling exchange rate is at a competitive level to enable exports to pick up. The trouble is that we rely too much on exports to Europe, where growth tends to be sluggish at the best of times. And these are not the best of times.

But this is not to say that the UK is on the wrong course. On the contrary, after the excesses of the last few years there isn't much of an alternative. Once government and consumer finances have been sorted out, the interesting stuff will begin. What sort of economy should this become? Will we be more like our continental neighbours or more like our American cousins? Will we become more truly global? Will financial services have to contract, at least relatively? If so, what will step into their place? I hope to be around to contribute my twopenneth.

“Large company finances are in good shape and the sterling exchange rate is at a competitive level to enable exports to pick up.”

The future of HR – The trends that will shape how we work

Research in the UK has identified two major long-term trends that will affect how we all practise HR, but will they be pulling us in opposite directions?

On the one hand, we will be faced with an increase in the intensity of competition for business – calling for more flexible workforces that can adjust to the fast-changing nature of their employers' businesses. On the other, we will have an excess demand for skills, calling for employers to take greater care in retaining key personnel. Put another way, the average HR function will be asked to deal with the harsh realities of conflicts emerging from the increased need of flexibility, while simultaneously nurturing the kind of loyalty and motivation that keeps talent where it is.

If HR is to bridge this apparent gap, it will have to concentrate on such key themes as employee participation, good leadership and the emotional side of labour. Indeed, promoting fun and positive relationships at work could soon become a major priority. For this is a challenge that many HR professionals are already facing, forcing them to become more business-centric and identify what is most badly needed to drive short- and long-term business performance.

Klothilde Ganzer
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Klothilde
Ganzer



Staff profile:

A new opportunity creator

Anni Glesaaen
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Anni Glesaaen joins Goodwille having already enjoyed a varied career both in Norway and the UK, including spells as General Manager at the Norwegian-British Chamber of Commerce in London and as Honorary Secretary of the Council for Foreign Chambers. She studied social work at Høgskolen Lillehammer and Occupational and Organisational Psychology at the University of Bergen.

Why did you decide to join Goodwille?

It was partly about the international focus of the team, but I also found myself admiring the way they use their knowledge to deliver such simple, quality solutions. They show initiative, share knowledge, take responsibility, and always treat people with respect.

What's your role with the company?

As Business Developer I'm here to build relationships and networks to help develop the scope of Goodwille's business. I hope that my knowledge of, and relationships

“As Business Developer I'm here to build relationships and networks to help develop the scope of Goodwille's business.”

with foreign business networks, and my understanding of the issues facing businesses working across cultures, will be a good asset to Goodwille, as well as to our clients.

What do you think the main differences are between doing business in the UK and in Norway?

I think that one of the biggest differences between the UK and Norway is to do with the idea of politeness. Norwegians are often perceived as being more direct than the British, both in their business and personal lives. For some British people this can seem seemed a little rude, even when that's not the intention. There is one area, however, in which both nationalities are the same: our sense of fair play – which is actually very important when it comes to doing business.

Anni Glesaaen



How do you spend your spare time?

I enjoy seeing family and friends, in the UK as well as in Norway, and I like to keep active, travelling and making the most of opportunities to appreciate nice food and drink.

Daniel Parry,
Managing
Director



“Sometimes we bark up the wrong tree, but as someone once said, where there is will, there is Goodwille.”

In the future

By Daniel Parry, Managing Director
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Imagine: In the future financial reports will be generated automatically and pushed out, via Google Finance, to your iPhone 69. Companies will be incorporated at the blink of an eye; your staff will manage themselves via iAppraisal 2.0; and flowerpots, not printers or scanners, will sit in the corners of paperless offices.

Well, we are still some years away from this scenario and there is still a need for our services as they stand today. However, we always welcome and understand the necessity for change and advancement, and are always looking for new and better

ways of doing things. Our processes are continuously being adapted and streamlined by making good use of new technology and by listening to our clients and team members in an effort to find any improvements, however insignificant they may seem.

This is an ongoing task. Sometimes we bark up the wrong tree, but as someone once said, where there is will, there is Goodwille – and, trusting in our values of professionalism, community, progressiveness and approachability, we hope and believe that we will continue to make foreign business a little bit easier for years to come.



Mingle & People



Panel Stockholm April 2011
From left: Rod Milne, HFS Goodwille; Daniel Parry, Klothilde Ganzer and Anneli Pinchard from Goodwille; Martin Falch from European Leaders



HR Stockholm
Anette Irvine from ORC and Anneli Pinchard from Goodwille discuss secondments.



UK Budget 2011 – some important changes

The Chancellor revealed on March 23rd, a 'Budget for growth' with a range of business-friendly measures. The Budget highlights included:

- The reduction in the main rate of corporation tax to 26% from April 2011 and by 1% a year thereafter to 23% in 2014.
- The increase in the personal allowance to £8,105 in 2012/13, with a corresponding reduction in the basic rate band to £34,370.
- The increase to £50,000 in the annual charge for UK non-domiciled individuals from April 2012 for those who have been UK resident for 12 or more years and who wish to benefit from the remittance basis.
- The increase in the lifetime limit for entrepreneurs' relief from £5 million to £10 million.
- The increase in the rate of R&D tax credit for SMEs to 200% from April 2011.

Contact our Marketing Coordinator Katrin to get a free tax table for 2011!

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About Goodwille:

Goodwille helps head offices minimise uncertainty and reduce the strain on management and resources when entering foreign markets. We specialise in offering operational advice and service support to high growth new market entries and businesses expanding internationally. We have a pragmatic and holistic approach to looking after your company's Corporate Legal, Company Secretarial, HR, Employee benefits and Financial Accounting needs – allowing you to keep focused on your core functions and primary objectives.

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