

The numbers 3, 7, and 8 are rendered in a highly reflective, metallic 3D font. They are set against a dark blue background that features a bright sun or star in the upper right corner, creating a lens flare effect. The numbers have a strong sense of depth and are illuminated from the top, casting soft shadows.

378

**Predictions for Doing
Business in 2010**

The bottom half of the cover features a view of the Earth from space, showing the blue curvature of the planet and white clouds. The sun is visible on the horizon, creating a bright glow.

Ann Andrews CSP et al

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Contents	Page
Disclaimer	2
About the author	6
Introduction	7
Goodbye to 2009, Demos Flouri, Find Me Marketing , Web designer and creator of the video Clip 'Wave Goodbye to 2009' UK	8
Ann Andrews CSP – author of Turning Ordinary Groups into Extra-Ordinary Teams . NZ	9
Sam Borrett, master mentor, Entrepreneur, Facilitator. Australia	12
Dr Jim Bradley, creator of the licensed training products Effective Complaint Handling , and Managing Projects . Ireland	13
Derek Cheshire, international speaker, university lecturer and author of Yes You Can . UK	14
Justin Cunningham, entrepreneur and NLP specialist, NZ	16
Lindsey Dawson, award winning magazine editor and author of The Answer . NZ	16
Fons De Lie – global connector. Belgium	18
Colin Downey, author of How To Make Extra Sales. Easily and Effortlessly . NZ	19
Eva Maria – professional speaker and author of 'You Shut Up!' NZ/Russia	19
Tom Evans, author mentor and author of the book Blocks . UK	21
Clare Feeney, speaker on business productivity and the environment; author of Going Green to Stay in the Black . NZ	21
Norman Feiner, founder and MD –Simply Fone, Telecom solutions, telecoms consultant to education forums. UK	31

Amanda Goldston, tarot author and coach. Author of Develop Your Intuition in Business and Clear Limiting Beliefs . UK	32
Rachel Green, author of The Beginner's Guide to being a Brilliant MC . Australia	33
John Haylock, banker, speaker and author of Absolute Certainty – How to give your clients exactly what they want. NZ	33
Robyn Henderson, international networker, professional speaker and author of Be Seen, Get Known, Move Ahead . Australia	36
The Herman Trend Alert: 2010 Workforce/Workplace Forecast USA	37
Andy Lopata, business networking strategist and co-author of Building a Business on Bacon and Eggs and 'and Death Came Third! The Definitive Guide to Networking and Speaking in Public' . UK	39
Ralph McCutcheon, osteopath and personal development coach. Ireland	45
Dr Denise Meyerson, director of education at Management Consultancy International (MCI). Australia	45
Stephanie Michele, founder of socialbling.com . USA	46
Warren Mills, franchise match-maker. NZ	49
Dr Ivan Misner, founder of BNI, co-author of The Way Out . USA	50
Andrew Peel author of the article – 'The Economic Downturn – My Take on It' . UK	51
Gihan Perera, professional speaker, author of The 7 Fatal Mistakes that almost Every Owner makes on their Website . Australia	52
Michael A. Podolinsky CSP, professional speaker, author of Mining for Gold . Singapore	55
Penny Power, founder of Ecademy, author of A Friend in Every City . UK	56

Dr Martin Russell, small business owner & author of Word of Mouth Magic Australia	59
Hannah Samuel, professional speaker and author of Reputation Rules . NZ	60
Zahir Shamsery, trade consultant and exporter. Bangladesh	60
Jasbindar Singh, business psychologist, executive coach author of Get Your Groove Back . NZ	61
Rohit Talwar, futurist and author of Fast Future's Top 10 forecasts For Global Travel in 2010 . UK	63
Symon Muchina Thuo, entrepreneur. Kenya	69
Jim Tuffin, business mentor and networker. UK	70
Wayne Turmel, host of 'The Cranky Middle Manager Show' and author of 6 Weeks to a Great Webinar and 7.5 minutes to Better email . USA	71
Peter van der Struijs, business adviser. The Netherlands	72
Jan Vermeiren, professional speaker and author of "Let's Connect!" And "How to REALLY use LinkedIn" . The Netherlands	72
Raewyn Weller, justice of the peace, celebrant and author of What Does Being Wealthy Mean To You? NZ	73
Vicki Wusche, The Property Mermaid, speaker, mentor and property investor. UK	74
Lucas Wyrsch, entrepreneur and risk management advisor. Switzerland	76
But wait - there's more.....	77
In the final analysis	77
Acknowledgements	77
Links to Popular Social Networking Sites	78

ABOUT THE AUTHOR



Ann Andrews CSP is an International Speaker; HR Consultant; Team Facilitator and the author of four business books:

- Shift Your But
- Finding the Square Root of a Banana
- Did I Really Employ You?
- My Dear Franchisees

She is also a contributor to the books:

You don't make a Big Leap without a Gulp' by Becksford & Fitzsimons; Best of the Best – NZ Entrepreneurs, The Power of More Than One; The A-Z of Interview Questions; Mum's the

Word and recently released Golden Nuggets.

Ann is a Past National President of the National Speakers' Association of NZ and was the recipient of 'The Spirit of Excellence' award in 2000 and 2009. This is the highest award NSANZ bestows, and is given out for excellence in standards of professional speaking and contribution to the industry. She is the only person to have won the award twice. She is a CSP (Certified Speaking Professional) – one of only five people in NZ who have achieved this standard, and continues to be a regular speaker at conferences where she brings a humorous and thought provoking style to the platform.

After experiencing many boom and bust cycles in her career Ann noticed that during a 'boom' period, businesses would traditionally say 'we have no **time** to train our staff'; while in the 'bust' cycle, they would say 'we can't **afford** to train our staff'! And because Ann is passionate about training, she decided to set up an online business/training company so no organization need ever again say 'we can't afford to train our staff'.

In 2007 Ann launched [The Corporate Toolbox](#) and now sources the very best training programs, articles, e-books, surveys and related business tools from around the world. She currently represents 150+ authors, entrepreneurs, coaches, trainers and professional speakers, and the number is growing daily.

When she decided to look at predictions for doing business in 2010, it was to these experts 150 she turned.

INTRODUCTION

2009 was the most challenging year I can remember in a business that spans 20+ years. I've seen several boom and bust cycles, but this one was incredibly traumatic. We have to give credit to the various governments around the world who miraculously and with amazing speed, prevented the situation from becoming a whole lot worse than it could have been.

In November 2008 as we watched [Lehman Brothers](#) collapse and saw numerous other financial institutes in real danger of doing the same, the 'R' (Recession) word seemed to be fast turning into the 'D' (Depression) word. In 20 years I had never heard the 'D' mentioned, ever.

There are predictions that we will feel the ripples for some time to come, simply because of the enormous cost of bailing out our so called trusty financial institutions. However, as we started to hear about 'green shoots' and the fact that most developed countries are now considered to be 'out' of the recession, I thought it would be a good idea to ask some of my business colleagues around the world to give me their predictions for doing business in 2010.

I asked contributors to give me their 10 predictions. Some have given me more – others less. Some have given me one liners – others have gone into a lot more detail.

Enjoy musings from people as diverse as an environmentalist and a Tarot author; a banker, a futurist, a franchisor, a property investor, a psychologist and a university lecturer. Note the similarities in the predictions even though the contributors come from countries as distant as USA, UK, The Netherlands, Switzerland, Bangladesh, Russia and Kenya. Check the concerns of a Gen Y person on religion and predictions about the growing value of the older generation.

Note that there was absolutely no collaboration at any stage - we simply had no time to collaborate; the idea only came to me mid November. Perhaps great minds do think alike!

I have also leaned towards NOT correcting the various contributions in any way – rather to let the predictions stand as they are. The only thing I have done, is to add some 'links' to various comments so our readers can check more detail on words and phrases if they so choose and in the interests of time and sanity, where Ecademy, Facebook, LinkedIn, Youtube and Facebook are mentioned – I have given the hyperlinks to these sites on the back page of this e-book.

A huge thanks to my 39 contributors. Thanks also to Google, because without being able to 'Google' the various words and phrases, this book would have taken several years to write and been hopelessly out of date before it saw the light of day. What did we do BG (before Google)?



Ann Andrews CSP. MD
[The Corporate Toolbox](#)

Let's 'wave goodbye to 2009'
and say a huge hello to [2010](#)



Video clip designed by - Demos Flouri,
[Find Me Marketing.](#)

Ann Andrews CSP – international speaker and author of [Turning Ordinary Groups into Extra-Ordinary Teams](#) and [My Dear Franchisees](#). NZ

My predictions are broken into three groups – technology, people/relationships and leadership/personal responsibility:

Technology:

1. I foresee a massive uptake of the web by small businesses. Finally they will ‘get it’ that they need an online presence. I speak to all manner of audiences, and when I speak to small business audiences am invariably staggered how few either have no website at all, or have a website but treat it more as a ‘flyer’ than an active business tool. Most potential customers now ‘Google’ products or services before they seek out a supplier – if they don’t find a professional site with [e.commerce capability](#), they will be gone.
2. This realization will result in a sharp increase in SMEs needing help/advice/coaching and support on how to grow their business via the web. Sadly though, businesses who know very little about the web will be at the mercy of the ‘wide-boys’ of technology because of their lack of web savvy. Learning the ropes will cost and they will make mistakes but **not** having a web presence will cost them even more dearly.
3. Because of technology, global over local will become more important and valuable than ever (niche marketing). There is a massive world out there and most small businesses are barely tapping into this huge potential for growth. SME’s tend to think only of doing business in their small town or even their small part of their city. A big mistake.

People/Relationships:

4. The opportunity already exists for small business owners to employ young people with the very tech savvy they require. However, [Baby Boomers](#) (1946 – 1964), will need to develop a better understanding of what they need technology wise, and an understanding of the working styles of young people because the [Gen Y](#) kids (born 1982 – 2000) have very different values and work practices from our older employees. These older managers and team leaders will need to find ways to tap into their technology expertise. A huge win/win.....
5. which will require regular team building initiatives to enable the different generations to understand each other’s very different skills and strengths - young isn’t better than old or even vice versa – each has something to add to the other. For the first time in history the younger worker will be teaching the older worker – a challenge that doesn’t sit well with either generation, yet our [older workers](#) still have a huge amount to contribute (which may surprise some of our Gen Y employees).

6. Higher turnover of staff than ever before for three reasons:
 - a. Organizations of tomorrow will predominantly keep a small core of permanent staff and use more [part-time and contract workers](#) to keep overheads down. This enables organizations to recruit the various skills, as they are required on short time contracts, and to then let these workers go when they are no longer required.
 - b. Work/life balance. On the other side of the coin, many workers are making different choices about who they work for and how that 'work' transpires. Not everyone wants to work 100 hours a week. Some people work for 1 or 2 days a month for 2 or 3 different companies to give them more time at home and with their children. It's the [portfolio worker](#) first mentioned in [Charles Handy's](#) book 'The Age of Reason.' His predictions are finally coming of age.
 - c. Very few of the younger generation want a job for life. They have a shorter attention span and move on very quickly if jobs are not interesting. Businesses will have to factor this [high turnover](#) into [succession planning](#) and on the job training. If organizations want to keep young people, variation will need to be factored in to keep them [engaged](#) and motivated, and every job may need someone trained as a back-up just in case they up sticks and move on with little, or no notice.
7. The value of [value-add](#) and building long term customer relationships. Selling 'stuff' will no longer work. Everyone has enough 'stuff'. Customers are overwhelmed by too many [choices](#). I believe customers will prefer to look for more depth to their transactions, and return to dealing with people and organizations they trust. The customer relationship will be back in vogue. Building relationships takes time, patience and persistence, something a lot of start-ups and one-hit-wonders just don't have. Not everything in life is 'instant'. Yes there will be the rush of 'new' and 'latest' but for the basic needs of most customers I think we will see a trend to 'known and trusted.' Check out here how we may be making [choices in the future](#).
8. People power. We are already witnessing a mighty [backlash](#) against continuing bank greed in USA. It seems that the very banks who received bail-out money persist in paying out huge bonuses, much to the disgust of society at large. And check what is happening in [Iran](#). Now people have access to technology via mobile phones, Facebook and Youtube, they cannot and will not be silenced. If people don't like the service or products they get, they will hit the airwaves. Your reputation is literally 'online'.

Leadership/Personal responsibility:

1. Since the economic meltdown of late 2008, leadership and integrity will be under the microscope as never before. Too many people were burned for the event to be a one week wonder. Leadership needs to be visible, courageous and consistent. People can sniff out 'self interest' really quickly. It was great to see some of the highly paid CEO's taking no salary during the worst of the financial melt-down – that is true leadership. Reputation and doing business ethically will become important for a very long time as

the long term effects of the melt-down are felt in mortgagee sales and job losses. And as if the financial crisis wasn't enough for our leaders to deal with, the challenges of the next 10 – 20 years will also require some harsh and courageous decisions to be made with regard to the planet and its sustainability.

2. This greater awareness of the fragility of the planet will also require the willingness of individuals to accept that we all play a part in the future. [Personal responsibility](#) will have to come to the fore for every living being. [The 'me' generation](#) way of thinking is actually unsustainable. None of us can just sit back and say it is up to the government or councils or organizations. Yes they must play their part, but individuals must be willing to make some sacrifices too. For example –it may simply become too expensive to use private cars for every journey. Water will become a huge challenge as the population of the globe continues to grow. Food also. Can the globe support more than the 7 billion people we already have? There may come a time when the whole world has to do what China bravely did – limit families to one child. Some harsh decisions may be just around the corner. Are we ready?

Ann Andrews CSP

MD [The Corporate Toolbox](#)



Sam Borrett - master mentor, entrepreneur, facilitator. Australia

My predictions are:-

1. The GFC has not unwound yet and people with credit card debt which is out of control will impact the real state sector, mainly in USA
2. [Tony Abbott](#) in Australia will have a good run until people realise he is a redneck
3. The health industry around the world, particularly in the [alternative fields](#) will go through a big shake up
4. The Banking system will again have more competition but slowly
5. There will be more pay -outs to [Aboriginals](#) until they are better integrated
6. [Meditation](#) will never be popular with the masses, but sensitive individuals will see the need to understand exactly what it is and exactly how they can benefit
7. Growth worldwide will continue but there will be major hiccups in small pockets
8. There will be more opportunity for people with degrees within the next 10 years which makes it imperative for people without degrees to either upgrade their skills or become entrepreneurs
9. Education will be one of the driving forces of the next 50 years as the underdeveloped countries learn to feed themselves
10. There will be a shift to [Social Business](#) where people are more concerned with making an impact on the world than making money

Sam Borrett
[Mentoring4Change](#)



Dr Jim Bradley - facilitator, trainer, coach, project management specialist and creator of the licensed training products [Effective Complaint Handling](#) and [Managing Projects](#). Ireland

1. **Traditional companies** will continue to take the traditional approach of battering down the hatches, cutting jobs and stopping development of people and systems in the hope that this will allow them to survive the recession. These traditional companies, those that do survive that is, can look forward to a grey and lethargic existence devoid of their best people, best products and best customers who were hacked out because the focus was on costs as opposed to contribution. To create a successful future requires a new type of thinking and energy in a business as per #2.
2. **Smart companies** will work to use innovation, creativity and the goodwill of their people to grow and develop their business during the recession. This approach will position vibrant, smart companies to have the strength to emerge energetically from the recession and succeed in the future by attracting the best people, developing the best products and serving the best customers. This takes us to #3.
3. **Business planning** might start to move away from focusing on the imaginary, and often completely wrong, financial projections and focus instead on the real business elements which are the people involved, the products they will generate and the customers they will serve which leads us to #4.
4. **Customer service** which all but disappeared in the boom years will re-emerge as a key driver for business in 2010. Its critical to remember that service is delivered by people not processes so we have prediction #5.
5. [Development of human capital](#) in business will move from being seen as a 'cost' to an 'investment'! Training and development will be essential to facilitate businesses uncovering and taking advantage of new opportunities such as that outlined in prediction #6 below.
6. **Green** will be the new colour of business – eco-based initiatives will be everywhere and create new opportunities for businesses to be created or grow in this niche. The level of awareness of the importance of having an eco-friendly approach in all aspects of business will impact on how we do business so we have prediction #7
7. **Connectivity** will be essential to do business in the facebook-ed, linked-in, twittering global community where we exist. The dynamic in the global business community will change in its structure because of prediction #8.
8. **Small and Sustainable** will be the new sexy – we've all seen what depending on large and ephemeral business has done to the economy. Recognition of the fact that small and medium businesses rooted in their communities but serving a global market will be essential so that the proper structures can be put in place to support their development. The focus on micro-enterprises in the developing world is a reflection of prediction #9.

9. **Volunteerism** and helping others has regained a foothold in the personal psyche with people using their newly found free time to great effect in their communities both local and global. In 2010 this new thinking and sharing could further spread in the business psyche leading to a more connected, long term, enjoyable and ethical style of business thinking but only if we take prediction #10.
10. Finally, we have to **leave 2009** behind us taking what we've learned and build forward from 2010 so that we won't make the same mistakes again!

[Dr Jim Bradley](#)

<http://www.catalysisconsulting.com/corporate.html>



Derek Cheshire, international speaker, university lecturer and author of [Yes You Can](#). UK

IN:

1. Innovation philosophies such as India's [jugaad](#)
2. Companies operating creatively such as [Google](#), [Apple](#) and [Pfizer](#)
3. Business leaders who can live with ambiguity and improvisation
4. Portfolio lives and careers
5. Business advisers who REALLY understand the above
6. Western businesses will provide [outsourcing](#) to developing economies
7. Economies recently included in the wider G20 circle will bring creative ideas to the table and gain power

OUT:

1. BPR, old fashioned Quality systems.

2. Companies without an ounce of organisational creativity such as General Motors and British Airways
3. CEOs and boards who cling to old models of corporate governance
4. Jobs for life
5. Business advisers who rely on handbooks and manuals (you know who you are),
6. [Outsourcing](#) to developing economies such as India
7. The older [G8 countries](#) will lose some influence and will be influenced more by others

Derek Cheshire

<http://www.creative4business.co.uk>



Justin Cunningham - entrepreneur, event organizer, NLP specialist. NZ

1. [Digital goods](#) will be the fastest growing sector in international trade coming out of NZ
2. [Internet marketing](#) will be the new gold-rush and local and international educators will be the big winner on the front and back end. Check out [Web.3.](#)
3. The oft maligned [Generation Y](#) will become the foot soldier saviors of the baby boomer generation in the online world
4. Promoters will pay customers to come to an event for the opportunity to sell to them
5. People will realize the internet is NOT the answer-but merely an essential tool that when used well can make any business a lot of money
6. Newspapers will change their format dramatically into free key section driven publications focusing on business or sport for example with the advertising dollar becoming more singularly targeted
7. [Internet TV](#) will become more integrated with retail sales
8. [NLP](#) (Neuro-linguistic Programming) will become the winning edge in health, education and relationship performance globally

Justin Cunningham
[Freedom Coaching](#)



Lindsey Dawson - award winning magazine editor and author of [The Answer](#). NZ

EXPECT...

1. **Politicians to keep on avoiding the hard choices** – like making taxation changes that really matter; prodding NZers away from [investment in houses](#) (that don't grow or produce or export anything)into productive businesses that might get us faster out of the financial hole we're in; reducing government spending in a meaningful way; and conceding that this country will have to follow other similar lands and gradually push up the age at which people will qualify for superannuation.
2. **More endless discussion** about whether [climate change is man-made or a natural cyclical](#) change. And more acceptance that the world has to move, anyway, to limit growth because we have only one mother ship (Earth) and can't keep plundering it and

messing it up forever, especially when, if the experts are right, [the world's population will balloon](#) from 6.5 billion today to 9 billion by mid-century.

3. **Increasing angst** about whether the western world in general should be fighting the long and ugly war in Afghanistan. And even more angst about how Iraq will fare as America's pulls more and more troops out of that conflict. More ructions there, and/or across the border in Iran (Israel is bound to pounce on its nuclear facilities sometime) would most likely create an alarming [upsurge in the price of oil](#) – and that would impact the economies and lifestyles of everyone in the world, including us.
4. **Continuing development** of [green and environmentally friendly business practices](#), not in a dull and predictable way, but in exciting new products and systems that consumers will want to use because they're ultra-modern, work well and add to buyer's image of themselves as cool, caring and clever citizens of the new century.
5. A knuckling down as people realise that this is actually not such a new century after all. We've done the first decade of it – now it's time for the hard work of accepting new paradigms and making them part of our lives. Progressive people will be ever more keen to try new ways of working, while at the same time hanging on to old-fashioned ideals like a good day's pay for a good day's work.
6. **A new appreciation of good sense and responsibility.** The century's first decade has left many people scarred by dodgy practices adopted by some business people in pursuit of a fast buck. At the same time, many consumers have created their own misfortunes by being too willing to [borrow too much and take on unreasonable risk](#). Companies whose clients and investors really can trust them to be sound and reliable will have the leading edge.
7. **More honesty and heart** in human interactions in the workplace. Leaders like Air NZ's [Rob Fyfe](#) are showing that old-style, stiff-upper-lip attitudes from management no longer cut it. Being real and showing your emotions, when appropriate, goes a long way in this hard world in getting people to respond to adversity and get behind new challenge.
8. **An increase in businesses using social networking** and digital media to push their wares and services. More and more companies and their staff will be joining such networking sites as LinkedIn and using Twitter and Facebook for commercial, not personal, reasons. They'll also be grabbing at whatever new thing lies just around the corner. Given the speed of developments, you can bet that by 2011 there'll be something new to hook up to that we've not even heard of yet.
9. **Maximization** of the appeal of any product or service that makes consumers [feels better](#). So whether it's a cheap and useful product or something gloriously luxurious, there'll be customers ready and willing to buy. Two product trends will probably run in tandem –knickknacks that are useful, funny or cute (those \$2 shops aren't going away

any time soon) and at the top end of market, beautiful things that can soothe and pamper. Think chocolates, flowers, fine accessories, beauty products, high-tech goodies – and tickets for popular shows and entertainers. Customers will still pay high premiums for their favourite things even as recession drags on.

10. **Anxiety.** The world's major problems aren't going to fade away. People love to fret about looming threats – remember the Commie threat, Y2K, bird flu, acid rain? Now it's climate change, species loss, shrinking fresh water supplies, deteriorating soils, diminishing rain forests, pandemic threats, terrorism and the looming of 2012, when according to the now-famous [Mayan Calendar](#) we'll witness the end of this era.

Hollywood would have us believe in doomsday, but optimists prefer to think of it as a time when great new opportunities will appear. So expect to read and hear about anxiety in 2010 – which means excellent prospects for business offering panaceas in the fields of sport and fitness; entertainment (especially in nostalgia and humour); creative pursuits like DIY, dancing and artistic endeavors; gardening; healthy homemaking; and health, with a new surge in preventive medicine and dietary advice aimed at fending off obesity, diabetes and heart disease.

Lindsey Dawson

<http://www.lindseydawson.com>



Fons De Lie, global networker - global connector. Belgium

1. "[Wikinomics in business](#)" will become more and more important. "World Companies" based on Wikinomics, can become bigger than the classic "Multinationals".
2. The "US Dollar" will have very hard competition from the Chinese currency.
3. The "Electric Car" becomes very visible on the road.
4. "China" never really went into a recession in 2009 and will move in 2010 to an even higher level on the world ranking.
5. "Gold" will have a lot of possibilities for 2010.

Fons De Lie

<http://www.ecademy.com/user/fons.de.lie>

Colin Downey - author of the book [How to Make Extra Sales. Easily and Effortlessly](#). NZ

1. The [US dollar](#) will remain volatile all 2010
2. World Car manufacturers will reduce the number of makes and models available
3. Entry of more [environmentally friendly fuels](#) into the market
4. Opening up of the deep sea oil deposits in the southern ocean
5. USA & China will agree to reduce carbon emissions
6. World fuel prices will rise to offset carbon emission costs
7. [Fuel Cell technology](#) will evolve to double fuel cell capacity
8. Number of world car manufacturers will reduce by 1/3 due to takeovers and mergers
9. South America will emerge as the next China for low cost labour
10. Global warming will prove to be a non event when everyone realizes that planting more trees will fix the problem

[Colin Downey](#)
downeybusinessconsulting@gmail.com



Eva Maria – professional speaker and author of the bestselling book ['You Shut Up!](#). NZ/Russia

Eva Maria is our youngest contributor; she is a family coach and international speaker. To qualify her predictions, she has this to say: -

‘Generation SMART is the name I have given to the middle generation stuck in between Gen Y and Gen Z – people born between 1985 and 2005. They don't really fit into other generations and make up a large chunk of the world's population and will be the inspiration and drivers of the next generation of products and advertising.’

Eva Maria’s predictions are:

1. Manufacturers will all be tailoring their products to appeal more to generation SMART which will force everyone else to buy into the Generation SMART consumer mindset. More people will be attracted to the 'latest cool thing'
2. Most of the more successful products will opt for bland, simple, and uncluttered packaging to appeal to the Gen SMART's search for simplicity in this over-complicated world People don't understand half of what's written on a box anyway
3. Products or services advertised as 'fast and easy', no matter WHAT they are, will be more successful on the market, appealing to Gen SMART's lifestyle. Generation SMART is impatient, and I'm not embarrassed to say that
4. Generation SMART will start to show more interest in their [family heritage](#). With more people moving countries, this is the first generation to grow up with less extended family members around them. In 2010 younger generations are coming back to their roots. Knowing your family history will become very 'trendy' in most parts of the world
5. [TXTing](#) will become an accepted form of communication. For example, workplaces will allow employees to TXT [at least X hours before work] and to find someone to cover their shift, TXTing will be the answer, after calling fails
6. Generation SMART will start to invent new ways of communicating without speaking directly to the other person. Simply because they HATE talking on the phone
7. Everyone will know exactly what Twitter, Facebook and [Squidoo](#) is
8. Before choosing someone with a University degree over a school leaver, employers will see who has more Facebook friends. Whoever has more friends is obviously the right choice because the other is clearly antisocial!
9. Obama's own advice to a student about how to become president: 'Watch what you put on Facebook'. Life is all over the internet - you can find anything, about anyone online. So USE this for professional and personal use. It's ethical, and Gen SMART are probably reading all about you too!
10. The tables have turned, and it is the older generations living in our world. You're going to have to take advice from Generation SMART in 2010 (like figuring out Twitter with their help), because this time, THEY know what's best for you!

Eva Maria

<http://www.youshutup.co.nz>

Tom Evans -author mentor and author of the book [Blocks](#). UK

1. 2nd generation ebook [readers](#) hit the market
2. The ebook as we know it will be redefined
3. Apple will do for books what the iPod did for music
4. The book goes multimedia
5. The book goes interactive
6. The book goes bidirectional
7. Books will start to become free with paid for ads
8. Some publishers won't get it
9. Some publishers will
10. Loads of new entrants will enter the market with high momentum & low inertia

Tom Evans

www.thebookwright.com



Clare Feeney - speaker on business productivity and the environment and author of the article [Going Green to Stay in the Black](#). NZ

Business and environment

The problem with the environment is that, as Barry Commoner said, everything is connected to everything else. So it's a bit difficult to work out where to start.

In the picture overleaf, I've put happy, healthy people in the middle as a global goal, with the end of war and want (both of which cause and result from environmental inequity, among other things) being the last great breakthrough needed to achieve it.

My other eight predictions circle around these two, and though they are aspirational, they are also based on positive things that are happening right now.

All ten predictions are connected to each other – so any of us can start working on any of the ten spheres of action; the one we are most interested in or the one where we can make the biggest difference.

Some of the headings may lead you to ask “How does this relate to my business?”

The answer is that in today’s globalized world, human influences on the environment are mediated via two great forces: government and business. As the [Millennium Ecosystem Assessment](#) found, business is both a major user of environmental resources and a major cause of environmental problems. For a range of reasons, governments are slow to respond to some big environmental issues – but they also have the power to regulate business if business doesn’t regulate itself. And consumers and communities all round the world, who buy businesses’ products and services and elect governments, are also becoming a more powerful force for better environmental management.

Businesses that adapt early will not only survive in our ever-more challenging markets, but will help usher in a happier and more sustainable future for us all.

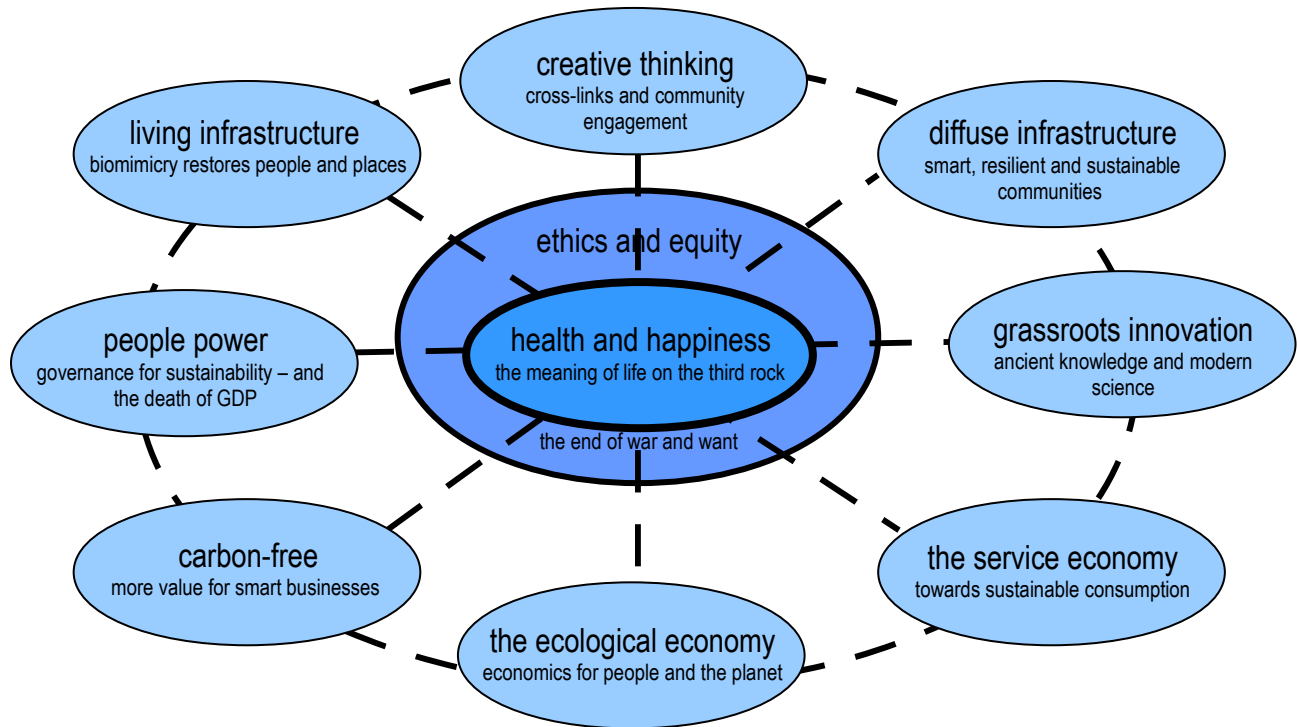
Make your choice:

‘Business is the only mechanism powerful enough to reverse global environmental and social degradation’. Paul Hawken, in *The Ecology of Commerce* (1992).

‘If you’re not at the table when these negotiations are going on, you’re going to be on the menu’. Duke Energy Chairman James Rogers, on carbon emission controls for US companies.

and let’s create a future in which business, people and the planet can flourish.

Pathways to the future for business and the environment



My top ten predictions for business and environment

1. Living infrastructure
2. Diffuse infrastructure
3. Creative thinking
4. Grassroots innovation
5. People power
6. Carbon-free
7. The service economy
8. The ecological economy
9. Ethics and equity

10. Health and happiness

Living infrastructure: biomimicry restores people and places

1. Infrastructure built on ecosystem principles will become an integral part of healthy, vital and resilient economies in which business can flourish
2. The greening of our cities will restore the natural systems on which they depend for water, air, food, recreation and work while enhancing living and working environments, regenerating people, ecosystems and economies
3. Our cities and farms and wilderness areas are havens for previously rare and endangered plants and animals
4. Our cities and farms harvest human and animal metabolic products (we've given up calling them 'sewage' or 'effluent' because they are such valuable resources) and use them in ways that restore soil fertility; reduce the pollution of our lowland rivers, sensitive lakes and underground waters caused by historical discharges of carbon-intensive fertilizers; produce sustainable biofuels to power buildings and machines; and make more of our water resources available for others to use
5. Our trans-disciplinary work shows us how to use ecological processes so that our cities and working countryside now enhance the [services](#) that ecosystems provide by using roof gardens, green walls, vertical and communal gardens, restorative storm water systems, natural streams and entire landscapes and watersheds to provision, inform and delight us

Diffuse infrastructure: smart, resilient and sustainable communities

1. Cities and towns will move towards a mix of green and grey (living/natural and built) diffuse (decentralized, nodal or distributed) infrastructure which will make them more resilient to disruption by natural and other events – earthquakes, volcanoes, tsunamis, solar flares, human error or sabotage
2. Cities will generate their own energy through diffuse infrastructure that may or may not be connected to a grid or network: high rises, homes and mass-transit areas will capture solar and kinetic energy with smart-glass windows, smart paints, micro-wind turbines, [piezo](#) and kinetic (pressure and movement) systems; decentralized energy storage units maintain local power through grid-wide blackouts and provide the backbone of the electric vehicle recharging network; and [supergrids](#) will allow large system economies and accept surplus power from local components while allowing separation from damaged areas

3. Decentralized [green infrastructure](#) will enable buildings to provide their own water supplies to reduce the costs of our daily needs and help sustain people through events that cause water supply outages
4. These small scale, innovative and diffused infrastructure technologies will progressively replace carbon and fission-based systems with amazing environmental benefits: more and more hydro-dams will be removed, allowing rivers to reconnect with the sea and revitalize freshwater fisheries and recreational activities; air quality and human health will improve; there will be more local employment opportunities and ongoing innovation; and towns and cities will become cleaner, quieter and more attractive
5. Urban food security will be enhanced by [vertical farms](#) –high rise buildings dotted throughout cities that are enclosed by self-healing membranes and harvest their own water and energy to grow healthy vegetables for city dwellers; communal urban gardens and food-bearing plants in public open spaces
6. Life-affirming urban designs will allow families and communities to reclaim their city and suburban streets for amenity, recreation, socializing, tree crops and sustainable [urban water](#) management ecosystems

Creative thinking: cross-links and community engagement

1. Research institutions will increasingly work together across the lines of their in-depth specialist expertise and with communities of interest – sector groups, business interests and local people. This cross-fertilization will encourage innovation in science and technology as well as the arts, culture and business
2. Cultural knowledge will be respected and properly documented to help us interpret and manage the natural world, especially for the clues they can give us about past [natural hazards](#) like earthquakes, tsunami, volcanic eruptions, floods, storms and droughts, as well as foods and medicines that will improve our health
3. More and more business will following the example of firms like Microsoft and others back in the late 1990s in providing resting areas where staff can take the 20-minute [power naps](#) that were found to increase productivity by up to 30-40%
4. Communications will speed up in ways that support beneficial contact amongst people and the movement of information in files of unprecedented size freely all around the world. To balance this, we will see a balancing shift back towards in-depth and more satisfying interactions amongst ‘real people’ such as the [slow food](#) and [slow town](#) movements
5. Better urban design and reduced working hours will give us more time to spend with family and friends – and in areas of natural beauty in and near our cities where our

over-stimulated brains can slow down, daydream – and come up with [creative ideas](#) that enrich our personal and professional life

Grassroots innovation: ancient knowledge and innovative science

1. Ancient technologies long-dismissed by colonizers have been revived to make their contribution to the ecological economy, including: Indian-style water tanks in villages in the monsoon belt; condensation towers to collect water in arid areas; building design for natural air-conditioning in hot areas and thermal equilibrium in cold areas and those with very hot summers and very cold winters; and high food-value indigenous crops adapted to local climates such as many found in South America and Africa, which thrive in areas of climate and other environmental challenges
2. Lack of money will trigger more and more technological innovations in the rapidly-developing world in a range of areas, including family planning, food, energy, medicine, water, transport, education, communication and environmental improvements
3. Local communities will make the most of enhanced communications including solar powered cell phones and internet access in rural areas throughout African, Asia, South Pacific and South America to more ownership of their own environmental issues and opportunities and build farms, businesses, schools and towns that give them freedom and autonomy. These innovative ideas will seed the worldwide creation of more sustainable urban designs, farming, architectural and other technologies
4. Pro-social (beneficial) environmentally-focused [massive multi-player online games](#) will foster many positive real-world applications in all spheres of human activity with huge benefits for social learning, technological innovation and new businesses around ecological restoration

People power: governance for sustainability – and the death of GDP

1. People round the world will increasingly realize that once elected, governments often pursued un-mandated reforms while ignoring reforms sought at the ballot box, while large companies were not elected at all and sometimes pursued shareholder profit at the expense of community wellbeing – and both of these things threatened the environment, among other things
2. GDP is a poor measure of anything other than the flow of money through an economy so we will see a global spread of interest in [genuine progress indicators](#), including for example measures of wellbeing that cover arts, culture and recreation; civic engagement; community vitality; education; environment; health; living standards and time use – all things of much more interest to most of the world's people than GDP!
3. The rise of '[happiness economics](#)' will see many nations emulate Bhutan in developing a '[happiness index](#)' for their people

4. The [Millennium Ecosystem Assessment](#) findings on governance will help us work out better ways to manage our interactions with the natural world and reduce the [risk to business](#) of progressive ecosystem decline
5. Better communication – especially the Internet – and education will enable better public participation in environmental decision-making, particularly by those dependent on ecosystem services or affected by their degradation, including women and indigenous and young people
6. More transparent decision-making, increased accountability and reduced corruption will benefit business and the environment
7. Better information about products and services will allow people to exert consumer pressure more effectively to change the behaviors of companies that harm people and the environment
8. There will be a big change in how governments operate, with an increased focus on international cooperation and agreements; better co-ordination of decisions that affect the environment within and between nations, and better ways to centralize decision-making to solve environmental issues that cross international boundaries

Carbon-free: more value for smart businesses

1. Businesses will realize that decarbonization adds value, so their financial managers will record information that reflects their company's real dependence of businesses on natural resources and the real costs of its effects on ecosystems and people
2. Despite ongoing debate about global climate change and whether or not humans are affecting it, everyone will use carbon as a proxy indicator for wasteful use of water, air, soil, minerals, energy and people: carbon is now a globally-accepted synthesizing measure of the whole-of-life resource intensity and the environmental, social and economic effects of every human activity
3. This realization will stimulate innovation in food production, manufacturing, service provision and the development of political, social and economic insights and tools, such as [cradle to cradle](#) and [lifetime design](#) for products and buildings
4. Businesses will be able to do more with less, increasing productivity by using fewer resources and creating less waste. Smart design will make every component of every product re-useable or recyclable into equivalent or higher-quality things, with materials redirected back into inputs

5. Companies will move beyond the concept of 'waste' as an inevitable by-product of modern life and will increasingly see it as socially and fiscally foolish. People, businesses and the environment will continue to get healthier as a result.

The service economy: towards sustainable consumption

1. Growing business awareness of environmental issues will trigger wave after wave of environmental innovation
2. A number of [trends](#) will help businesses define and meet a wide range of sustainability needs, including: decarbonization - the need to reduce fossil fuel emissions ahead of expensive shortages of oil will generate huge improvements in urban design for walking, cycling and public transport as well as public transport and vehicles for private, freight, business and farm use; immaterialization and dematerialization - the demand to replace goods with services (instead of owning goods such as a car, washing machine, carpet or photocopier, home and business owners can lease one) will encourage longer product life and re-use and recycling of components; and livable cities - the growing demand trend for more attractive and walk able cities, increasingly needed by a health-conscious and aging population that is less able to drive cars, will all help businesses to reduce our carbon footprint.

The ecological economy

1. The global economic system will increasingly value people and the environment as well as goods, services and money: [ecological economics](#) (also known as steady-state, thermal or biophysical economics) will progressively replace the old growth-based economic model, which used up resources too fast and contaminated the rest with unnecessary wastes
2. 'The economy is a wholly owned subsidiary of the environment, not the reverse,' said [Herman E Daly](#), the father of ecological economics. This insight will inform our transition to an economy that avoids the environmental, human and financial externalities that characterize market failure and the tragedy of the commons
3. More accurate pricing of environmental and human resources will restore the health of local and global ecosystems that sustain vibrant human activities and happy, healthy human beings.

Ethics and equity: the end of war and want

1. Business needs peaceful, honest and prosperous communities in order to thrive and is threatened by over demand on essential environment resources including water, and social, political and economic instability arising from environmental pressures

2. [micro-lending](#) – banking for the poor previously ignored by big institutions will increasingly eradicate poverty eradication and support people like [Wangari Maathai](#) who are repairing environmental damage.
3. War causes lasting environmental harm to the environment as well as people, and exacts a tremendous opportunity cost: money detonated in munitions cannot build homes, schools or businesses. Freeing up money formerly spent on armaments will allow nations worldwide to invest in people and the environment – and genuine progress indicators will enable us to measure the benefits of environmental initiatives in saving vast sums of money from other government budgets – physical and mental health, crime, productivity, disaster recovery and more
4. Historical geopolitical boundaries and systems will be gradually reshaped, informed by respect for ecological, ethnic, cultural and religious principles by people who see that only peace could deliver prosperity and restore people in Africa, South-East Asia and South America to their formerly abundant food production and cultural wealth
5. The [Princeton Environmental Institute](#) as saying that the world’s richest half billion people – that’s about 7% of the global population – are responsible for 50% of the world’s carbon emissions, while the poorest 50% are responsible for just 7%. The 2009 book ‘The spirit level’ showed how more unequal societies are bad for almost everyone within them - the well-off as well as the poor: ‘Almost every modern social and environmental problem - ill-health, lack of community life, violence, drugs, obesity, mental illness, long working hours, big prison populations - is more likely to occur in a less equal society.’
6. Observers like [Jared Diamond](#) and [Fred Pearce](#) note that the biggest threat is not too many people but the gross (and ultimately unsatisfying) over-consumption of resources by 20% of the world’s population which leaves depleted and polluted resources for the 80% of the world’s less privileged
7. That said, the best antidote to explosive population growth is female literacy: teach mothers to read and they will access the family planning they need – provided infant mortality is reduced. And as shown in [Costa Rica](#) and [Brazil](#), we will see more focus on educating children, which can lift entire nations out of poverty and reduce population size
8. The United Nations, [Lord Stern](#) and [others](#) found that modern animal farming practices are one of the largest contributors to environmental degradation worldwide on a "massive scale“, including air and water pollution, land degradation, climate change and loss of biodiversity. These and many other reports encourage us to ‘eat lower in the food chain’: an acre of land growing plants can feed over 20 more people than an acre of land growing animals for meat. The need to double food production to feed people, protect freshwater and ocean fisheries and reduce soil and water pollution

from agriculture will see a progressive shift to eating meat and fish only once or twice a week, or not at all, by becoming semi- or fully vegetarian or vegan – health benefits for the obese and unfit Western world will follow

Health and happiness

1. The WHO predicts that [depression](#) will be the next global health crisis in the 2030s. This existential crisis drives our unsustainable resource consumption (which makes us more miserable – not happier) and fuels the economic and ecological crises
2. The epidemic of '[globesity](#)' shows that health is also a major ecological issue, encouraging as it does over-consumption of [unhealthy and environmentally harmful foods](#)
3. People in the over-consuming nations will increasingly pursue happiness through means – like spending time with partners, children and friends, in meaningful and satisfying work and in cultural, sporting and recreational pursuits. The reduction in meaningless consumption by a small proportion of the global population freed up resources and money to spread more evenly around the world, allowing people in the under-consuming nations to feed and educate their children, resulting in a net increase in equity and human happiness all over the world

Soon we will be free to move into the [Ecocene](#) – an era succeeding the unfortunate [Anthropocene](#) in which we were such a destructive agent. Now all humanity will have the opportunity to think about what is meaningful in life in the context of a life-sustaining planet and a galaxy and cosmos awaiting our insights.

Clare Feeney

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Norman Feiner, founder and MD –Simply Fone, Telecom Solutions, telecoms consultant to education forums. UK

1. Dollar to strengthen against major currencies & [Euro to disappoint](#) bulls
2. Appetite for risk-taking will return to markets
3. Interest rates will remain low but rising by 1.5% in last quarter
4. Gold price to collapse short-term and then regain levels to above \$1000
5. [Unemployment figures in UK and Europe](#) to rise steeply
6. [Increase in temporary employment](#) & placement for those with specific skills
7. [Increased home-working](#) & use of social and networking media
8. TV viewing figures to rise enormously with the World Cup & X Factor
9. [Barter trading to increase](#) between companies and countries
10. Commercial consolidation in areas of alternative energy being driven by [hybrid technologies](#)
11. [Increased business for private-security companies](#) in hotspots worldwide
12. Intensified outsourcing to Asia and China
13. Collapse of several high-profile newspaper groups

Norman Feiner

<http://www.simplyfone.com/>



Amanda Goldston - tarot author and coach. Author of [Develop Your Intuition in Business](#) and [Clear Limiting Beliefs](#). UK

1. **More co-operations** between businesses and individuals to create content, products and services that their joint client bases will love and appreciate
2. **Greater ease** of [syndication](#) of materials, in that people will be able to link together ALL of their social networking profiles, bookmarks and content sharing sites and at one click of a button, will be able to post to all of them at once, without spamming
3. **Greater availability** of books, audios, videos and other content in even more formats that are accessible to even more people, depending on the format they wish to use
4. **Greater co-operation** between the giant companies of the internet to deliver great content to users, with less – or more discreet- advertising
5. **More valuable educational materials** being available through technologies such as i-phone, i-pod, Nintendo DS and other portable consoles
6. **Greater co-operation in communities**, where people interact with each other at the level of personal communication
7. **Greater inroads into technologies** that provide [free energy](#) from the atmosphere for powering homes, business and vehicles and that technology being made available to ordinary consumers at affordable prices
8. **A growth in businesses** providing genuine [natural foods](#)
9. **A growth in people** operating their businesses from a place of genuine truth and integrity, to cater to the consumers who are getting increasingly intolerant of lies and deceit
10. **Greater numbers of products**, services and resources being created and marketed out of the plant [Hemp](#), which can safely be said to be one of the wonder plants of the modern world and which has a history dating back thousands of years

Amanda Goldston
<http://www.LearnTarotOnline.com>



Rachel Green, author of [The Beginner's Guide to being a Brilliant MC](#). Australia

1. **Be adaptable.** Those businesses who can adapt rapidly to change will stand far more chance of prospering and surviving in 2010
2. **Listen** to what the customer needs all the time, as their needs will change and you will need to change with them. Are you giving them what they are asking for?
3. **The world will be even more precarious** in 2010 with economic problems still rife and environmental hazards increasing and thus social problems may increase too
4. **Be green.** Many businesses have got by so far by only paying lip service to environmental issues but I think as time goes on we will be forced to address them far more. So a [Green Business](#) will do better on many fronts. Be as green as possible.
5. It will also be the moral obligation of each business to **return to the community** and not just take

Rachel Green

<http://www.rachelgreen.com>



John Haylock - banker, speaker and author of “Absolute Certainty – How to give your clients exactly what they want”. NZ

As the famous economist JK Galbraith said “If all else fails, immortality can always be assured by spectacular error.” Bearing that in mind here are my ten predictions for 2010:

1. **The overall global economy** will continue to at best splutter along in 2010. Many companies will continue to struggle, government incentives can't go on forever and I don't think we have seen the end of the global financial crisis. The [GFC](#) started with businesses in the financial sector running out of credit – in 2010 it will likely take another twist with countries facing difficulties paying their way (as with Dubai in late 2009). It won't be an easy world in which to do business but plenty of opportunities remain.
2. **Tax reform** should be the defining economic and political issue of 2010 in NZ (and also in NZ's vitally important trading partner Australia). Major changes are possible if the government is truly intent on changing NZers' investment focus from housing to

business. It will be very interesting to find out if the government has the courage to do what is necessary.

3. **What to do about [greenhouse gas emissions](#)** could be the other major economic and political issue in 2010 – but because this issue involves every other country it is more likely nothing much will happen. Developed countries will not want to harm their fragile economic recoveries and developing countries will not see why they should reduce their rate of growth. I think the idea of implementing [carbon taxes](#) instead of emissions trading schemes will likely be revisited (mainly because people understand taxes – they don't understand the concept of trading carbon credits).
4. Practical advances will be made in harnessing alternative energy sources, even while the politicians are bickering about what to do. Will it be [oil from algae](#)? Electricity from the [sun or the tides](#)? I don't know what it will be but I have every confidence that human ingenuity will develop solutions that work.
5. **Information technology** will continue to get cheaper, faster, and smaller yet with more storage. Mobile phone technology in particular will continue to advance at incredible rates and be used by more and more people for more and more activities. This will enable a raft of new businesses as well as improving efficiency in existing businesses. For example, [mobile phones will begin replacing wallets](#) and be used for both making and receipting payments.
6. **Social marketing** will expand rapidly from the personal into the business world and open up new business opportunities. Blogging, Twitter and LinkedIn are the obvious examples. But for more outside-the-square examples of what is possible take a look at [SmartyPig](#) and [Blippy](#). SmartyPig involves sharing information about your savings goals while Blippy involves sharing information about your expenditure.
7. **Web-based “cloud” businesses** will continue to proliferate particularly in the software business. Many will struggle to make money. That's because the marginal costs of new customers on the web are so low, price wars will break out. In many cases prices will head towards free – meaning new business models will need to be developed.
8. **Security and privacy** will be major issues. As more and more personal information is gathered together and placed in the “cloud”, it will become more and more appealing to “cyber-crooks”. They are getting smarter and smarter meaning security systems will need to get tighter and tighter. This is going to be a never-ending battle.
9. **Business consolidation** will develop and expand in more and more sectors – especially in the service sector. This will involve large corporations buying up small local businesses (often owned by retiring baby boomers) using a combination of cash and shares in the larger entity. The consolidator provides professional management and systems but lacks the local touch and hands-on commitment of the owner-operator.

10. **Cash Flow will be king**, yet in many other respects 2010 will be like any other year in business. The people who plan will do well. The positive people will do well. The people who focus on continuous improvement will do well. And the people who focus on delivering what their customers want will do incredibly well.

John Haylock

www.absolute-certainty.com



Robyn Henderson, international networker, professional speaker and author of [Be Seen, Get Known, Move Ahead](#). Australia

1. **People will choose to live more simply** - this may be downsizing their homes/commitments/reducing their work week by at least one day
2. **Everyone will become much more environmentally conscious** possibly after another natural disaster
3. **People will get back to basics** - in talk vs. text/twitter - TALK will win
4. **Networking** will become even more important in a time poor technology enabled society - where people want to ensure they do not make a mistake with selecting suppliers. They will be prepared to pay more for true service - that extends beyond the purchase itself and will ask members of their trusted networks for referrals to suppliers they need. Word of mouth referrals will boom - based on quality, professionalism, completing within the time frame and great communication - NOT THE PRICE OF THE PRODUCT OR SERVICE
5. **People will start re-connecting physically** - whether it is via special interest groups - films, books, Master Chef foodies getting together - ideally it is a [social connectedness](#) that ultimately leads to more trust and passion
6. **Growth of the [100 km eating](#)** - cafes that will pride themselves on offering produce grown and harvested within 100kms of the cafe - this will lessen the environmental footprint with our food consumption
7. **The world will shine a light** on those who are living in darkness - and there will be more scandals across all sectors of politics, media, movie stars etc.
8. **Globally we will redefine our heroes!**

Robyn Henderson CSP
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The Herman Trend Alert: 2010 Workforce/Workplace Forecast December 16, 2009

Each year at this time, [The Herman Group](#) issues its annual forecast. These are their predictions for the coming year:

1. **Cutbacks and Re-Engineering** will continue into 2010. Expect ongoing reductions in force as some employers continue to optimize their workforces and eliminate "redundancy". We caution these employers to be very careful, because we know that 54 percent of today's employees are ready to jump, as soon as the economy improves. They are currently "[Corporate Cocooning](#)".
2. **Shortages of Certain Skill Sets** will become More Acute. As the economy begins to recover, certain skill sets will be more critical and difficult to find. These high-demand workers will be more demanding about their work schedules, environment, etc. The wisest employers will embrace not only flex-time, but flex-place as well.
3. **Employers will embrace Innovative Ideas** to Reward their Valued Workers. This innovation will include non-financial ways and even non-reward (recognition only) ways to add value for their top talent; these innovative ideas will come from the employees themselves. Employers that do not mine the collective intelligence of their workers will find themselves unable to optimize profits.
4. **Fear and Apprehension** continue to reduce Productivity. A significant percentage of employees continue to worry about the future. These negative feelings will persist, unless addressed. Transparency, besides being one of those elements employees seek, will be imperative.
5. **More Employers will invest in a Variety of Healthcare Cost-Cutting Strategies.** Besides wellness programs to address expensive unproductive behaviors (like smoking and over-eating), more large employers will embrace ideas like onsite clinics and health coaches. For some candidates, the cost of not complying with the prospective companies' wellness programs will change their employee value propositions so drastically that they will choose to work elsewhere.
6. **Focus on Engagement** will replace the Focus on Retention. Recognizing that with engagement comes not only retention, but greater productivity and profitability; too, employers will change their focus. We will see Directors of Retention morph into Directors of Employee Engagement.

The next step (coming much later than 2010) will be to recognize the importance of the total "Internal and External Customer Experience".

7. **Increasing Attention to Succession Planning.** Around the globe, we see an increasing attention to succession planning and management. However, the issue of succession preparation continues to take a backseat to succession planning. This big mistake will begin to be felt in 2010, when Baby Boomer retirements combine with the lack of trained people becomes a critical problem. Succession management continues to be critical to long-term success.
8. **Employers that did not build [Bench Strength](#) will pay more to hire.** Experience Organizations that did not take the opportunity presented by this business slowdown to send their people for more training, will have to pay more to hire trained, experienced people.
9. Some Employers will eliminate Reward Programs. Misunderstanding Dan Pink's new book, "[Drive: The Surprising Truth about What Motivates Us](#)", some employers will abolish their reward programs altogether. This ill-advised shift will cause significant, negative, unintended consequences.
10. **Burned out Employees** will begin Leaving Employers. Over 80 percent of today's employees feel overworked and under-appreciated. Too many organizations have survived and maintained some level of profitability by over-loading their long-term employees. Once we begin to see positive job growth in the second half of 2010, some employees will feel confident enough to leave their companies.
11. [Employers will accommodate Older Workers](#) like Never Before. The exodus of their long-term employees will challenge some employers to get the work done, without resorting to hiring expensive contract help or paying high fees to recruiters. Enlightened employers will mine the rolls of their retired workers and hire them back on a part-time, temporary, or seasonal basis. These seasoned professionals will be welcomed back, in spite of the fact that they will dictate their own terms.

Joyce Gioia, CSP, CMC
[Herman Trends Alert](#)



Andy Lopata, business networking strategist and co-author of [Building a Business on Bacon and Eggs](#) and [and Death Came Third! The Definitive Guide to Networking and Speaking in Public](#)'. UK

My networking predictions for 2010

In an article at the end of 2008 I talked about how we were on the verge of a new age of networking in the UK, with the move away from referral networks, a more considered approach to networking by businesses and in particular, the growth of choice for businesses using social networks. Little did I know the extent of the changes to come so quickly.

Just one month after writing the article I joined Twitter. Founded in 2006, 2009 really has been the year of Twitter. According to Jason Keath of socialfresh.com, Twitter membership has grown from between two and four million users at the beginning of the year to forty million now. With the increased popularity of Blackberries, iPhones and other Smartphone technology, people can 'tweet' on the move...and they like it.

Although I could see big changes in networking to come at the beginning of 2009, the popularity of Twitter and other online networks has moved networking on at a pace I certainly didn't predict. The worldwide economic climate has also had a big impact on the way businesses and individuals' network and its importance to them.

So what can we expect in the year ahead? I want to look at the impact the recession has had and continues to have, on business networking; what we can expect from both online and face to face networks and also the changing importance networking will have for larger businesses.

Social Media

Given the impact that Twitter, Facebook and LinkedIn have had on business networking this year, the online world seems the obvious place to start.

The most popular social networks, such as Facebook, MySpace and Twitter, are not 'business networks' in the true sense of the term, having been created for social use. However businesses are increasingly embracing all of them.

MySpace is the home for bands, artists and others in the entertainment industry. Other businesses have been more comfortable using Facebook and Twitter, but many of them slowly and reluctantly. I still find that most of my clients, particularly those working for larger organizations, are unsure about using Facebook despite the growth of business pages, 'fan' pages and pay per click advertising. Those that do use it prefer to focus purely on using it for social purposes.

There are, however, a growing number of people using Facebook for business. The big brands are making sure they have a presence on the site but it's mainly smaller businesses, particularly micro-businesses, who use it actively.

In my previous article I said that we needed to move away from people simply looking to connect with as many people as possible across all social networks. This is still a problem. It seems to me that many of the people using Facebook for business still try to build as big a network as possible without worrying about building the relationships. That goes for both large and small businesses. People need to start realizing that networking is about engagement not numbers.

If we can get back to real engagement across Facebook and people become comfortable with who they allow to cross the 'business/friends' threshold and what they share with them, we may well see more people working in larger businesses open up their Facebook network to work contacts. There is still a lot of understandable nervousness about doing this so it will be a gradual process.

The growth of Twitter has had an impact on Facebook however.

Twitter has an unfair reputation of being a waste of time, with the common put down being "why would you be interested if someone's having a coffee?" Many businesses are using Twitter very effectively though, with Dell Computers attributing \$3 million worth of revenue to their Dell Outlet Twitter account*.

Savvy business people are raising their profile through Twitter, using the network to share their blogs, build their reputation, and ask key questions and more. It's a great way of keeping your finger on the pulse of business and world affairs and to continually engage with your network. Not only that, it's also incredibly viral, with your followers happy to share your wisdom with their network with just the click of a button.

The quick hit of a 140 character Tweet makes the site more appealing to many time-poor business networkers than other social networks and this is perhaps where Facebook has taken a hit. Maintaining interest and engagement in a Facebook Group set up for your business can be quite time consuming, while you can dip in and out of Twitter quite quickly and painlessly. Some people who have started to develop a Facebook strategy have quickly left it behind and focused their attention on Twitter.

I anticipate that Facebook will continue to grow over the coming year and I do think that there will be more business use. Twitter's popularity will, however, restrict that use and many people will prefer to simply post on Twitter and let that feed through to their Facebook page.

I believe that simply feeding one social network with your content from another is a mistake. Wherever possible we should treat each social network individually, based on what we are looking to achieve from it. Why use multiple networks for one purpose?

The language used on Twitter looks out of place on a Facebook page and automated feeding of updates doesn't discriminate. As a result, some people's Facebook pages have become meaningless lists of one side of various conversations and couldn't be less likely to engage visitors. I'd love to see this habit die out. Yet we will still see more applications making it easy for us to update multiple social networks at one time, leaving less differentiation between networks and less reason for people to visit each one of the networks of which they are a member.

Many major marketing agencies now have specialists focusing on social media strategy. I do have a concern that the more the bigger brands embrace Facebook and Twitter, the smaller businesses could disengage from the sites. Whatever size the business, we need to use these sites to speak with our networks, our customers and our prospects. It's important to have a two-way process and listen as much as broadcast if the networks are going to maintain their popularity.

As well as the social networks, there are specific business online networks, with LinkedIn enjoying the most successful 2009. Based on the principle of six degrees of separation, LinkedIn is, in my opinion, the site that offers the clearest and potentially best rewards from online networking sites. The trouble is that most people don't know how to use it effectively.

An article in the Wall Street Journal on December 30th reported how LinkedIn have been opening up to third party developers who want to create applications for the site, much as Facebook have. This is on the basis that LinkedIn users spend much less time on the site than users of other social networks, such as Facebook. (Visitors spent about 13 minutes on average at LinkedIn during October, while Facebook users logged about 213 minutes and MySpace users spent 87 minutes.)

While the right third party applications will help to enhance the LinkedIn experience for some, I think that the focus is in the wrong place. Offering users more applications risks confusing many members, as other sites have found. LinkedIn should focus instead on educating their members on *how* to make the most of the site. The fact is that you should be able to spend less time on LinkedIn than on other sites and still get greater rewards if you use the site effectively and target the right return.

Now more people have become aware of the potential of LinkedIn, I'd like to see it coming into its own as a referral generation site over the next year and I'm already seeing signs of that happening, I've certainly received more requests for connections through LinkedIn in the last few months than ever before.

Face to face networks

So where does this leave the face-to-face networks? There have been fears expressed that the growth of online networks and their convenience will make people less likely to want to attend physical events. Although some people have taken that approach, I think the opposite is true.

While online networks help to broaden our connections and raise our profile, I remain a great believer that you cannot build the same depth of relationship online that you can when you see the whites of people's eyes. The growth in popularity certainly affects the development of face-to-face networking though.

There has already been a move by a number of face-to-face networks to develop a strong online arm to complement their offering. From alliances with existing social networks to the development of their own online networks (as demonstrated by 4Networking's 4Community in the UK), traditional networks recognize that they can't be left behind by the online revolution.

The challenge for them is the reticence of some members of traditional networks to get involved online, together with the growth in the number of social networks. People don't want to be members of too many. With that in mind, they need to get enough members involved to develop a strong enough discussion to make it worth people's time visiting and to keep them there. If they can achieve that, they can offer their members a much deeper service, connecting them with each other in person and online and bringing groups around the country, or the World, together.

The growth of online networking has also impacted on face to face networking through more meetings stemming from online groups. The [Meetup](#) site has spawned a number of such groups, many stemming from LinkedIn, while [Tweetups](#) have grown in popularity too.

This has led to a greater diversity of choice of events; with the growth of niche networks predicted in my previous article. There are networking events for people looking for investment, those interested in property, people in fashion, the arts, the media, bloggers, politics, women's networks... the list is endless.

The choice of events available to businesses wanting to network means that traditional groups, from Chambers of Commerce to referral networks such as BNI, will have to keep on their toes, keep thinking creatively and perhaps look for ways to enhance their offering and continue to innovate if they are to maintain their relevance to their existing membership and attract new members.

The abundance of networking options also affects the membership fees traditionally charged by networking organizations. With a host of events available for free, members of networking groups will want to see higher fees fully justified. The upside of this is that more

businesses are looking to see what the return on their networking investment is, and thinking through how they spend their time. It will be a struggle for some larger organizations though, who rely on such fees to stay in business.

The Wider World

The economic crisis over the last two years will provide one source of consolation to traditional networks. While there is far greater choice than ever for people looking to network, there are also many more people who want and need to do so. The sheer number of redundancies will have led to a surge in consultants and micro businesses, people choosing to take their chances and go it alone rather than risk trying to find another job in a tough and uncertain market. The first piece of advice they are likely to have received when setting up their business in many cases will have been, “go out and network”.

Additionally, I expect to see more networking activity from corporate sales teams in the coming years. The budget cuts forced by the recession, together with the rise in popularity of LinkedIn among staff nervous about their jobs, has raised the profile of networking as a route to market. Sales teams are beginning to recognize the need to work smarter and attend more events. Budget holders are also demanding greater results from staff that previously just ticked the box by attending events. Now they feel more pressure to show a return on the investment.

My only concern is the perceived need to show short-term results. Traditionally sales people from large organizations have followed their instincts and looked to sell at events. When they have inevitably failed, they’ve written off networking as a route to market. For corporates to realise the potential from networks, they have to take a much more strategic, long-term view and give their teams the confidence and freedom to build relationships, help others in their network and generate referrals over time.

Similarly, away from networking events, sales teams have a wealth of potential new business introducers within their existing networks if they embrace a strong referral strategy. It’s time for them to move away from looking at referrals as an afterthought at the end of a client meeting and hone a more focused approach. Marketing teams have shown that they recognize the power of word of mouth marketing through viral and buzz marketing, as well as social media. The next step is to develop this into the referral arena. This will take time and I’m not sure that we will see this on a wide scale in the immediate future.

Networking Internally

Of course, networking is not just about sales and perhaps its key role currently in corporate life is in personal career development. This is a trend that I expect to see continuing and perhaps even accelerating.

With less job security and flatter management structures providing fewer opportunities to progress, people need to network to develop their career. There is less of a culture of 'a job for life' than even ten years ago and people's networks both internally and externally play an ever-stronger role in their career planning.

If you work in a large organization you need to have a strong profile across departments if you want to progress your career. Internal networks play an important part in helping people make the connections and have the conversations they need. Most major organizations have women's networks and an increasing number of similar opportunities will present themselves. I believe that the ability to network effectively will increasingly become a skill that employers look for when recruiting for new positions.

The Future of Networking

Relationship-building and strong networks are becoming more vital as the nature of business and employment changes. These qualities have grown in importance over the last decade but the combination of social media technology and the economic climate over recent years has accelerated that growth.

We are entering a period where those with weak networks and poor interpersonal skills will find life increasingly difficult. And it will be the same whether you run your own business, are employed by someone else or you are a student looking at your plans for the future.

In a connected society, those people who have the wherewithal to build and leverage a strong and diverse network are going to have the advantage. We now hear more talk about 'relationship capital' and 'social capital', further evidence that human connections are becoming recognized for their role in business and career building.

The tools are now in place to help people who want to take their relationships to another level. A clear strategy for doing so, together with a strong focus on why, will help make the difference.

Andy Lopata
www.lopata.co.uk



Ralph McCutcheon - osteopath and personal development coach. Ireland

1. **I predict that the UK will wallow on with its head** in the sand until reality sets in after the next election in March or May. Then the new government will have to start making some very painful decisions about the enormous public sector, and its protected pensions
2. **Property prices** will rise until about August, then everything will start to contract
3. [Ireland](#) has seen the reality of its predicament and is taking the drastic action needed to stay solvent and get back into real life whereas the UK government is actually putting UP public spending in the coming year!
4. **Europe** generally is coming out of recession, led by Germany and France. I expect these two will gain economic control of the EU

Ralph McCutcheon

<http://www.balancedhealthseminars.com/>



Dr Denise Meyerson, director of education at Management Consultancy International (MCI)

There is a vast difference between a wish list and a prediction!

On my 2010 wish list would be that we would all live according to the guiding principles of the Incas - learn, work, love.

My predictions are:

1. The financial world will remain just as rocky as 2009. Few lessons have been learned
2. Climate change will remain a hot topic and sustainability will feature more in boardroom discussions
3. Learning and development will remain on the backburner for most companies unless a highly urgent need arises

4. Look out for more innovative technologies in mobile phones and their usage - we have not scratched the surface in this area
5. Life will go on as before - more terrorism, more disaster zones and yes, a lot of great moments too...

[Dr Denise Meyerson](#)

http://lego.mci.edu.au/article.php?article_id=26



Stephanie Michele - founder of [socialbling.com](#). USA

For many, 2009 was a year full of stories and moments based on survival. For 2010, I hope this time next year we are recapping stories based on thriving past survival.

I have never made predictions before. I am sure the internet will be full of financial, technological, and global affairs/issues predictions so I will not bother speaking about things that other people are way more informed than I to speak on. What I will talk about is relationships and social communication trends. There is a long list of reasons as to how and why I have become so tuned in and passionate about social shifts and how they are affecting our relationships. I do not share my thoughts with you because I am particular fond of worry or doom and gloom. I simply believe a little awareness goes a long way and the result of actions based on awareness, creates more opportunity for positive impact.

Top 5 Relationship and Social Trend Predictions:

- 1. An Urge to Tune Out to Tune In** – We are bombarded by new information at a rate that is often too fast for processing. When we can't process things we want to process or think we should it leaves what I call a "fact or fiction film" (FFF) in our minds. We want to move on and dismiss the need to learn new information yet somehow we can't let it go. Layers of FFF builds up in our minds; to clean it out we have to take the time to slow down, stop thinking for a bit and then go back to it ready to discard what we don't need and learn more about what we do.
- 2. Pitches of Promise Lead to Excess of Expectations** – A good sales manager will train salesmen to "Under promise and over-deliver." A relationship consultant will advise couples that unspoken expectations will hurt and destroy a relationship. The lure and promises of new technology will be promoted in a matter that anything and everything can be automatic and more advanced than human integration. This thinking goes

beyond gadgets that make our life easier. In the New Year we will hear more and more about [Technological Singularity](#), the creation of smarter than human intelligence. We may start to think, if this device, software, etc. can't solve my needs I will just find another one that can. This theme will spill over into human relationships creating more expectations; without awareness to this, relationship will become increasingly hostile and temporary. As our brains become overloaded with information without even knowing it we may expect others to account for things we don't know and when they do not clear our minds of the overload we become irritated much quicker than before. Why? Because [Skype](#) leave us anticipating nothing, without anticipation, relating becomes the tragic baby that as the saying goes is "[thrown out with the bath water.](#)" It does not matter what your role is: friend, spouse, employer, employee, consultant; we all have to be sensitive to this and be responsible for our communication or lack of and how it affects the nature of a relationship.

3. A Turn toward Music for Guiding Philosophy – Some say that trends in [music are connected to trends in drug use](#). A good example of this connection is portrayed in the movie/documentary "[24 Hour Party People.](#)" Newest trends in music are showing more of a connection to shifts and advancement in technology. How many songs can you think of that mention [cell phones](#) or texting? With technology comes demands and longing for [emotional intelligence](#), musicians have been singing about this and predicting the effects of technology for years. Listen to [Our Lady Peace's](#) album released in 2000 called "Spiritual Machine" from start to finish. This concept album was inspired by [Ray Kurzweil's](#) book, "The Age of Spiritual Machines." The music in this collection brilliantly simplified complex concepts by expressing the need for humility in relationships and love. At the end of the day is "Love All We Need?" There are plenty of songs that lead us to believe so and we love them and the artist that sing them. Check out my top 10 picks for "[Songs to Believe in Love Again](#)" and "[Songs to Help you Tune Out to Tune in.](#)"

4. Religion Redefined – Religion is defined as 'a set of beliefs concerning the cause, nature, and purpose of the universe with great consideration to the nature of which it was created by and often containing a moral code governing the conduct of human affairs.' As religious leaders work to communicate and interpret earliest works of religious archives, they often overlook the importance of the community they are speaking to and what is necessary to keep that community together. People may come together because they share a similar belief yet they remain together based on an acceptance and understanding that is based on things they do not have in common with each other. People are starving for communities that support and inspire individuality. Church communities have the greatest opportunities to bring people together and connect them to each other yet churches do not usually promote individuality and so [church membership is declining](#). People thirsty for a spiritual foundation and/or wanting to connect with people so they can openly question and explore faith are turned off by traditional religious communities because it seems judgment far outweighs the rate of acceptance. Many people find more opportunity to grow

spiritually through reading books by authors like [Karen Armstrong](#), participating in [cause-related movements](#) that support their beliefs and concerns and finding community via unique experiences like the [Burning Man Festival](#). Note: I do not say these things to anger church leaders or challenge anyone's religious beliefs, I am more interested in bringing much needed community to this world. I think there is huge opportunity for churches to rethink their community building practices and any an organization that is working towards bringing people together and keeping them together deserves some credit for doing so.

- 5. Conversations of Introspection Gain in Popularity over Social Small Talk** – Being able to relate to people is the luxury that is missing in our relationships. The “Don't Worry Be Happy” patterns of consumption founded in the 80's have in some shape or form managed to stay with us, forcing us to face them head on in 2008 and 2009. Our government, banking system, business and life as we know it has changed. It has caused confusion, hardships and reasons to evaluate our methods. There is an abundance of resources to look to for the answers yet the sources of the most value will always come from conversations with people you trust. The capacity for learning greatly increases when the source is a person whose heart we trust. We don't find or develop these sources via small talk, they come through the willingness to be vulnerable and transparent and the ability to recognize, listen and treasure when others are doing the same.

Stephanie Michele

<http://www.socialbling.com>



Warren Mills – ex franchisor now franchise match-maker. NZ

1. **The franchise industry** in NZ will be increasingly drive by new immigrants
2. **Higher than usual unemployment** also will see a migration to buying franchises
3. **The aging population** will continue to be the biggest demographic buying franchises
4. **The 55+ age group**, disillusioned with the corporate world will realize that franchising is a safe way to become self employed
5. **Franchising** will continue to be the way to stave of being made redundant
6. **A shift to more professional people moving into franchises** (I have experienced a number of real estate agents looking to purchase franchises as the downturn in house sales continues)
7. **Franchisors are now able to be more selective** about the people they sell a franchise to and more savvy as to how to recruit great franchisees
8. **Green franchises.** There will be an increase in the types of [‘eco/green’](#) franchises being created as more and more people want to deal with green businesses
9. **More cleaning franchises** will feel the pressure to use [green cleaning products](#)
10. **A huge opportunity for newly created ‘elder’ franchises** as the Baby Boomers start to reach 65. Home care; gardening; shopping; odd jobs are all tasks that become more difficult as people age.

[Warren Mills](#)

<http://www.franchisefocus.co.nz>



Dr Ivan Misner - founder of BNI, co-author of [The Way Out](#). USA

2009 is almost over so it's time to look ahead and this is what [BNI](#) sees for 2010:

1. **Online Social Networks** will continue to grow in prominence
2. **Companies, small and large, need to create a '[social media strategy](#)'**. What's your plan? Oh... you don't have one?? Big mistake in 2010. You need to start working on one now. Don't know where to start? Do a little research. There are some really good experts out there that can help you in this area
3. **Victims of [downsizing](#) will become active in networking groups** (both face-to-face and online)
4. **We will begin to see more of an integration** between face-to-face and online networking opportunities. Online networks will do things to promote face-to-face opportunities and face-to-face networks will begin to integrate online networking more effectively into their programs
5. **We will see the slow death of the 'one-way' website**. More and more, companies will create websites that operate in two directions. They will not only provide information to their customers but they will also seek feedback from their customers as well. Blogs, interactive newsletters, social network sites, [consumer feedback groups](#) all of these will continue to grow in importance for companies
6. **Face-to-face networks** will continue to grow, IF they stay true to a fundamental mission of helping people grow their businesses. Nothing beats networking in person
7. **Companies that succeed in 2010** will remain agile and will focus on relationships
Technology is a tool. Relationships are king when it comes to networking. Companies who are creative in using tools to enhance the relationship building process will be the leaders in a company networking program

Dr Ivan Misner
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**Andrew Peel - author of the article - '[The Economic Downturn – My Take on It](#)' .
UK**

1. **The [fiscal rescue packages](#)** will have been proved to be short term failures in the USA and Great Britain
2. **Barak Obama** will drop in popularity because he is not moving quickly enough to deal with the damage the Bush Administration did to the USA's foreign policy
3. **Home businesses** will continue to grow
4. **Iraq and Afghanistan** will deteriorate rapidly due to lack of pre-invasion planning
5. **The banking sector** will split between retail and investment
6. **There will be a surprise win by Labour** in the British General Election because of a lack of 'clear water' between the two main parties's policies this will allow the Liberals to take more ground and keep the Conservatives out
7. **There will be a much bigger push for [Scottish Independence](#)** their social model is now so progressive England is in danger of looking like a poor cousin
8. **The far right** will continue to increase it's support unless the situation in the Middle East is radically improved
9. **The public sector** in Great Britain will begin to buckle due to the Government's misguided targeting of some of the lowest paid workers and limiting their pay to 1%. They created the [QUANGOS](#) they are now complaining about so they should shut them down. The Public Sector will fail to reduce it over dependence on consultants because the 'tyranny of the budget' means more consultants and less permanent staff looks like a saving even though it costs more
10. **The Queen will abdicate**

[Andrew Peel](#)
[APeel Solutions](#)



Gihan Perera - professional speaker, e.commerce specialist and author of [The 7 Fatal Mistakes that almost Every Owner makes on their Website](#). Australia

Here's my list of the top 10 websites of 2009 to check out. In no particular order:

1. [BTalk Australia](#)

If your clients are in business - either as owners or employees - and you want to know what's top of mind for them, listen to Phil Dobbie on [BTalk Australia](#). Every day, Phil interviews an expert about something topical and relevant to Australian businesses - for example, the Do Not Call register, leadership advice, Government 2.0, cash flow, the effects of the [GFC](#), and so on.

I subscribe to the podcast so that I get the latest episodes automatically on my iPod.

2. [Dropbox.com](#)

[Dropbox.com](#) is the simplest tool I've seen for sharing files between different computers, or between your computer and, say, your iPhone. Just download and install the software (which costs nothing), and you can then drag and drop files to a Dropbox folder on your desktop. These files then get uploaded to your Dropbox account on the Internet, and also on other computers where you've also installed Dropbox.

This is ideal if you want to access files on multiple machines, or if you want to access files while travelling. For example, when making a conference presentation, put all your important files - your PowerPoint slides, introduction, handouts, and so on - in your Dropbox folder so you can grab them easily if the conference organiser loses them. [Here's a brief tutorial video I created to demonstrate Dropbox.](#)

3. [First Step Community](#)

Well, obviously I have a bias in recommending my own membership site, the [First Step Community](#)! But it *is* a site I visit regularly, mainly because of [the First Step vault](#), which now has over 1,200 resources. When I find something useful for *my* business, I often add it to the Vault so that First Step members can get it as well. And this means I simply search the Vault whenever I need that resource again.

4. [GihanPerera.info](#) (my blog)

Again, this one has an obvious personal bias. But I do want to make the point that [my blog](#) is a resource for me as well, not just for my readers.

A blog is a place where you share your thoughts, ideas and insights. Some of my blog entries are too short to warrant an entire newsletter article, or don't fit into a book, or

are slightly off-topic to my main area of expertise. I blog about them anyway, which means I save them for future reference. Of course, it has the added benefit that I'm constantly producing new material, which is always a good thing for my reputation.

5. [Google Docs](#)

I use the standard Microsoft Office tools (Word, Excel and PowerPoint) for my day-to-day work. But when I want to collaborate on documents or share them with others, I turn to [Google Docs](#).

For example, my friend Chris Pudney and I publish [the Focal Point podcast](#) every two or three weeks. When we choose the topic for the next episode, we open a new Google document for it, and over the next few weeks leading up to that episode, we each add our thoughts and ideas. There's no need to e-mail files back and forth - we just update the document, which is stored in one central place.

6. [Google Reader](#)

I read *lots* of blogs, and I do this almost every day. There are many blog readers available, but I use [Google Reader](#) because it doesn't cost anything, it's easy to use, it's done from my Web browser, and - like everything Google - it's high quality.

7. [GoToWebinar](#)

I love webinars! I've been using them a lot this year, and they are excellent for presentations, conference calls, facilitation and even for promoting new products and services. It can take a while to get confident with the technology, but it's worth it. [I did a webinar about this a few months ago](#).

There are many webinar services available. I use [GoToWebinar](#), which is a paid service, but only US\$100 a month, which is a bargain for the amount of use I get from it.

8. [Screenr](#)

This is the easiest tool I've seen for doing high-quality screen capture videos. You might be familiar with Camtasia on the PC or Snapz Pro for the Mac. [Screenr](#) is similar, except there's no software to download and install, no files to upload, and it's easy to share your videos on YouTube, iPhones and Twitter. Oh, and yes - it doesn't cost anything!

I've only discovered this recently, but I can see that I'll be using this a *lot* in the future, even though I do have Camtasia as well. [The Dropbox tutorial video I shared earlier](#) is one example; another is [this video about e-mail productivity](#).

9. [Slideshare.net](#)

[Slideshare](#) is like YouTube for PowerPoint. Use it to put your PowerPoint, Keynote and PDF slide shows on the Internet, and share them publicly or privately. You can even add audio, creating full high-quality presentations that you share on the Internet.

[I did a webinar about this a few months ago.](#)

This is another service I love, and use a lot. [Here's a marketing presentation](#) promoting my membership site; [here's one of my conference presentations](#), complete with the audio recording from the conference; and [here's a simple tutorial I created in PowerPoint](#).

10. [Thought Leaders Central](#)

Last, but not least, I'm an active member - and mentor - in the Thought Leaders community. The Thought Leaders on-line membership site has previously been open only to paying members, but it's now been thrown open to everybody. So [just visit the Web site and sign up](#), so you can collaborate and learn from leading business thinkers.

Gihan Perera

<http://www.gihanperera.com/>



Michael A. Podolinsky CSP - professional speaker, author of [Mining for Gold](#). Singapore.

1. **Asia** will boom led by SE Asia, [China and India](#)
2. **Eastern Europe** will continue to recover and soar
3. **Training and Speaking** will be HOT as HR and C-Level people feel the need to 'catch up' over what was 'neglected' last year
4. **Sales and Marketing** will get more cash in their budgets
5. **USA will still be pretty flat** with healthcare and IT leading their recovery
6. **Business in Oz** will be strong by end of Q1 and NZ strong by June
7. **IF China curtails 'entertaining'** at government (proposed now), it will spill over to private sectors and kill some F & B businesses, if not... 'Party on!'
8. **US dollar** will be flat but stable until 2012, then drop like a stone (watch for China's sell-off of \$2 Trillion [greenbacks](#) or oil getting pegged to another currency)
9. **Recovery** will come from emerging markets and they will fuel recovery but at their 'values', not foreign values (they buy, sell and produce in their own economic scales, not at the scales or prices first world is used to). Hence, it may be easier for 2nd world to sell to these nations than first world
10. **Gen Y** is starting to move into entry level management. Watch for changes in [leadership styles](#)

Michael A. Podolinsky CSP (Certified Speaking Professional)
<http://www.michaelpodolinsky.com>



Penny Power - founder of Ecademy, author of [A Friend in Every City](#). UK

Why do some see the online world as a mystery? Why are some business people exhausted by it and why do I believe that the online brand building and marketing in 2010 will be a critical skill for all businesses?

In 1998 I created a place for business people to meet online, a virtual water-cooler, where ideas, thoughts, skills and products could be exchanged in a social way between people that respect and like one another. Ecademy was created as an online world and mirrored all the values, hopes, desires and spirit of collaboration that many business people are aware of from the offline world. Somehow though, the fact that the access to these people was through a keyboard, people feared the technology instead of realizing that the technology was only an enabler to get yourself 'Known, Liked and Followed'.

Over the last year I have seen a marked increase in the desire to learn, engage and master the world of social networking within the business community. The low cost, highly productive methods of being found online by people who have a need is being recognized in increasing volumes.

So, how do you migrate from creating a profile on Ecademy, Twitter, Facebook or LinkedIn and begin to actually find value for your business and for yourself. I suggest you make 2010 your year of online success and I hope the following tips and predictions assist in this transition.

Become Known.

The first task is to become 'Known'. Build your brand and visibility so people see you are in the game, a player in the social world of conversation. To become 'Known' you need to establish in your mind what it is that you want to be known for, decide what conversation you want to be part of online and how will you be found. Social Networks are conversation engines, a massive room of people talking, sharing and being sociable with one another. Each person is creating their 'noise' and those that are achieving success have worked out how to make their chosen 'noise' interesting to others and relevant to their business and their unique skills.

Being 'Known' is the start on your journey, it gets you found in Google and Twitter, it helps people bump into you online and it ensures traffic to your brand.

To be 'Known' you need to be active. Actively Blogging, actively taking part in Blogs and commenting, adding video's of yourself and your work to YouTube, adding [PowerPoint](#) presentations to Slides, there are many great ways to broadcast online. These are your new marketing tools, this is Social Media.

Become Liked

It isn't enough to just be 'Known'. Being 'Known' provides a branding message and visibility but

it does not create trust, conversation or friendship. Social networks and social media are called social for a reason, they are about having Open, Random and Supportive© conversations in a friendly way, they are not about direct marketing and selling. Once you fully understand this you will create ways for the strangers that see your content online to engage and have conversations with you, this is social networking. This is how you build social capital, this is when all the noise you are making starts to make sense and delivers opportunities for business, learning and collaboration. This is when you move business strangers into business friends

Being Followed

With any brand that is created it is fantastic when people know you and like you and start to want to read what you say, watch what you are promoting, share in the excitement you have about the launch of a new product or service or just like to support you and advocate you. Being Followed is not something you can force, it is the output of great marketing and of being a likeable person. Once you achieve a following you have begun to master the world of social networks and social media and you will begin to achieve value you in your business.

With these three tips in mind, I would now like to share my predictions for 2010:

1. Growth of unemployment in the skilled worker sector

I am afraid to say that I see a growth in the number of unemployed in the skilled end of the [employment market](#). Global pressures, reducing consumerism and the reduction in public spending by Government will place a huge pressure on employers to reduce their costs. Companies will turn to a 'Supplier' model for their workforce and will hire in skills on a project basis. However, there is good news....

2. Growth in Start-Up businesses

Many individuals will turn to social networks to start their own businesses as a low cost, highly effective way to raise their visibility and create their trusted brand. The need to have a fully formed business with a website is no longer required to start a business and promote yourself as a consultant, sole trader or freelance worker, the Social Networking profile will replace the CV as people turn to the networks to find work rather than find a job. This will encourage advocacy and collaboration between business owners.

3. Mobile Communication and access to networks on the move

The tools to enable mobile access from phones to social networks will increase. Already we are seeing the ability to create videos on the move and upload directly into YouTube. Twittering your status and having that distributed across all your networks is as easy as 123, and access to sites like Ecademy where you can upload your Blog while

on the train or waiting for a meeting will enable people to build their business brand while on the move.

4. Responsibility for members of social networking sites by the owners will become essential.

As we see the mass market enter the social networks the need to create a philosophy and culture inside the networks of trust, authenticity and anti-bullying will become key. It has taken 200,000 years for civilization to get to a point where there is an understanding of right and wrong offline, many of the networks that have been built though massive capital injection will see that the need for an ethos and attention to caring for the individual will separate the sites that are created for advertising and traffic based revenue for shareholders from those that want to create community and member value.

5. The Book Publishing world will experience the attack of Apple

Apple will launch their [e-book reader](#) which will impact the publishing world and create a desire for Bloggers to become book writers. Content in the form of e-books will be sold through micro-payments and there will be a growth in the e-publishing world. We will see the beginning of the demise in the traditional publishing world as more people create their own e-books and sell them online via their social networking profiles.

6. Twitter will settle down as the 'search engine for conversations'.

People will start to understand Twitter and leverage it as a 'search engine for conversations', creating a place for people to seek out the conversations they want to be part of or create. This will be the start of the differentiating of the networks where the competition for audience time will be replaced by a mutual respect by all the networks toward one another. People will use multiple sites depending on their desired outcome and their sense of where their 'online home' is. LinkedIn will continue to be the place to hold your CV and talk about work, Facebook will be a fun place to keep in touch with friends and family and occasionally bump into new people. Ecademy, will continue to grow their niche site providing a 'social place for business' people to become known and liked. All four online networks will be provide a place for people to meet and have conversations and the business market will spend time in all of them as they learn to master the technology that can serve their business.

**Dr Martin Russell - small business owner & author of [Word of Mouth Magic](#)
Australia**

1. **Marketing success** will depend more than ever on relationships
2. **2008 and 2009 have been wake up calls** for businesses who thought profits were easy to come by
3. **Relationships.** Whether the worst is over or still yet to come, when buyers get scared and money gets tight, they turn to those they have dealt with before. So do you know how to build those relationships?
4. **Your key business** asset is your list of past buyers. Strong ongoing relationships with them will reward you not just by their own purchases, but also by the referrals they send you of their scared family, friends and colleagues

Dr Martin Russell
www.WordofMouthMagic.com



Hannah Samuel - professional speaker and author of [Reputation Rules](#). NZ

1. **Our digital communications** will become 'Faster, Shorter, Further'
2. **Word-of-mouth buzz**, online and off, will continue to trump paid advertising and promotion
3. **'Celebrity' endorsements** will lose their attraction, and 'citizen' endorsements will become more powerful and influential
4. **A consistent, positive online presence** will become a must-have, not a nice-to-have
5. **'Freemium'** will drive 'Premium' ('prove you have what I want before I pay to engage with you')
6. **The total experience** will attract and retain customers, not the product or service that's provided
7. **Second chances** will be replaced with 'one strike and you're out'
8. **Growing cynicism**. We will be increasingly cynical of the claims companies make
9. **We'll want more of the 4Ts**: Truthfulness, Transparency, Trust and Thanks
10. **The more valued, and valuable**, you make people feel, they more they'll use and recommend you

Hannah Samuel, The Reputation Champion
www.hannahsamuel.com



Zahir Shamsery - trade consultant and exporter. Bangladesh

1. **Exports**. According to a recent World Bank publication, "[exports and job-oriented manufacturing must hold the key to national development over the next quarter century.](#)"
2. **Replication**. To make this possible, the limited but important industrial success achieved so far, mainly in an export enclave environment, needs to be replicated throughout the economy."
3. **Labour intensive exports**. The document goes on to suggest that the maximum gains in industrial production are not expected from the traditional sectors like jute, but from the labor-intensive export-oriented production that brings the benefits of global integration to the nation.

4. **Entrepreneurs.** Another virtue of this sector is that it is largely driven by private entrepreneurs who have in many ways become the models for entrepreneurs in other industries of the economy.

Zahir Shamsery

<http://www.linkedin.com/in/shamsery--->



Jasbindar Singh - business psychologist, executive coach, inspirational speaker and author of the book [Get Your Groove Back](#). NZ

10 SQ Leadership Predictions for 2010 -

The following mixture of leadership trends and predictions are based on my work and the gaps and challenges that I see daily in leaders, employees and organizational life. This is not an exhaustive list; nor is it placed in a particular order of significance. I trust at least some of it will resonate with you.

1. The search for greater meaning and purpose -

The search for meaning and purpose continues to increase in importance as people look for meaningful self-expression in their job and life. Questions like, “what is my life purpose?” “How do I best make a difference to the world and those around me?” “What is the best that I can be?”

2. Values alignment

I predict that employees will be seeking more alignment between their values and their jobs and how their organisation facilitates this. There has to be at least a 65% match for employees to feel engaged and not vote with their feet.

3. It’s not all about me!

More and more emerging leaders recognise that success is no longer about them being star performers. It’s about enabling their team members to shine as they achieve their goals and experience a sense of fulfillment. Great leaders recognise it’s about having smart people surrounding them, valuing them and getting results through them.

4. Who I am being, not just what I am doing or saying

Leaders recognise that for them to be followed, they need to be worthy of respect. The awareness that it’s not just about saying or doing the right things but also being and embodying this in their character. High levels of integrity, wisdom and accountability back the leader’s words and actions.

5. The 3 Cs of leadership

Collaboration, connectedness, and community are three things becoming more important in the consciousness of leaders. Business operates in a community – we are all interconnected – so our behaviour and actions always have a positive or adverse effect on someone or something else.

6. Inner and outer sustainability

I predict that along with a greater environmental consciousness, there will inevitably be engagement and reflection about how to best sustain one's inner life. Health, well being and inner peace are becoming as important as external measures of success.

7. What is success?

There is a trend towards a broader definition of success. Success isn't just about being great in one area of your life, but seeing that there is some balance with non-work areas such as health, fitness and family; ensuring they are functioning well too.

8. The place of wisdom

There is a trend towards recognizing wisdom as a highly valued competency and capability. Humility, openness and a learning approach take precedence over ego; a greater consciousness around what is good for the organization or larger whole versus fulfilling individual needs.

9. Unity in diversity

As workplaces become more global and diverse, across gender and culture among other differences, there is a growing need from authentic leaders to draw the best from this, to maximize communication, performance and richness of human spirit.

10. The rise of coaching

In this age of busy-ness, information overload and competing demands, the call for what's really important gets revisited a lot. Inevitably "the important" is what advances our aspirations and dreams beyond the daily to-do list. A trend is towards greater recognition of the role business, life and executive coaches have in helping others achieve their goals, dreams and desires.

Jasbindar Singh

www.sqconsulting.co.nz.



Rohit Talwar - futurist and author of [Fast Future's Top 10 forecasts For Global Travel in 2010](#). UK

Politics Gets Complex

- 1. Public Unity - Private Retrenchment** – [The G20 members](#) will continue to talk boldly in public about collective global action and open markets. In practice, nationalistic attitudes will abound. This will result in more protectionist trade policy, greater competition to attract inward investment, a bias for awarding of government contracts to local suppliers and a tougher immigration stance.
- 2. Training gets a Boost** – We anticipate a number of publicly funded initiatives to support training and retraining from developed economy governments. The goals will be to try to reduce welfare costs, cut or prevent unemployment and speed the economic recovery. Where elections are due, these may be seen as politically motivated acts.

Economic Power Shifts

- 3. Joyless Growth** – A recovery has begun or will soon start in most economies. However, while the headline figures will be positive, sentiment will be slow to recover as markets remain nervous about the potential for a ['double dip' recession](#). Redundancies will continue, firms will struggle to cope with persistent lower price expectations from customers, and public spending cuts will bite. Even small items of bad news could see market confidence ebb away and economies head back towards negative growth.
- 4. Analysts find the Future** – Investment analysts are still reeling from the client backlash over them missing the downturn and its impact on the companies, sectors and countries they cover. Many analysts are starting to recognise the need to assess far more than a firms' past performance, order book and product pipeline. Greater emphasis will be placed on assessing the future readiness of a firm or country's leadership, the quality of the foresight work they are doing, the strength of their external networks and open innovation processes, their preparedness for a range of economic scenarios and their resilience in the face of possible decade of turbulence.

Business 3.0

- 5. Africa Bound** – In the search for new growth, businesses from developed and developing economies alike will make an aggressive push into markets across Africa. Entrepreneurs from Asia may fare better and see faster results as they are more able to adapt to local business practices to secure opportunities than less fleet-footed global firms.

- 6. Clipped Wings** – The airline industry will continue to experience turmoil as business passengers in particular are slow to return. Casualty rates could be high - [airlineupdate.com](#) lists 90 airline failures and 7 mergers for 2008 and a further 31 failures and 6 mergers to date for 2009. We can expect 30-40 more failures and further mergers by the end of 2010.

Science and Technology goes Mainstream

- 7. Serving the Masses** – We will see rapid growth in mainly science and technology based solutions targeted at the needs of the developing world. Inspired by examples such as the [Nokia Money mobile money transfer](#) service, big corporations will increasingly develop offerings targeted at the low income mass markets.
- 8. Loving the Labs** – The government stimulus packages announced in 2009 included a major boost for science and technology investment. Notable examples included 10Tn Yuan (1Tn Euros, US\$1.5Tn) in China, 900M Euros in Germany, 731M Euros in France and 685M Euros in Norway. Business and the investment sector will also place a major focus on investment in science and technology ventures as a route to driving new growth opportunities.

Ethics and Environment

- 9. CSR Backlash** – Product advertising is now full of claims about firms' ethical and green credentials. However, consumers are becoming cynical about exactly what is being done. There will be real pressure for transparency on exactly how much of the item price is actually being donated to build schools, buy books, plant trees or train a teacher. There will also be a real focus on providing evidence of what is being done with the money.
- 10. Our Friends Electric** - There will be a major increase in activity in the [electric and hybrid vehicle](#) markets. Existing car manufacturers will announce a number of new vehicles and concept development projects. New entrants to the sector will start to bring products to market and a number of vehicle projects will find investors. Activity levels in China will be particularly high.

Emerging Topics in Science and Technology

Here are ten areas of science and technology that I think will gain increasing prominence and media coverage in 2010 – even if the science itself may take decades to develop.

- 1. The Rise of [Citizen Science](#)** – Public participation in scientific research will become increasingly popular. Amateurs will see and seek out greater opportunity to gather data, participate in collaborative studies run by both professionals and amateurs and

lend their computers to large scale 'grid computing' efforts such as SETI (the Search for Extraterrestrial Intelligence).

2. **[NBIC-convergence](#)**: The convergence of the domains of nanotechnology, biotechnology, information technologies and cognitive science offers the potential for truly transformational scientific breakthroughs in fields as diverse as brain science, energy, environmental protection and food production.
3. **[Synthetic Biology](#)**: Synthetic biology involves designing and building basic biological building blocks that can perform functions as diverse as cleaning up toxic waste, growing electronic circuits, and producing artificial drugs food and fuels.
4. **[Personalized Medicine](#)**: Commercial services are already available that can read and map the bulk of an individual's genome for less than \$10,000 in a matter of days. Advances could see the price fall to around \$100 to sequence our entire genome in eight hours or less. This would enable medical treatments to be tailored to our unique genetic profile.
5. **[Novel Energy Sources](#)** – As the level of government and private venture capital funding for green technology increases, so the range of candidate technologies will grow. Expect to see regular coverage of 'breakthrough concepts' as diverse as energy producing kites, liquid and printable batteries and a variety of initiatives attempting to capture energy from human motion.
6. **Food Production Methods** – A variety of approaches will be discussed for closing the gap between production and demand. Expect to see Genetic Modification back under the spotlight along with concepts such as vertical farming, salt water farming, [precision farming](#) using satellites to optimize seeding and harvesting and artificially reared meat.
7. **3D Printing / Personal Fabricators** – [Three dimensional printing techniques](#) have been used for some time in manufacturing to create 3D items by bonding particles together layer by layer. As the costs and footprint of 3D printers come down, so the potential emerges for 'print on demand' fabricators to be deployed on the high street – enabling stores to offer a far wider range of products while reducing the physical stock holding. The ultimate would be the personal fabricator which sits at home next to the washing machine and which enables us to print items (for example a plate) locally – using 'recipes' we have purchased and our own designs.
8. **[Ambient Intelligence](#)** – The expectation is that everyday objects from wallpaper to carpets, furniture and our clothing will all have embedded intelligence and an IP (Internet Protocol) address so that our environments can interact with and adapt to us. For example, picture the scene, we are having a stressful phone conversation, our mobile phone picks this up and responds. It communicates to our clothes to increase the air circulation around our body, requests the wallpaper to display a brighter tone

and instructs the photo frame to display a happy or uplifting image. While all of these may sound far fetched, each development is already being worked on in the labs and ambient intelligence is seen as the glue to help link these developments together and shape the environment to the needs of the individual.

9. [Self Replicating Artificial Intelligence \(AI\)](#) – Real world applications of AI surround us – from satellite navigation to aircraft autopilots and washing machine control systems. The next generation of AI programs to emerge from the labs will demonstrate ever greater capacity to learn, adapt to their surroundings and even replicate themselves.
10. [The Singularity](#) – The basic concept was popularised by futurist Ray Kurzweil. He argues that we can expect the continued application of Moore’s law – the doubling of computer power every 12-18 months – for many decades. Moore’s law coupled to advances in AI will lead to a point around 30-40 years from now when devices will have so much computing power that machine intelligence will exceed human intelligence. A film on this concept is scheduled for release at the end of 2009 and will lead to widespread debate on the issue.

Top Ten Forecasts for the Events Industry in 2010

1. **New Product Explosion** – We will see a massive expansion of new event launches of varying sizes across multiple sectors. Ideas put on hold in 2009 are now being brought to market. Convention centres, venues and larger meeting planners could increasingly test the water by creating their own public and specialist events.
2. **Immerse Me** – A number of exciting technology developments will make their way into live events to help create a more immersive delegate experience. Vendors and innovators are keen to showcase their offerings and so the price of bringing such technologies into an event is falling in many cases. Examples include virtual reality, 3D television, [4D experiences](#) and [touchable holograms](#). Augmented reality will also hit the street in the form of visors that provide a visual overlay of additional information on top of real world objects such as speakers and exhibition displays.
3. **Get Busy Living or Get Busy Dying** – The effects of the downturn will begin to bite. Big events for 2010 which were cancelled during the downturn may not be replaced and hesitant customers could continue to exert a downward pressure on price. We will see a wave of closures, mergers and acquisitions across the value chain as the industry landscape starts a shake out
4. **More, Shorter, Cheaper and Faster** – While hopes for a full economic recovery are rising, expectations for further turbulence are also increasing. Businesses will be nervous and will look to events to drive opportunities. We expect to see a lot more corporate events being run of shorter duration to reduce the time attendees spend away from their desks. There could be lower budgets for each such event as marketing

departments seek to stretch their resources. The notice period for these events is also likely to get ever-shorter as desperate last minute attempts are made to hit quarterly targets.

5. **Gone and Maybe Forgotten** – 2009 saw a rash of events and exhibition cancellations – often at short notice. Despite hopes to the contrary, many will not return in 2010. Those involved in the value chain for those cancelled events will need to seek alternative opportunities to occupy unused human or physical capacity.
6. **Asia Goes for Gold** – 2010 will see a number of Asian events expand their scale and target a more global visitor base. Governments will provide strong backing to help increase international visitor numbers, and fill the capacity of Asian airlines and the rapidly expanding airports that serve them. Asian businesses will also be on the lookout to acquire events, event owners, planners and convention centres in more developed markets.
7. **Shared Events** – Non-competing corporations and associations could increasingly partner on their events. E.g. a pharmaceutical and IT company joining together to run their internal conferences in parallel at the same venue. Working together they can drive down rates with the venue. Food and beverage stations can be shared with staggered break and meal times to reduce set-up and take down costs. They may also reduce AV costs by having a single supplier with the same staging, and share keynote sessions and some skills training breakouts in order to cut speaker costs.
8. **Public Sector Retreat** – [The accumulated national debt of the G6 economies](#) is expected to rise above 100% of their collective GDP in 2010. Cuts in public sector budgets are inevitable in many economies. The knock on effects for public sector events could be immense. However, there may be a short term spending frenzy before the current financial year ends as public sector organisations face the choice of ‘use it or lose it’ on any unspent budgets.
9. **Planners Under Pressure** – With many corporations and events agencies making event planning staff redundant in the downturn, there are a number of new self-employed planners on the market competing for business. This will put further pressure on rates. In addition, many convention centres will look to build up their in-house planning teams so they can offer a broader service to win events business. Many will increase their efforts to compete directly with planners to secure an event from the end client, rather than hope for the planner’s request for a quotation.
10. **Free or Fantastic** – Free online event promotion tools have helped drive a massive explosion in the number of events on offer. Most are run in the evenings, often hosted in cheap or no cost alternative ‘venues’ donated by sponsors. Much like what happened to content providers on the web, competition and customer choice drives price down towards zero for these events unless you can provide truly ‘fantastic’

content for which customers are willing to pay. Instead the events become a tool for brand building, business promotion and contact generation. The lucky few may find sponsors.

Rohit Talwar
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Symon Muchina Thuo - entrepreneur . Kenya

NB: Watch Symon's amazing story [here](#) as he talks about Kenya and how he is building business relationships through Ecademy.

My predictions for 2010:

1. **The "climate change" debate** as known here "global warming" in Kenya will overtake "HIV/AIDS" debate. I expect a lot of brief-case NGOs to be formed to act as conduit to siphon money meant for environmental concerns. However, this should not stop the initiative on environmental issues.
2. **The USA economy** is not out of the woods yet. The economy is in L-shape mood(massive debts) now until the second-half of 2010. After the world-cup in July, the feel-good factor of soccer will make people forget about their problems and start to spend. The equity markets will not be bullish but the subdued atmosphere will be over and people will start to live again.
3. **Africa will do well in world-cup 2010** if politicians and federations of countries like Cameroon (Indomitable Lions), Nigeria (Super Eagles), Ivory Coast (Elephants) and Ghana (Black stars) are kept at bay. Good preparation and management left to do the job. Argentina will perform better like Brazil did in 2002. Brazil almost failed to qualify in 2002 but it emerged the winner.
4. **New businesses** will be formed, because the old did not offer solutions when the ship (financial meltdown) hit the iceberg. I expect to see more dynamism and agility across the world.
5. **Social Media** will start to be felt in Africa, much more than now.
6. **Americans think with their pockets** and Obama administration has a mountain to climb. But it's good he is surviving through good sustained PR. He will have less pressure in the second-half of 2010, because it's obvious in economics, that it is fundamentals and management that matters. All Americans knows that by now.
7. **Gold price** will continue to rally until the dollar stabilizes.(second half of 2010).
8. **Any entrepreneur** in this region, who will have quality products (services),produced at a fairly price, will be laughing all the way to the bank in coming years not just in 2010. East African countries plus Rwanda and Burundi have formed a common trading block.
9. **China's economy** will continue to dominate in the broadcasting channels.

10. **Ecademy foundation** will be cemented during this financial crisis. Twitter, will be another interesting watch.
11. **Gracious God...! Nelson “Madiba” Mandela will watch the 2010 world-cup.**

Symon Muchina Thuo

<http://symonthuo.blogspot.com/>

[End of the iceberg](#)



Jim Tuffin - business mentor and networker . UK

1. The UK will no longer have a Labour government
2. The World Economic Market will recover substantially
3. The war in Afghanistan will worsen
4. We will see a major man-made disaster happening
5. Global Warming will be even more in the news
6. A new Nuclear Power will emerge
7. There will be approx 76,639,037 more people on the earth
8. Marmite will become more popular
9. We will all be a year older
10. I will be looking for a new job

Jim Tuffin

<http://www.jtuffin.co.uk/>

Wayne Turmel host of one of the world's most successful business podcasts – ‘The Cranky Middle Manager Show’ and author of [6 Weeks to a Great Webinar](#) and [7.5 minutes to Better e.mail.](#) USA

1. **More tools** will provide for [webcam](#) use which will be better news for some of us than others depending on what we look like at 6 in the morning
2. **We will see fewer big-ticket items** (think [Cisco’s Telepresence](#)) and new focus will be on “down and dirty” quick tools for instantaneous connections
3. **People will be working less** with people they report to and more in matrixed and [virtual teams](#) where we don’t have direct reporting relationships which means the stakes on each communication will be higher and you’ll have to be a great influencer because you can’t fire them
4. **Companies will still have no idea** why that’s a problem and will continue to complain about missed deadlines and low morale while doing everything possible to prevent people from getting together
5. **Organizations will (too) slowly start** to build [managing virtually](#) into their core competencies for managers
6. **Shared document sites.** We will see more introduction of asynchronous (shared document sites and internal blogs/wikiw) tools like [Sharepoint](#) and Google Docs along with the “all at the same time” tools like [webmeetings](#) and people will have to learn to coach their people on their use or they’ll sit empty and people will complain about wasted money
7. **Shorter sales cycles.** More people will watch (or look for) recorded [webinars](#) to answer all their initial questions and THEN want to talk to sales people. The good news is this will mean shorter sales cycles, the bad news is you’d better know what your customers already know as they’re more educated than ever. It also means if you don’t have video or recorded presentations on your web site you’d better get on it
8. **Consolidation.** There are currently too many web platforms out there... we’ll see some consolidation in the industry with the big eating the small and incorporating their technology into their offerings but the prices will continue to fall for the big players or they’ll bleed customers
9. **Smaller audiences.** The audiences for marketing webinars will get smaller, but they will be more targeted. This will make them better prospects in the long run but put the pressure on you to deliver outstanding experiences

10. **Lower costs.** IT will realize that all the stuff they're worried about people are already using behind their backs and this will result in lower costs and increased experimentation. LEARN TO USE THE TOOLS WELL

Wayne Turmel

<http://www.crankymiddlemanager.com/>



Peter van der Struijs - business adviser. The Netherlands

1. **Communication.** Basically we, as humanity, now have the tools to communicate. Now it is the time to realize what is it what we like to communicate, with what purpose. As a human being we have a lot of 'drivers' (E.g. just wanted to be recognized / seen, wanting to be able to make a change, etc.)
2. **Self reflection.** 2010 is for me a continuation of self-reflection. It is my observation that we can do ourselves a favour to learn how to focus as a group. Not just shouting as loud as possible - but learn to observe the non-spoken words. For many enterprises this will be a big challenge - especially the marketeers - a change from telling people what they like (projection / fear based / etc.) to listen to what the group wants.

Peter van der Struijs

www.businessadviser.com/vanderstruijs.htm



Jan Vermeiren - professional speaker and author of [“Let’s Connect!”](#) And [“How to REALLY use LinkedIn”](#) . The Netherlands

1. 2009 was the year of [defriending on Facebook](#). I predict a similar phenomenon on LinkedIn and other online business networks in 2010. Why? Because these websites are becoming more mature.

1. **Time management.** In the past years people have experimented with social and business networking websites. Now they start asking themselves on LinkedIn the same question as on Facebook: how much time do I want to spend on these platforms? Who do I want to spend that time with? And who do I want to see what I'm writing in my

status updates?

2. **Networking.** Another trend that will come up more in 2010 is the combined power of online and offline networking. It will be even more important to see each other face-to-face, but the number of occasions will decrease.
3. **Relationships.** LinkedIn will help people on a business level to be better prepared (looking at people's profiles, setting up meetings before the actual event, car pooling,...) and to stay in touch afterwards (one-on-one and in Groups).

Jan Vermeiren

www.how-to-really-use-linkedin.com



Raewyn Weller - justice of the peace, celebrant and author of the book [What Does Being Wealthy Mean To You?](#) and [Jan's Dash – An inspiration against all odds](#). NZ

My 10 predictions:

1. Business will boom for those who believe it will
2. Interest rates will rise
3. People and businesses are becoming more aware of their potential
4. Those businesses that hung in through the recession will grow exponentially this year
5. People will become overwhelmed with social media and only work with those that are in alignment with their values and needs. Not all social media vehicles will survive
6. Individuals and businesses will be seeking expert help through sheer confusion of the mass internet marketing
7. People will seek and become more aware of their [life's purpose](#), many leaving traditional jobs
8. Opportunities will be everywhere and those that are aware of their potential will grasp and run with new opportunities

9. [Health consciousness](#) will grow
10. Employers will realise and offer opportunities for [personal development](#) in all areas of life for employees, finally understanding that when they look after their employee they are looking after themselves, their business and their customers

Raewyn Weller

www.celebrant.org.nz



Vicki Wusche - The Property Mermaid, speaker, mentor and property investor.
UK

1. **Focus on income generating activity** – clarity about which business activity generates direct and repeatable income is going to be critical this year. The recession is set to stay with us for months to come and I believe that we may even see a post New Year slump and the Christmas cheer wears off and bills arrive. So ensuring that your business activities generate cash is going to be vital to any business survival.
2. **Focus on a finite number of business goals** – keep them simple and track-able. In past years we have looked to challenge ourselves to grow our businesses, of course if that opportunity arises then grab it. Now is also a time consolidate your business activities and look to drive forward that vital income generating activity – identified above. This is a real time of opportunity and growth for some, making the right decision, choosing the right business goals and tracking them a key tool in measuring success.
3. **Persistence and Determination** a critical values over the coming months – there are still many challenges ahead, finance being one of them and until trust is re-established in the banking sector, enabling the flow of money to return, we will have to overcome challenges we haven't faced in years. As you discover challenges, recognise them as an opportunity to test your commitment to the business idea, to check whether this activity generates a return on your investment (time or money) if it does then persist.
4. **Adaptability** – using challenges as the starting point to review your business model, be prepared to let go of old ways of doing things and to embrace new ideas, new partnerships, new market places. Be adaptable and flexible rather than rigid and unyielding.

5. **Be systematic and systematized** – use this time to understand your business processes, identify what are critical and pivotal activities and which are ‘fluff’. Streamline processes to make them more efficient, reflect on what you do well and identify area for improvement.
6. **Be creative** – set aside time to think outside of the business, to see what competitors are doing or achieving, look at surrounding businesses, up and down your supply chain, is there more money to be made through a shift in emphasis?
7. **People, people, people** – Gather opinions, ideas, contacts, and connections, it doesn't matter whether its through networking, talking to clients, or talking to your team. Let people know what your are doing, what you are planning, what you can offer, what help you need, how you can help them Talk, share and listen
8. **Marketing, profile and brand image** – what do you stand for, what do you offer, what do your clients want and are you it? Fundamental business principles can get lost in growth periods. Use this time to shine up your image and business proposal so everyone knows who you are and what you offer. Market yourself (if appropriate), your business, your service, your unique offer.
9. **Call to Action** – if you do everything listed above, know where the money is to be made, streamline systems to produce the best ROI, know what your clients want and have a fancy website or advert, but you neglect to sell like crazy – to state that all important Call to Action, you will be unable to make that final conversion ... the enquiry into a sale, the conversation into income. Be clear in every activity what you call to action is – what do you want the person or people listening to you to do now?
10. **Be prepared to scale up for growth** – confidence will return to the market over the summer, how long it will last or whether it is another blip no-one can accurately predict (who thought Dubai would be in trouble?). The unassailable fact is that a growth cycle will return and those poised to act will be the most successful.

Vicki Wusche

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Lucas Wyrsh - entrepreneur and risk management advisor. Switzerland

1. **Credibility.** Please find an article, written by BlackSwan author Nassim Taleb about [the IMF and Our Increased Dependence on Faux-Experts](#). Taleb thinks that we need to build a society robust to charlatanism and expert-error, one in which Takatoshi Kato and his staff can be as incompetent as they want without endangering the general public. How can we rely on the United Nation's predictions for 2010 when we know that their predictions were in the past almost always wrong?
2. **The local market capitalization of all stock exchanges** have increased between February 2009 and November 2009 by over 56.6%, converted in USD, according to the statistics of the [World Federation of Exchanges](#)! We do not even have all the figures as Buenos Aires SE, Jasdaq, National Stock Exchange India and Singapore Exchange have not yet reported their figures. Even the gold price has increased by over 33%!
3. **Powershift.** We're actually moving to a [seismic shift in economic power](#).
4. **Confusing messages.** How could it be possible with such strong statistical growth figures on the stock markets that anticipate our global economic growth the world economy is predicted to grow by only 2.4%? We never had such a good year in terms of global stock exchanges average growth!

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<http://www.ecademy.com/account.php?id=97931>



But Wait There's More....

It seems everyone is getting into this 'prediction' thing, so if we haven't exhausted you, and you want even MORE predictions check out e.marketer [here](#)

Check out also [The 12 Things That Became Obsolete This Decade](#)

And what about The Top 10 Business Ideas for 2010 from [Springwise](#) (whoever would have thought of a biodegradable Peepoo bag!)

And if we still haven't touched, titillated, given you food for thought or amazed you, check out the creator of [6th Sense technology](#). I can't even begin to fathom the changes this young man is about to unleash on our world. The future is most certainly coming, ready or not!

In The Final Analysis

The 'prediction' idea came to be mid November; I immediately contacted my 150+ authors to ask if they would like to contribute their thoughts to the book. The first prediction came back 20 minutes after my e.mail went out. And even though we were entering the Christmas period, where even non-Christians seem to go on holiday, still the predictions kept pouring in. 39 people made the very tight deadline. A fantastic effort.

What hit me immediately, was how similar all our thoughts were. It was clear we were all sick of the doom and gloom; and it seemed we were all more than ready to leave behind the '[noughties](#)', but what stood out even more clearly was the optimism of everyone just 12 months after the biggest economic crash any of us would have experienced in our lifetime. My faith in the human spirit was restored, and this whole process reinforced how much I have enjoyed working with entrepreneurs, business speakers, authors, trainers and coaches since the launch of The Corporate Toolbox.

Acknowledgements

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I particularly want to thank Manoj Vijayan, [Inkbug Design](#), of India who created and donated the gorgeous cover of the book, and Demos Flouri, [Find Me Marketing](#), who said yes immediately when I asked if it was possible to include his incredible video clip '[Wave Goodbye to 2009](#)'. If you haven't already looked at it – go over there right now!

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[The Corporate Toolbox](#)

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