Challenging the Future, shaping the Present.
Challenge:Future is an international youth competition that connects corporate and global challenges with the power of student-driven innovation based on sustainability principles.

Challenge:Future is envisioned as the world’s largest youth collaborative contest that creates a virtual forum of creative young students, mentors, faculties, business schools, innovative organizations and ideas from around the globe. Using the power of web 2.0 technologies, Challenge: Future invites students throughout the globe to collaborate and to develop sustainable solutions to specific challenges posted by partner companies and organizations.

The competition has been launched on 24th September 2009, with the first two rounds taking place virtually, and the contest finals taking place in Bled, Slovenia. The most innovative students, teams and schools will be publicly recognized, awarded and financially incentivized.

Challenge:Future is established by three founding partners, deeply committed to sustainability, prosperity and innovation: Third Millennium Knowledge, an incubator for new sustainability solutions, CEEMAN, an established management development network connecting more than 200,000 students, and IEDC-Bled School of Management, one of the leading business schools in Central and Eastern Europe. They have initiated Challenge:Future aimed to encourage the transfer and the use of open innovation & collaboration principles into the education system, to induce development of sustainable solutions for global challenges and to inspire the development of collaborative youth think tank.

OPEN INNOVATION – THE NEW PARADIGM

Today’s youth are the most valuable source for creating future with fresh, inspiring and revolutionary ideas. Generation Y, which is referred as the most web engaged and connected generation, is critical for success of any business and is a change agent with unique views to force the companies to rethink their existence.

OPEN-INNOVATION (collaborative innovation) applies the principles of free trade to the marketplace for new ideas. In time of rapid changes and especially recession the companies will need to collaborate and innovate not only to accelerate the development of new products, services and strategies but in order to survive, gain efficiencies, and avoid competitive threats.

The idea of a youth competition is very appealing in a time when we need heretical innovations. ... students will have much to offer.”

Chris Laszlo, Sustainable Value Partners/Case Weatherhead/INSEAD

Challenge: future is about putting today’s corporate and global challenges against innovative and uncompromised youth creativity to find prosperous solutions that are not compromising the abilities of future generations.

... a brilliant and really inspiring initiative ...”
Jean-Pierre Lehman, IMD / Evian Group

Challenge: Future has the basis to be a wonderful win-win-win for the world....”
John P. Kotter, Harvard Business School

These empowered young people are beginning to transform every institution of modern life.”
Don Tapscott, Grown Up Digital
The virtual platform powered by Third Millennium Knowledge Lab technologies will encourage students’ active participation, team collaboration, community evaluation and visualization of their challenges. The process of competition will be enhanced by flexible, multimedia-focused and safe global platform, based on top semantic web technologies.

**1. ANNOUNCEMENT**
Challenge Future announced on Sept 24, 2009

**2. TEAM CREATION AND PREPARATION**
Multidisciplinary and diverse teams formed online
Sept 24 - Nov 18, 2009

**3. TEAM COLLABORATION ON CHALLENGES**
Team members work together with advanced collaboration tools and receive help and advice
1st Round: Nov 21, 2009 - Jan 11, 2010
Semi-finals: Jan 12 - Mar 4, 2010
Finals: Mar 4 - Apr 20, 2010

**4. EVALUATION (COMMUNITY + JUDGES)**
In true web 2.0 spirit, let’s ask the community!

**5. FINAL EVENT**
The final event takes place at IEDC business school around idyllic lake Bled. The judging panel will select the winners!
Finals: Apr 16 - Apr 20, 2010

**6. AND THE WINNERS ARE...**
Celebrating Challenge: Future achievements
Apr 20, 2010
The mission of Challenge:Future not-for-profit consortium is to develop, organize and manage incentivized competition Challenge: Future with the aim to connect creative young students, schools, innovative companies and ideas from around the globe.

The project’s vision is to foster the ideas and innovative solutions for world’s sustainable future, to attract and reward talented youth and to disseminate knowledge. Challenge:Future is envisioned as the world’s largest youth collaborative contest that creates a virtual forum that connects corporate and global challenges with the power of student-driven innovation based on sustainability principles. Using the power of web 2.0 technologies, Challenge:Future invites groups of students from universities and schools throughout the globe to develop solutions to specific sustainability challenges.
Challenge: Future welcomes organizations to challenge and co-create a sustainable future as well as to roll up their sleeves, engage with the contest vision, mission and goals and take part in shaping of the Challenge. You can partner with us as CONSORTIUM PARTNER, PREMIERE PARTNER, VISION PARTNER, NETWORK PARTNER or KNOWLEDGE PARTNER.

CONSORTIUM PARTNER
A long-term commitment as a co-organizer of the Challenge: Future. The 2009/10 Challenge: Future Consortium currently includes founding partners Third Millennium Knowledge, CEEMAN and IEDC. For more information on the Challenge: Future consortium, or to join please contact Challenge: Future President Andreja Kodrin: ak@tmk-lab.eu or +386 820 505 33.

PREMIERE CHALLENGE: FUTURE PARTNER 2009/10
Challenge Future offers you a unique position as a part of Consortium for one year with multi-years insights and collaboration. Individually tailored collaborative model is designed to meet your corporate or organizational goals with prime global visibility and access to Gen Y.

CORPORATE CHALLENGERS
Challenge: Future invites brave companies interested in challenging the future by posting specific innovation challenges in connection to Annual theme The Future of Connecting for students to tackle and propose solutions. Become a Challenger and get a chance to use the power of youth-driven innovation for your current and future business needs from semi-finalist teams and to interact with distinguished members of Advisory Board, who also form a fantastic mixture. Applying the gaming and community principles, the contestant teams are challenged to develop sustainable solutions, receive feedback, be publicly recognized and awarded.

VISION PARTNER
Ongoing support of the Challenge: Future design, organization, media recognition and development and ensuring the financial sustainability of the Challenge: Future series.

NETWORK PARTNER
Ongoing support of the Challenge: Future promotion, media recognition and engagement of new participants worldwide.

KNOWLEDGE PARTNER
Contribution to the Challenge: Future development through unique knowledge, tools or know-how.
Futurists and Visionaries

Business Annual Theme and Subthemes

Envisioning "The Future of Connecting"

Winners
Heretical innovation

Finalists
Advanced solutions

Semi-finalists
Proposed solutions

Finalists
Disruptive ideas

1. Frame the Challenge from Students' Ideas

2. Collaborate and Select the Best Solutions

3. Receive Viable Business Ideas

Monitoring:
- sustainability
- long-term effects
- innovation

Semi-finalists

Winners

FinalSemi-Final

1st Round

www.challengefuture.org
Annual Theme
“The Future of Connecting”

Sparks are ignited

Ideas are envisioned

Ideas are developed into solutions

6 sub-themes are presented as challenges

Community feedback

180 best teams enter semi-finals

6 business sponsored challenges are introduced

Community, Experts and Businesses Vote

18 best teams attend finals

Final event brings together innovators and experts

Judging panel select

Winning solutions are announced

Ideas create the Future
The global economic crisis of 2008-2009 has brought about many surprises and many discoveries. Among the countless losses, failures, struggles and confusions, one discovery stood out with a surprising clarity: never before did the world experience such depths of our global interconnectedness. Penetrating boundaries of countries, industries, social sectors and cultures, thoughts and actions of a small group of decision makers rippled throughout the world, making exceedingly visible the myriad of ties that connect us to each other. It may not have been the most positive experience of interconnectedness, but, without doubt, one of the most powerful. The question is: do we see this discovery as a mere side effect of a global economic turmoil, or do we take it as an immense opportunity to reimagine – and redesign – the future of connecting?

**Challenge:Future 2009-2010** Theme of the Year, the **Future of Connecting**, offers a number of angles and layers to be explored. From most obvious issues of communication, information technology, internet, and transportation, to more subtle issues of disease transmission, knowledge transfer, and partnerships for peace and security, the 2009-2010 offers many questions to be answered. What does a future of mobile phones look like? How do we create events and learning experiences that truly connect? Can we sustain the climate change costs of the current transportation solutions? Will the need for paper disappear in the near future?

The **Future of Connecting** is for us to create, and the following subthemes offer us rich opportunities for innovation:
1. **The Future of Human Health**: how do we create physical, mental and emotional wellbeing from an integrative, wholesystem perspective, and connect ourselves and our bodies to the health of the planet? How do we mitigate the health risks of global connectivity and prevent global disease transmission?

2. **The Future of Global Prosperity**: how do we reduce social exclusion experienced by half the world’s population and connect low income populations to the world economy and to global business in a way that is ecological sustainable and respects local cultures?

3. **The Future of Work-Life Balance**: how do we find a sustainable worklife balance and connect work to what is meaningful in their personal lives?

4. **The Future of Media**: how do we connect people to what is inspiring and positive in current events and news and allow for emergence of new images, voice, and visions of the global future?

5. **The Future of Public-Private Partnerships**: how do we assure collaboration between government regulators, business, and NGOs and help them connect to solve complex problems such as climate change and water scarcity?

6. **The Future of Communications**: how do we leverage the power of communication technologies and imagine new solutions and applications for a deeply connected world?

7. **The Future of Transportation**: how do we develop new transportation solutions that address human mobility needs in a sustainable manner?

8. **The Future of Connecting Youth with Global Leaders**: how do deepen youth’s role in society, connecting them to other generations of leaders, and developing a platform for real impact and influence?

9. **The Future of Accountability**: how do we connect today’s actions to future consequences? What mechanisms and solutions do we need to make sure that our decisions are made with awareness for longterm impacts and wholesystem implications?

10. **The Future of Future**: how do we connect the best of past and present in culture, architecture, art, music, literature, learning about our past time of connections and common ideas, and creating a starting point for new challenges?

**The selected sub-themes:**

- **Call Me in 2020**
  - The Future of Communications
- **Move it!**
  - The Future of Transportation
- **What’s the Buzz?**
  - The Future of Media
- **Eat that Carrot!**
  - The Future of Health
- **Youth Rulz!**
  - The Future of Youth in Society
- **Fast Forward**
  - The Future of Prosperity
Nancy J. Adler

Nancy Adler is the S. Bronfman Chair in Management at McGill University in Montreal, Canada. She consults and conducts research on global leadership, cross-cultural management, and the arts and leadership. She has authored more than 100 articles, edited a number of books, and produced the film, A Portable Life. Her book, *International Dimensions of Organizational Behavior* (5th edition, 2008) has over a half million copies in print in multiple languages.

Professor Adler is a Fellow of the Academy of Management, the Academy of International Business, and the Royal Society of Canada. She has been recognized with numerous awards, including ASTD’s International Leadership Award, SIETAR’s Outstanding Senior Interculturalist Award, the YWCA’s Woman of Distinction Award, and the Sage Award for scholarly contributions to management.

Nancy is also a visual artist. The most recent exhibition of her paintings was held at The Banff Centre where she was invited to be an artist in residence. Her paintings are held in private collections in Asia, the Americas, and Europe.

Alberto Alessi

Alberto Alessi is a founder of Alberto Alessi Architecture Studio, working in Italy and Switzerland as an architect, teacher, curator and author.

As an architect, Alberto deals with a wide range of projects, from residence to large urban architecture. As a teacher, Alberto has taught at ETH Zurich, IED Roma, Accademia di Architettura in Mendrisio, and Cornell University. Currently he teaches Theory of Architecture at the HSLU Luzern and at the Università di Ferrara.

As a curator, Alberto’s works include the architecture dialogues *Transalpinarchitettura* (Switzerland and Italy 2000-2001), *Mittelarchitettura* (Austria and Italy 2002-2005), the international event *Costruire identità? Architecture, city, music, words in the European national imaginaries* (Rome 2004), the exhibitions *Italy now? Country Positions in architecture* (Ithaca 2005 - Zurich 2007), and *Architetture di Passaggio. Views on architecture from the Ticino* (Venice Architecture Biennale 2006).

Alessi’s writings include the books *Heinz Tesar* (Edilstampa 2002), *Shared Architecture* (with Jo Coenen, Libria 2004), and *Italy now?* (Cornell AAP Publications 2007). Since 2008 he is directing the new architecture review *materialelegno*. 
Joel Barker

Joel Barker is one of the best-known futurists in the world. His videos on the future have been translated into 20 languages and have been seen by more than 100 million people. His book on paradigms is a standard text in more than 100 universities and has been translated into 20 languages.

He popularized the concept of paradigm shifts and started the corporate discussion of the importance of vision in 1989 with his video, The Power of Vision. He has influenced the role of leadership with his video, Leadershift. His video on Wealth, Innovation and Diversity helped redefine the importance of diversity. Industry Week Magazine refers to Joel Barker’s videos as one of the most influential series of programs in the business world.

His last book, Five Regions of the Future, co-authored with Dr. Scott Erickson, came out in 2005. Formerly Director of the Futures Studies Department of the Science Museum of Minnesota from 1975 to 1978, he has since spoken to more than one million people in North America, Europe, Asia, South America and Australia.

He has received numerous awards including two honorary doctorates. In 2006, he was named one of the 100 most distinguished educators in the past 100 years by the University of Minnesota’s College of Education. In 2008, he was identified as one of the top 100 thought leaders in personal leadership and organizational leadership by Executive Excellence Publications. In 2009, he joined the Board of Leader to Leader Institute.

William A. Fischer

William Fischer is Professor of Technology Management at IMD, Lausanne, Switzerland. He was a development engineer in the American steel industry; an officer in the US Army Corps of Engineers; and has also worked as a consultant on R&D/technology issues in different industries. Additionally, he has served as a consultant to a number of government and international-aid agencies.

During 1997 and 1999, he was the executive president and dean of the leading business school in China - China Europe International Business School (CEIBS), in Shanghai. Between 1976 and 1996, Professor Fischer was on the faculty at the Kenan-Flagler Business School at the University of North Carolina, USA.

Professor Fischer has written extensively on manufacturing, R&D, and technology transfer. His most recent publications include Virtuoso Teams: Lessons from Teams that Changed their Worlds (FT/Prentice Hall, 2005). He has won several awards for teaching excellence from the American Institute of Decision Sciences, and in case writing from the European Foundation for Management Development.
Ronald Fry

Ron Fry is the Chair of the department of Organizational Behavior at Case Western Reserve University, Cleveland, USA and the Program Chair and member of the Executive Board for the Organizational Development and Change division of the Academy of Management. At Case’s Weatherhead School of Management, Ron serves as the Faculty Advisor for the Fowler Center for Sustainable Value, and Chief Editor of the BAWB Innovation Bank – an online collaborative library featuring business innovations for sustainability.

Dr. Fry’s research interests include organizational change and development, functioning of the executive, group dynamics and team effectiveness, whole systems change processes, management and leadership development, and applications of Appreciative Inquiry to foster human cooperation.

Ron was one of the co-creators of Appreciative Inquiry at Case and heads the Institute for Advances in Appreciative Inquiry. He also directs the Case Masters in Positive Organization Development and Change Program.

Lučka Kajfež Bogataj

Dr. Lučka Kajfež Bogataj is a Professor at Biotechnical Faculty, University of Ljubljana, Slovenia. Dr. Kajfež Bogataj started her career in science in 1980 with degrees in mathematics, physics, and biotechnology. In 1996, she became a head of the Center for BioMeteorology, and in 1997 received full professorship at the Biotechnical Faculty and the Faculty of Mathematics and Physics, University of Ljubljana.

Between 2002 and 2008, Dr. Kajfež Bogotaj served as a member of the Intergovernmental Panel on Climate Change, which received the Nobel Peace Prize Laureates for 2007.

As a climate scientist, Lučka has authored over 90 scientific studies and over 400 papers and articles. Her 2008 book is titled *What Does Climate Change Bring Us?*

Dr. Lučka Kajfež Bogataj is a recipient of Ljubljana Award of 2008, President’s Award for contribution to Slovenia, and Rože Mogote award of 2008.
**Helmut F. Karner**

Professor Helmut Karner shares his time between management education projects, management consultancy, and university lecturing, while contributing to the leading Austrian think-Tank Föhrenbergkreis.

Born in 1947 in Baden, Lower Austria, Professor Karner studied Technical Mathematics and Computer Science at the Technical University of Vienna, and later continued his education in management at Harvard Business School and IMEDE Lausanne.

Karner’s first employment was in Austro Olivetti, Vienna where he worked as Systems Engineer for Data Base/Data Communication Systems and Software Director. In 1979 he took the position of European General Manager in Northern Telecom Inc. (now Nortel Networks). He continued his career as Managing Director first at Austro Olivetti, Vienna and afterwards at Olivetti International Education Centre, London, UK.

Professor Karner shares his knowledge at Danube University Krems where he works as a Visiting Professor in the fields of telecommunications, new media and digital economy. In 1998 he became Dean and Managing Director at Polytechnic University Salzburg (Techno-Z-Fachhochschule) for Information Economy. Since 2004, Helmut considers himself a “portfolio worker,” splitting his time between a number of projects and initiatives.

**Anne Lise Kjaer**

Anne Lise Kjaer is a futurist and CEO of kjaer global, an international trend forecasting consultancy founded in 1988. Kjaer’s client base numbers over 100 international corporations including Nokia, IKEA, Unilever, McKinsey & CO, PricewaterhouseCoopers, Jittala Group, Masterfoods, Sony and Toyota. Kjaer’s insight into every area of futures – from human resource, media and finance to automotive, technology and design industry – has given her a worldwide client base and a unique ability to engage and inspire her audiences.

Anne Lise’s pan-European career began in the trends forecasting business – via her native Denmark, Paris and Hamburg – and led eventually to London where Kjaer’s unique philosophy was further developed. Using holistic principles, by combining scientific and social indicators with emotional and spiritual drivers, Kjaer builds up a multidimensional picture of the next generation of consumers - and their needs and wants. The Financial Times wrote: “Her unique world vision is as fertile as Dali’s only she creates social prototypes... based on nascent trends.” In particular she facilitates a new understanding for consumer of the future, she says: “If the challenge is to create clarity out of complexity then that means getting to know - and identify with - your customers. Only then can you understand what they will want from you.”
**Chris Laszlo**

Chris Laszlo is a co-founder and managing partner of Sustainable Value Partners, an education, research, and consulting company based in the United States. Chris has provided advisory services to senior leaders in some of the world’s largest companies on sustainability for competitive advantage.

For nearly ten years, he was an executive at Lafarge, a world leader in building materials, holding positions as general manager of a manufacturing subsidiary and vice president of business development. Prior to that he spent five years with Deloitte & Touche consulting.

Educated at Swarthmore College, Columbia University, and the University of Paris, Chris earned a PhD in Economics and Management Science. He is a Visiting Professor at Case Western Weatherhead School of Management and at the University of Virginia Darden School of Business as well as a Visiting Scholar at INSEAD.


**Jean-Pierre Lehmann**

Jean-Pierre Lehmann is a Professor of International Political Economy at IMD Lausanne, Switzerland, and the Founding Director of the Evian Group, an international coalition of corporate, government, and opinion leaders, united by a common vision of enhancing global prosperity for the benefit of all by fostering an open, inclusive, and equitable global market economy in a rules-based multilateral framework.

Professor Lehmann’s areas of special interest include globalization, global governance, trade and development, the role of business in reduction of poverty and inequality and the socio-economic, cultural, and business dynamics of Asia. He acts in various leading capacities in a number of public policy institutes and organizations, as an adviser to governments and corporations, and as a frequent commentator in the international media. He is the author of several books and numerous articles and papers primarily dealing with globalization, modern Asian history and Asia and the international political economy.

Prior to joining IMD, Professor Lehmann’s academic and business careers encompassed activities in virtually all Asian and Western European countries, as well as North America. In the course of the last decade, he has also become actively involved in projects in Africa, the Middle East and Latin America. Jean-Pierre Lehmann did his undergraduate studies at the School of Foreign Service in Georgetown University and obtained his doctorate at Oxford (St Antony’s College).
Will Morrison

Will Morrison is the Global Chapters Manager at Net Impact, one of the most influential networks of MBAs, graduate students, and professionals in existence today dedicated to using the power of business to create a more socially and environmentally sustainable world.

Will joined Net Impact in 2007 as the Membership Manager for chapters. As the Global Chapters Manager, Will oversees Net Impact’s network of nearly 250 chapters with a special emphasis on the growth and organizational development outside the US.

Before joining Net Impact, Will worked in various capacities promoting economic development in northern Namibia and developing affordable housing options in the northeastern US. Will graduated from Dartmouth College with a major in economics and a minor in environmental studies.

Miha Pogačnik

Miha Pogačnik is a Concert Violinist, Entrepreneur and Cultural Ambassador of the Republic of Slovenia. Through music and art he demonstrates the principles of renewal and change, transforming thinking patterns and removing barriers which limit creativity and vision.

Working across the broad area of human learning and development, with major corporations such as IBM, Procter and Gamble, Mitsubishi and Nike, Miha Pogačnik brings music to business to enhance understanding of change and renewal in the corporate world.

In 1981 Miha founded IDRIART, the Institute of the Development of Intercultural Relations Through the Arts, based in Germany. The launching pad for Miha’s engagements is grounded in the fact that creativity and inspiration are gaining cutting edge importance as an organizational capability and collaborative competence for people, as well as organizations, within a rapidly changing and volatile business climate.

As a cultural ambassador of Slovenia, Miha follows the dynamic principle that artists and their audiences purposefully travel throughout the world and gather in places that really need them.
**Don Tapscott**

Don Tapscott is an international authority on the strategic impact of information technology on innovation, marketing and talent. Don consistently identifies and explains the next business imperatives and defines business models and strategies required for success. An expert on the Net Generation and author of *Grown Up Digital*, he wrote twelve other books, including the best-selling *Wikinomics*, now translated into 20 languages.

Don is Chairman of the think tank nGenera Insight, an Adjunct Professor of Management at the Joseph L. Rotman School of Management, University of Toronto, and a Fellow of The World Economics Forum.

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**Danah Zohar**

Danah Zohar is a management thought leader, physicist, philosopher and author. Her best-selling books include *Spiritual Capital: Wealth We Can Live By* and *SQ - Spiritual Intelligence, The Ultimate Intelligence*, which constitute ground-breaking work on SQ, spiritual intelligence and spiritual capital; *Re-Wiring the Corporate Brain, The Quantum Society* and *The Quantum Self* are her previous works which extend the language and principles of quantum physics into a new understanding of human consciousness, psychology and social organization, particularly the organization of companies.

Danah regularly speaks at leadership forums and works with corporate leadership teams worldwide. She has worked with the leadership initiatives of both local and national governments. She established The Oxford Academy of Total Intelligence (UK) as an educational centre and consultancy, with a mission to create a sustainable future for society through the development of corporate and organizational leadership, purpose and motivation.

Danah Zohar is currently writing a new book, *Total Intelligence: Achieving Lifelong Peak Performance*, which aims to be the culmination of her life’s work.
PARTNERS

**Third Millennium Knowledge**
is encouraging human inspiration, sparkling ideas and fostering development of new knowledge for innovation strategies that are not jeopardizing the needs of third millennium generations.

**CEEMAN** is an established network of 170 business schools, universities and other partners from 43 countries connecting more than 200,000 students.

**IEDC-Bled School of Management**
is one of the leading business schools in Central and Eastern Europe. Established in 1986 as a center for executive education, IEDC has served over 50,000 managers from more than 70 countries.
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