Six Billion Minds
Managing Outsourcing in the Global Knowledge Economy

This publication of the BTM Institute — Six Billion Minds: Managing Outsourcing in the Global Knowledge Economy — is a wake-up call to global leaders. A collaboration among the most accomplished academics and global leaders (over 60 top international figures), this book examines management challenges and innovation opportunities in light of the profound impact of globalization and the emergence of the knowledge economy. It shows how to build excellence by leveraging the vast global knowledge pool of the “six billion minds” that make up the emerging knowledge economy, which is driven by the convergence of business and technology.

Globalization is leaving a lasting impression. While not perfect, globalization has been extremely successful for the world economy. It has created millions of jobs, raised millions out of poverty and improved the quality of life in countries that once were considered incapable of contributing to the world economy. Instead of debating its merits, we could better spend our time learning how to thrive in it, rather than letting ourselves get trampled by it. It is the role of Six Billion Minds to be a “field guide to globalization.”

What is new today is summed up in the term “knowledge economy.” We believe that Global Outsourcing = Knowledge Economy. And this economy is about discovering and harnessing the knowledge that can spring forth from any mind, anywhere. Six Billion Minds examines the seismic shifts that threaten to engulf long-dominant nations like the United States, whose world leadership in innovation is now being rivaled.

This book tackles the subject with great insights and blunt realities from the business leaders pioneering and setting the pace of global outsourcing as the next big element of the knowledge economy. This economy is about innovation and global outsourcing competitiveness. And sustainable innovation requires a seamless, structured management approach that begins with board and CEO-level issues and connects all the way through technology investment and implementation.

The authors have interviewed the most accomplished business leaders in the world and included not only methods, processes, and practical tips, but also human stories of success and survival — creating this unique exploration of the global knowledge economy.

Mark Minevich
EVP and Chief Strategy Officer, Enamics, Inc.
Co-Chair, BTM Institute
Author of The CTO Handbook
Recipient of the Albert Einstein Award

Dr. Frank-Jürgen Richter
President, Horasis, The Global Visions Community
Former Director, World Economic Forum, Asian Affairs
Member, BTM Institute
Author of Global Future, Asia’s New Crisis and Recreating Asia

Faisal Hoque
Chairman and CEO, Enamics, Inc.
Founder and Chair, BTM Institute
Author of e-Enterprise, The Alignment Effect and Winning The 3-Legged Race - When Business and Technology Run Together

Founded in 2003, the BTM Institute - the Michael Nobel Harriet Fulbright Institute of Business Technology Management (BTM) is the first international nonprofit organization of its kind that brings together a select group from the academic, corporate, government and thought leadership communities as a think tank to address the long-standing need to manage business and technology together. Today, it is the world’s largest and most focused knowledge-based community comprised of 5,000 subscribers and members solely focused on BTM, enabling the next generation of leaders to learn from one another. The Institute is chaired by Faisal Hoque, Founder of the BTM Institute and Enamics, Inc. and creator of BTM; Dr. Michael Nobel, the great grandnephew of Dr. Alfred Nobel and Chairman of the Nobel Family Society; and Ms. Harriet Mayor Fulbright, wife of the late Senator J. William Fulbright and Chairperson of the Fulbright Center.
Six Billion Minds is organized into parts: The Changing Face of Innovation, National Competitiveness, The Business Model of the Future, Into the Future, and a newly updated Global Outsourcing Report, with country by country ratings and analysis.

In the course of writing this book the authors have traveled the globe, interviewing such leaders as Professor Jagdish Bhagwati (Columbia University and Council of Foreign Relations), Martin Wolf (Financial Times), Shashi Tharoor (UN Under-Secretary-General), James Clifton (CEO, Gallup), Ramalinga Raju (Chairman, Satyam), and Vint Cerf (widely known as the ‘Father of Internet’), among others.

The contributors to Six Billion Minds, listed below, are a veritable “who’s who” of today’s knowledge economy, whose experience in every part of the world and in every kind of organization provides a perspective unavailable anywhere else.

Authors and Expert Voices

**Contributing Authors**

Carlos Alvarez
CIO
Vice Minister of Economy
Chile

Simon Bell
Director
A.T. Kearney
Alexandria, Virginia

Marjan Bolmeijer
Founder and CEO
Change Leaders, Inc.
Detroit, Michigan

Augustine Chin
Consultant
A.T. Kearney
Alexandria, Virginia

Eugene Goland
President
DataArt
New York, New York

Anupam Govil
CEO
Global Equations LLC
Austin, Texas

Ton Heijmen
Senior Advisor
The Conference Board
New York, New York

Stefan Inzelstein
President
Indiggo Associates, Inc.
Aventura, Florida

Ram Iyer
President and CEO
Argea
Princeton, New Jersey

Dr. Michael Jackson
Founding Member and Chairman
Shaping Tomorrow
Sussex, United Kingdom

Dr. Bruno Lavin
Senior Advisor, E-Strategies
The World Bank
Geneva, Switzerland

Dr. David Hee-Don Lee
Vice Chairman
World Trade Centers Association
Washington, D.C.

Phyllis Michaudes
President
C-Level Associates LLC
Providence, Rhode Island

Janet Pau
Consultant
A.T. Kearney
Alexandria, Virginia

Umesh Ramekrishnan
Vice Chairman
Christian & Timbers
New York, New York

Atsah Riazi
Worldwide CIO & Senior Partner
Ogilvy & Mather Worldwide
New York, New York

Randy Terbush
Vice President and CTO
ADP Employer Service
Roseland, New Jersey

V.N. “Tiger” Tyagarajan
Executive Vice President
Ganap
t New York, New York

Huib Wurstan
Managing Partner
ITM International
Amsterdam, The Netherlands

Janet Pau
Consultant
A.T. Kearney
Alexandria, Virginia

Umesh Ramekrishnan
Vice Chairman
Christian & Timbers
New York, New York

Atsah Riazi
Worldwide CIO & Senior Partner
Ogilvy & Mather Worldwide
New York, New York

Randy Terbush
Vice President and CTO
ADP Employer Service
Roseland, New Jersey

V.N. “Tiger” Tyagarajan
Executive Vice President
Ganap
t New York, New York

Huib Wurstan
Managing Partner
ITM International
Amsterdam, The Netherlands

Dr. Jagdish Bhagwati
University Professor
Columbia University
Senior Fellow
Council on Foreign Relations
New York, New York

Osvald Bjelland
Chairman
Yntex LTD and the Performance Theater Foundation
Osel, Norway

Robert R. Carter
Executive Vice President & CIO
FedEx Corporation
Memphis, Tennessee

Dr. Vinton G. Cerf
Vice President and
Chief Internet Evangelist
Google
Ashburn, Virginia

Jim Clifton
Chairman and CEO
Gallup Organization
Washington, D.C.

Dr. Soumitra Dutta
Dean of Executive Education
INSEAD
Paris, France

John Furth
Executive Vice President
Discovery Communications
Washington, D.C.

Alan Ganek
Chief Technology Officer
Tivoli Software
Somers, New York

Dr. Hubertus Hoffmann
Co-Founder
General Capital Group
Munich, Germany

Rustam Laikaka
President
Business and Technology
Development Strategies
New York, New York

Mitchel Lanson
Former Group CIO and
Managing Director
Deutsche Bank
London, England

Harald Ludwig
Founding Partner and Chairman
Macluan Capital Corporation
Vancouver, Canada

Valerie Gromon-Vauthey
CEO and Founder
MyPrivateCoach
San Carlos, California

Ramalinga Raju
Founder and Chairman
Satyam Computer Services Ltd.
Secunderabad, India

Dato’ Dr. Jennie Tey
Vice Chairman
The Hour Glass Limited
Singapore

Dr. Shashi Tharoor
Under-Secretary-General
United Nations
New York, New York

Martin Wolf
Associate Editor and Chief
Economics Commentator
Financial Times
London, England

Janet Pau
Consultant
A.T. Kearney
Alexandria, Virginia

Umesh Ramekrishnan
Vice Chairman
Christian & Timbers
New York, New York

Atsah Riazi
Worldwide CIO & Senior Partner
Ogilvy & Mather Worldwide
New York, New York

Randy Terbush
Vice President and CTO
ADP Employer Service
Roseland, New Jersey

V.N. “Tiger” Tyagarajan
Executive Vice President
Ganap
t New York, New York

Huib Wurstan
Managing Partner
ITM International
Amsterdam, The Netherlands

Dr. Jagdish Bhagwati
University Professor
Columbia University
Senior Fellow
Council on Foreign Relations
New York, New York

Osvald Bjelland
Chairman
Yntex LTD and the Performance Theater Foundation
Osel, Norway

Robert R. Carter
Executive Vice President & CIO
FedEx Corporation
Memphis, Tennessee

Dr. Vinton G. Cerf
Vice President and
Chief Internet Evangelist
Google
Ashburn, Virginia

Jim Clifton
Chairman and CEO
Gallup Organization
Washington, D.C.

Dr. Soumitra Dutta
Dean of Executive Education
INSEAD
Paris, France

John Furth
Executive Vice President
Discovery Communications
Washington, D.C.

Alan Ganek
Chief Technology Officer
Tivoli Software
Somers, New York

Dr. Hubertus Hoffmann
Co-Founder
General Capital Group
Munich, Germany

Rustam Laikaka
President
Business and Technology
Development Strategies
New York, New York

Mitchel Lanson
Former Group CIO and
Managing Director
Deutsche Bank
London, England

Harald Ludwig
Founding Partner and Chairman
Macluan Capital Corporation
Vancouver, Canada

Valerie Gromon-Vauthey
CEO and Founder
MyPrivateCoach
San Carlos, California

Ramalinga Raju
Founder and Chairman
Satyam Computer Services Ltd.
Secunderabad, India

Dato’ Dr. Jennie Tey
Vice Chairman
The Hour Glass Limited
Singapore

Dr. Shashi Tharoor
Under-Secretary-General
United Nations
New York, New York

Martin Wolf
Associate Editor and Chief
Economics Commentator
Financial Times
London, England

**Ratings Contributors**

Judy Arteche-Carr
Executive Director
Unisys
New York, New York

Olebele Bruinisma
Founding Partner
Symind
The Netherlands

Konstantin Capeloon, Esq
Intellectual Property Attorney
Montclair, New Jersey

Steven Carlson
Organizer
First Tuesday
Budapest, Hungary

Lionel Carreco
Managing Director and CTO
NEORIS
Miami, Florida

Cyrill Ettichinger
CEO
IT UNITED
Beijing, China

Dr. Ami Eyal
CEO
Bio Light
Tel Aviv, Israel

Anand Govindaluri
Director
Temasek Group
Singapore

Thierry Laurent
Founder and CEO
Stream2Piers, Inc.
Dallas, Texas

Serhii Lobuiko
President
TECHINVEST
Kiev, Ukraine

Ajoy Malik
Vice President
TATA Consulting Services
Mumbai, India

Dr. Joseph O. Okparu, Sr.
President and CEO
Telecom Africa
International Corporation
New York, New York

Ellen Pearlman
Editor-in-Chief
CIO Insight
New York, New York

Pichappen Pethachi
Associate Partner
IBM Consulting Services
White Plains, New York

Joel Plaut
Vice President
SendWordNow
New York, New York

Tatiana Raguzina
Vice President
American Chamber of Commerce
Moscow, Russia

Karl Robb
Executive Vice President
EPAM Systems
Budapest, Hungary

William Sanford
Principal
Columbia Strategy
New York, New York

Dr. Gurinder S. Shahi
Director,
Global BioBusiness Initiative
University of Southern California
Los Angeles, California

Alex Sazonoff
Vice Chairman
Peter Ustinoff Foundation
Geneva, Switzerland

Andre Spatz
CIO
UNICEF
New York, New York

Derek Stephens
Managing Director
IBM Corporation
White Plains, New York

Alistair Stobie
Managing Director
DFJ Nexus
Russia, Ukraine

Dr. Ruben Vardapetion
Executive Director
EuroTex
Brussels, Belgium

© 2006 BTM Institute 65 High Ridge Road | Suite 458 | Stamford, CT 06905 | t: 203-561-9746 | info@btminstitute.org | www.btminstitute.org