



Business Forum on Multilingualism

summary and perspectives

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Outline

- The business case
- Recognizing the barriers
- Towards an integrated strategy
- The way forward

The business case

- Competitive Advantage
 - Creating economic value in a way that others cannot imitate
 - Capabilities
 - Resources
 - Isolating mechanisms
 - Superior access to inputs
 - Causal ambiguity
 - Social complexity

The business case - MNC perspective

- Driving business growth
 - Distinctive capabilities
 - Innovation (multiplying interfaces, tapping into imaginative capital)
 - Speed (foresight beyond market analysis, access to markets)
 - Sustainable resources
 - Talent pipeline (career mobility, international leaders)
 - Employability (new social contract)

The business case – MNC perspective

- Creating a winning organizational culture
 - Purpose and identity (binding mechanism)
 - Engagement (leveraging diversity)
 - Knowledge transfer (exploiting complementarities)
 - Resonant leadership (articulating the shared but unexpressed)
 - Resilience towards heterogeneity (preparedness)

Recognizing the barriers

SMEs

- Lack of awareness – paying an ignorance tax
- Stymied by cumbersome processes

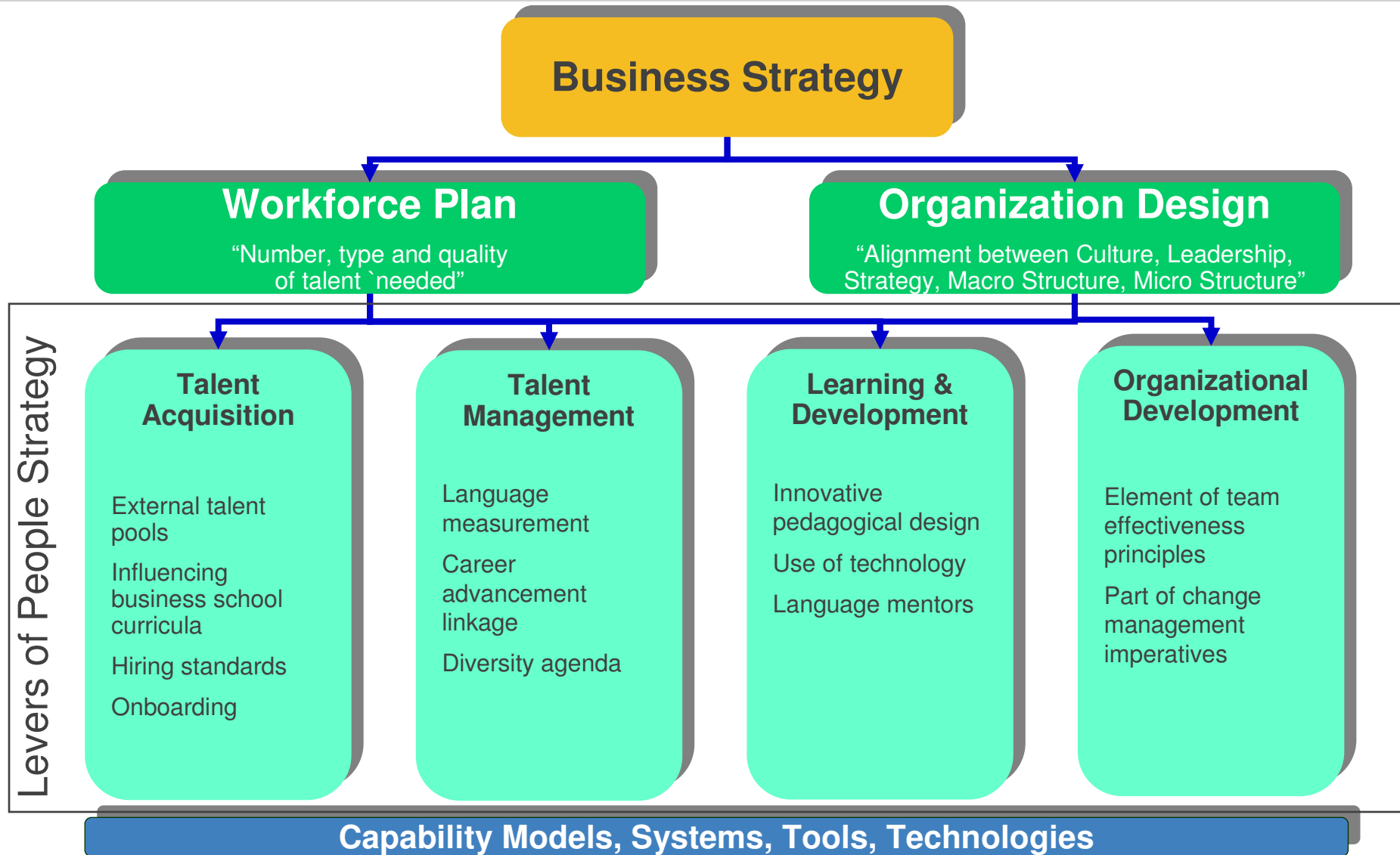
MNCs

- Lack of strategic positioning - tonal aspects
- Tyranny of monolingualism

The elements of an integrated strategy

A good strategy is composed of a coherent and tightly aligned set of choices made purposefully by major stakeholders in pursuit of a common opportunity

Framing the choices - MNCs



Framing the choices

National Governments:

- Integrate in the agenda for the development of trade and human capital

Regional/Local Authorities:

- Solve problems that are acute in their area, facilitate partnerships, and employ diffusion mechanisms

EU

- Catalyse and cross-pollinate
- Smart investments with predictable returns

Framing the choices - Universities

Where are you?

Competitive Advantage = Superior Access to Inputs

The Opportunity:

- Deepen our understanding of the nature of this capability
- Innovate in pedagogical design – from content to context
- Generate and generalize ideas with impact
- Partner with key stakeholders (e.g. business) to form coalitions

Summary

Strategy – needs defragmentation

Mobilizing on three fronts

- Value creation – framing case in business terms
- Innovation – leveraging a hidden asset
- Partnership – making creative combinations