Private Investors
Dynamic Briefing

Generated 28 January 2020 for Marco Antonio Gonzalez

Private Investors

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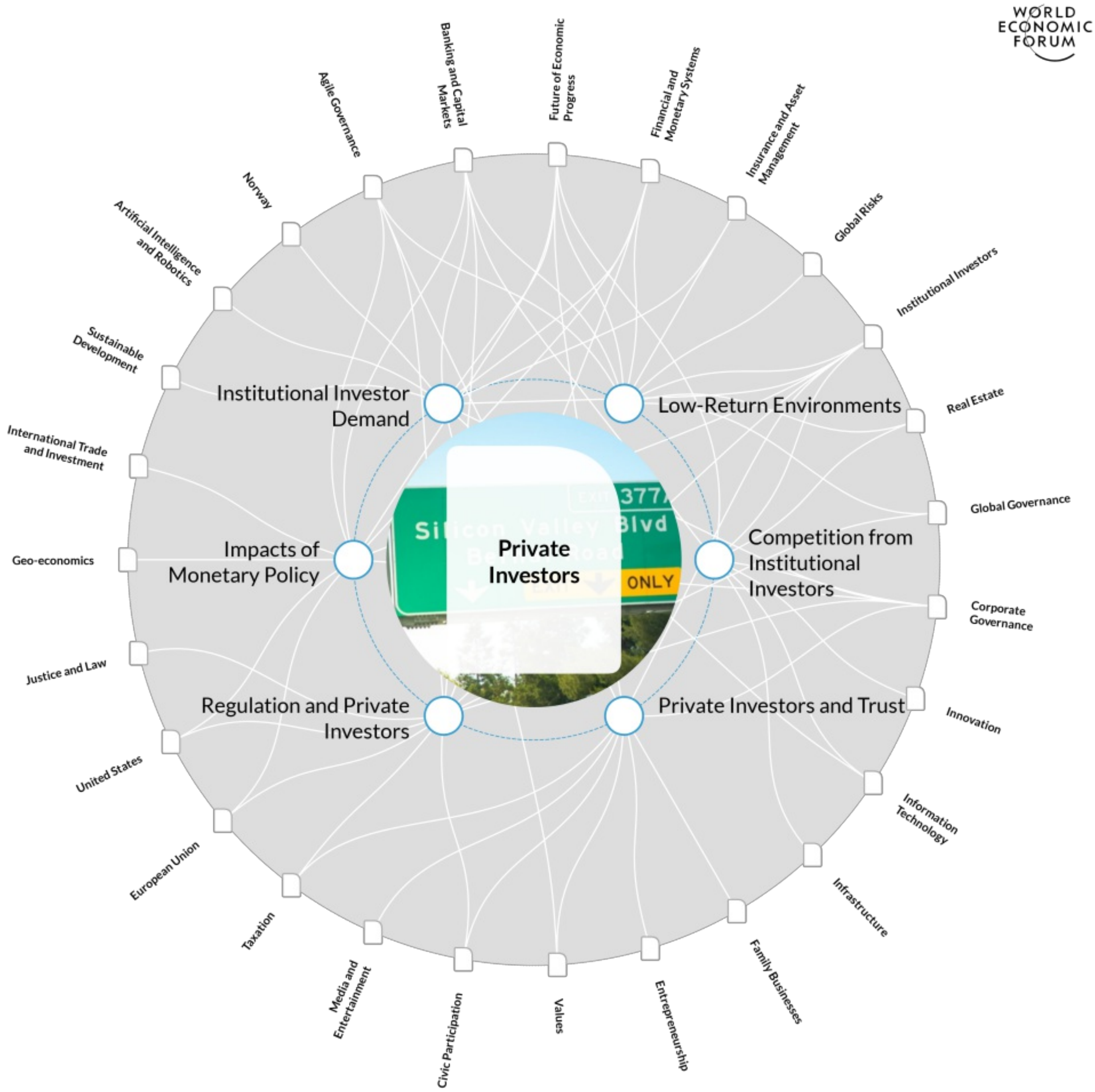
About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum's benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



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Executive summary

Private investors including venture capitalists, private equity firms and hedge funds deploy capital on behalf of the vital institutions that provide for retirement and administer public coffers. These investors are vulnerable to dramatic shifts in regulation and public perception, particularly amid the upheaval caused by the Fourth Industrial Revolution, and their fortunes are closely tied to the same trends affecting their institutional counterparts: pension reform, changes in monetary policy, and fluctuating demand for alternative assets.

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1. Low-Return Environments

Rock-bottom interest rates prompt investors to seek out potentially risky alternatives.

2. Competition from Institutional Investors

What were once strictly clients have now become competitors.

3. Private Investors and Trust

Private equity firms, hedge funds and venture capitalists can suffer from reputational damage.

4. Regulation and Private Investors

Calls have been made to rein in the perceived excesses of private equity and venture investors.

5. Impacts of Monetary Policy

Low interest rates have mostly been a positive for private equity, while they last.

6. Institutional Investor Demand

Increased expectations have pushed fees lower and prompted more environmental considerations.

Low-Return Environments

Rock-bottom interest rates prompt investors to seek out potentially risky alternatives

Since the global financial crisis, investors have been confronted by a reality of steadily-declining interest rates - and, in some instances, negative rates. This low-yield environment is a result of the persistently sluggish state of the global economy; central bankers, eager to stimulate growth by lowering interest rates, making the money supply more abundant, and theoretically encouraging people to spend and borrow in increasing amounts, have in many cases pushed their rate-setting powers to the limit. Negative interest rates, for example, risk causing depositors to have to pay for the privilege of an institution holding onto their money (rather than the traditional model of banks paying interest to depositors). So far, the European Central Bank and central banks in Switzerland, Sweden, Denmark and Japan have all implemented negative rates. This overall dynamic has translated into meagre returns from traditional investments, and fuelled greater interest in alternatives like real estate, financial participation in hedge funds, or investing in venture capital-backed (or potentially venture-backed) startups.

This flood of interest in alternative investments has created new hazards. According to a report published by the International Monetary Fund in 2019, the search for yield in this low-interest-rate environment has led to “stretched valuations” in relatively risky asset markets - raising the possibility of sharp, sudden adjustments in financial conditions. This type of herd mentality has already been exhibited by the institutional investors that flocked to hedge funds post-2008 - only to then withdraw - and more recently by the feverish interest that investors of all stripes have shown in Silicon Valley startups. The property-leasing startup WeWork, for example, drew interest from a broad range of backers who boosted its valuation to $47 billion in 2019, before it was compelled to shelve its planned IPO and saw its valuation tumble below $10 billion later that year. Real estate investors have also been exposed to related risks; according to a report published by UBS in 2019, record-low interest rates had created the risk of real estate bubbles in cities including Munich, Amsterdam, Paris, and Frankfurt.

Related insight areas: Real Estate, Insurance and Asset Management, Institutional Investors, Financial and Monetary Systems, Global Governance, Banking and Capital Markets, Agile Governance, Global Risks, Future of Economic Progress

Project Syndicate

Will the Coronavirus Cause a Major Growth Slowdown in China?

27 January 2020

Some fear that the timing of China’s coronavirus outbreak – at the start of the country's week-long New Year celebration, and in the middle of traditional school-break travels – will exacerbate the economic fallout from the epidemic. But three important factors may limit the virus’s impact on Chinese and global GDP.

LSE Business Review

Business automation in investment banking: fast forward…. or not?

27 January 2020

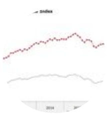
By 2020 service automation, based on robotic process automation (RPA), cognitive automation (CA) and artificial intelligence (AI) has reached an intriguing and confusing moment in its evolution across sectors. As the hype all too readily highlights, the potential is massive. But developments are surprisingly slow. Market revenues for these technologies are increasing exponentially, but, standing at around $US6 billion for […].

Overseas Development Institute

Increasing UK investment in Africa

22 January 2020

The UK is an important investor across Africa. Projected population and economic growth across the continent, as well as a high regard for British products, heighten the prospects of future UK investment. Against the backdrop of Brexit and growing momentum over the African Continental Free Trade Area, we bring together representatives from government, research and the private sector to consider how the UK and Africa can work together to secure mutually beneficial trade and investment. Using key findings from ODI and the African Trade Policy Centre country deep dives on Nigeria, Ghana, Kenya and South Africa, we discuss the opportunities and challenges to boosting UK investment in Africa with the aim of contributing to the development objectives of the continent.



World Economic Forum

Just 1.3% of US financial assets are managed by women or minorities. Here's how to change that

19 January 2020

A new kind of asset fund could reduce the high barriers to entry to financial investment for women and minorities.

LSE Business Review

Signalling sincerity in stakeholder capitalism

15 January 2020

Milton Friedman versus Klaus Schwab – it was a battle between two world views. In 1970, Friedman wrote his seminal essay on the role of the firm effectively arguing that the “business of business is business” and that wider stakeholder considerations can be value-destructive. In 1973, Klaus Schwab’s Davos Manifesto argued that management must also serve employees and society, as […].

Harvard Business School Working Knowledge

Do Private Equity Buyouts Get a Bad Rap?

13 January 2020

Elizabeth Warren calls them Wall Street "looting," but a recent study by Josh Lerner and colleagues shows private equity buyouts have both good and bad impacts.

VoxEU

Stock market responses triggered by the US-China trade war

09 January 2020

The US and China have been exchanging threats and imposing tariffs in a ‘trade war’ since early 2018. Sound statistical and holistic economic analysis of the trade dispute’s consequences is difficult due to data limitations. This column scrutinises global stock market responses to assess the effects of the trade war and finds that, on average, the US and Chinese tariffs have directly hurt targeted firms/sectors abroad as intended, but they have also hurt firms at home. It also reveals unintended effects on third parties, mediated by global value chain interdependencies.

Competition from Institutional Investors

What were once strictly clients have now become competitors

The institutional investors (such as pension funds or sovereign wealth funds) that have traditionally handed off management of their investments to private players like venture capitalists and private equity firms have increasingly developed their own investment capabilities. Services that were once strictly outsourced to private investors - the purchase of an under-performing company by a private equity firm, for example, or the funding of real estate and infrastructure projects - are now increasingly being done through internal personnel. Institutional investors are pursuing several models of direct investing, including “co-investment,” where a private investor may allow the institutional counterpart to invest alongside them without assessing additional asset management fees. Meanwhile the solo model has all investment decisions and strategizing done within the organization. Pension funds are increasingly demanding co-investment rights and are bumping up hiring meant to help them do more direct investing, according to a report published by Euromoney in 2019; on the flip side, issuers tend to like having such committed, long-term investors that don’t need to return cash to limited partners on board, according to the report.

A major factor in the move to more direct investing has been dissatisfaction with fees. These are usually some variation of the “2 and 20” model, where fund managers have charged the equivalent of 2% of assets while claiming 20% of profits. Many institutional investors are publicly accountable to large interest groups, making it difficult to justify paying large fees. This has been compounded by the fact that hedge funds in particular have generally under-performed in recent years. In the first half of 2019, for example, hedge funds on average posted a net return of 7.2%, compared with an 18.5% return for the S&P 500 stock index in the same period, according to BarclayHedge data cited in media reports. This has pushed institutional investors to be more aggressive when it comes to spending money on in-house expertise and technology. So far, very few direct investments made by institutional investors have been exposed to a broad-based downturn, according to a report published by McKinsey & Company in 2019 - though when one comes, the ways that these investors react will bear watching.

Related insight areas: Banking and Capital Markets, Future of Economic Progress, Real Estate, Institutional Investors, Innovation, Information Technology, Infrastructure, Corporate Governance

World Resources Institute

BlackRock Is Getting Serious About Climate Change. Is This a Turning Point for Investors?

27 January 2020

A big cog has turned in the gears of finance. What exactly did BlackRock commit to with its sustainability announcement, and how will its announcement impact other actors? Here's what we need to see to turn the corner in sustainable investing.

VoxEU

Housing speculation and its economic consequences

26 January 2020

Housing speculation became a national phenomenon in the low interest rate environment of the US during the mid-2000s. This column argues that speculation, which was largely independent of the credit expansion to subprime households, contributed significantly to US housing and economic cycles in the 2000s. It led not only to greater price appreciation, economic expansions, and housing construction during the boom in 2004–2006, but also to more severe economic downturns during the subsequent bust in 2007–2009.

Center for Global Development

BlackRock Just Committed to Climate Smart Investments. Can Gender Smart be Next?

21 January 2020

If combating climate change is now center stage for BlackRock, then eliminating global gender inequality should be next on the horizon for the corporation and its counterparts (Vanguard, Fidelity, State Street, etc.).

London School of Economics and Political Science

Signalling sincerity in stakeholder capitalism

18 January 2020

Proponents of stakeholder capitalism can signal their separation from the impostors in two areas: proportionality and optionality, writes Lutfey Siddiqi. Milton Friedman versus Klaus Schwab – it was a battle between two world views. In 1970, Friedman wrote his seminal essay on the role of the firm effectively arguing that the “business of business is business” and that wider stakeholder […].

World Economic Forum

Why stem cells could be the medical innovation of the century

16 January 2020

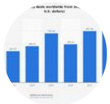
Investment in regenerative medicine is growing as it may present the best hope to combat the growing impact of non-communicable diseases.

World Economic Forum

Sustainable finance starts with data

12 January 2020

Investors need better quality, more widely available, and comparable data on sustainability and performance to make informed judgements.



World Economic Forum

A win-win strategy for private equity deals

07 January 2020

What if transactions were based on shared goals? Sellers would retain a stake and select a buyer based on their view of the new owner’s ability increase the value of the business.

Private Investors and Trust

Private equity firms, hedge funds and venture capitalists can suffer from reputational damage

Hedge funds and private equity firms have long been the objects of public anger and distrust. These hard feelings are often liable to flare up in relation to periodic mishaps and related media coverage. In South Korea, for example, a run on the country's biggest hedge fund in 2019 spurred broader general suspicion of private funds (the fund, Lime Asset Management, had started freezing withdrawals amid a regulatory probe of alleged wrongdoing), while in the United Kingdom the sale of private polling data to hedge funds betting on movement of the pound during the 2016 Brexit referendum drew parliamentary scrutiny. Private equity funds, which often purchase companies to wring value from their assets regardless of future viability, have drawn fire from critics who argue that they short-change the greater good. Varying levels of public trust in the private equity industry can often be boiled down to cultural differences. In Germany, for example, private equity firms were once identified by public officials as "locusts," though they now play a larger role in transactions in that country (and in Europe more generally).

In hotbeds for venture capital investment, an individual firm's success can be a reflection of its reputation in what are often tightly-knit communities. The behaviour of a particular firm when it comes to its transparency with entrepreneurs on term sheets and equity stakes, for example, can have a significant impact on its future ability to win coveted deals. A trust deficit can also impact the ability of private investment firms to draw commitments from the large institutional investors - such as public pension funds - that provide so much of their required capital (the trade association Invest Europe has advised these investors to look very closely at how a firm has generated its returns before committing). A lack of public trust can also trigger the sort of regulatory requirements that many private investors say endanger their ability to operate. One particular focus of public anger has been the carried interest model at private equity firms, where profits that are distributed to partners can end up being taxed at a lower rate than the income earned by a blue-collar labourer.

Related insight areas: Institutional Investors, Future of Economic Progress, Values, Civic Participation, Media and Entertainment, Entrepreneurship, Family Businesses, Taxation, Agile Governance, Corporate Governance

World Economic Forum

Breaking Free from Single-Use Plastics | DAVOS 2020

24 January 2020

The world produces approximately 144 million tonnes of single-use plastic each year, along with a host of other single-use packaging items – such as cups and containers – most of which is neither collected nor recycled. Given the magnitude of this global crisis, how can policy-makers and business leaders tackle the challenge of investing in both waste management and waste prevention? On the Forum Agenda: - Incentivizing shifts in consumer behaviour - Creating new business models and harnessing supply-chain innovation - Addressing bottlenecks in collection infrastructure Speakers: Speakers: Kristin Hughes, Akira Sakano, Al Gore, Francine Lacqua, Tak Niinami, Melati Wijsen.

NextBillion

The Hidden Value of Untapped Ideas: Three Development Sector Approaches that Deserve a Second Look

22 January 2020

Here are three ideas that the social sector discarded – or never considered in the first place – which could help solve Africa's development challenges.

South African Institute of International Affairs (SAIIA)

G20 compact with Africa: Consolidating and accelerating Rwanda’s transformation agenda

21 January 2020

Rwanda harnessed the G20 Compact with Africa (CwA) initiative as a framework to accelerate and consolidate its economic transformation agenda in line with the country’s Vision 2050.

Project Syndicate

The New Davos Challenge

17 January 2020

As political leaders and corporate titans gather in Davos, Switzerland, for the World Economic Forum's annual meeting, they would do well to consider how the abstract ideal of "stakeholder capitalism" can be translated into reality. The key to changing the behavior of economic and political elites alike is to change what is measured.

MIT Sloan Management Review

The Detroit Hustle | Morela Hernandez and Courtney L. McCluney

16 January 2020

In a city that’s experienced tough economic times, entrepreneurism is blooming.

TechNode

Where Tencent invests: Infographic

13 January 2020

Tencent has different investment strategies in different regions.

Wharton School of the University of Pennsylvania - Knowledge@Wharton

What Investors Need to Watch for in 2020

07 January 2020

Reduced central bank liquidity injections, higher asset prices and increased volatility are some of the risks investors face in the year ahead, according to Allianz’s Mohamed El-Erian and Wharton’s Jeremy Siegel.

Regulation and Private Investors

Calls have been made to rein in the perceived excesses of private equity and venture investors

Investors of all stripes, from angel investors to venture capitalists, have seen a wave of new, potentially impactful financial regulation (and proposed regulation) emerge in the wake of the 2008 global financial crisis. One particular regulatory point of interest for the venture capital and private equity industries in the US has been the so-called carried-interest loophole, which enables partners at related investment firms to pay a capital-gains tax rate on their share of profits that is about half of the top income tax rate. Despite calls for an elimination of the loophole, and an early pledge from then-presidential candidate Donald Trump to do just that, it has remained in place. Other regulations have been fully enacted, compelling many firms to strengthen their governance and bolster their legal and compliance functions. The Dodd-Frank Wall Street Reform and Consumer Protection Act, for example, can affect hedge fund managers in terms of registration and reporting requirements. Meanwhile the investments made by large banks everywhere have been impacted by new rules addressing the amount that can be directed towards higher-risk assets relative to the capital kept on hand.

While many regulations have been a result of the financial crisis that erupted more than a decade ago, public confidence in financial institutions remains relatively low. According to the results of a Gallup poll published in 2018, less than a third of US respondents had a “great deal” or “quite a lot” of confidence in banks. Alternative investment firms have also drawn scrutiny - not least because private equity and venture capital firms make sometimes risky investments on behalf of the pension funds that large populations of retirees (and future retirees) depend upon. Roughly a third of the capital raised by European private equity and venture capital funds now comes from pension funds, according to a report published by the trade association Invest Europe. Alternative investment firms have also drawn regulatory scrutiny for their business practices. In the US, Elizabeth Warren, a 2020 presidential candidate, published a plan in 2019 that would limit the ability of private equity firms to wring value from the companies they buy when those companies are poised to fail and potentially leave large numbers of people without jobs.

Related insight areas: Agile Governance, Financial and Monetary Systems, Banking and Capital Markets, Corporate Governance, Taxation, Global Governance, Justice and Law, European Union, Institutional Investors, Civic Participation, United States

Bruegel

Libra as a currency board: are the risks too great?

27 January 2020

The Libra Association claims it will be analogous to a currency board regime, but they have overlooked the problems of monetary management that come with it.

VoxEU

Secondary market yields around new debt auctions and ESCB purchases

24 January 2020

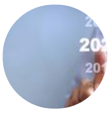
For the last decade, euro area countries have undertaken substantial debt issuances in order to maintain or bolster international capital market access. This column shows that the ECB's unconventional monetary policy dampens yield cycles in secondary markets for euro area sovereign debt around new debt auctions. This dampening effect tends to be larger when market volatility is higher, and this can be used to minimise any instability generated, for example, by different countries' issuances occurring close together or the spillover effects of one country's auctions on another.

Chatham House

Synergy in North Africa: Furthering Cooperation

21 January 2020

Discussions of North African integration have evoked ideas of a shared identity and a common destiny in the region. However, recent attempts to build regional blocs in North Africa have been unsuccessful. This paper examines the benefits of a 'synergistic' approach to North African cooperation.



Project Syndicate

What Could Spoil 2020?

16 January 2020

The most probable scenario for the global economy and financial markets this year is fairly obvious: continued GDP growth, rock-bottom interest rates, and rising equity prices. It's more useful to identify which unlikely events would alter this likely benign scenario – and consider how unlikely they really are.

Wharton School of the University of Pennsylvania - Knowledge@Wharton

How Superstition Triggers Stock Price Volatility

14 January 2020

Superstition-driven investment behavior is often responsible for the high volatility in stock prices, according to new Wharton research.

SpringerOpen

Tail dependence in emerging ASEAN-6 equity markets: empirical evidence from quantitative approaches

13 January 2020

This study contributes a rich set of quantitative methodologies including a non-parametric approach (Chi-plots and K-plots) as well as copulas (traditional and time-varying with Student's t-copulas) to the exi...

Harvard Business Review

Why Stock Buybacks Are Dangerous for the Economy

07 January 2020

Soaring corporate debt could be the root of the next crisis.

Impacts of Monetary Policy

Low interest rates have mostly been a positive for private equity, while they last

Efforts by central banks around the world to reignite economies by flattening interest rates have had a significant impact on the viability of private investors. Private equity firms, for example, conduct leveraged buyouts that involve funding the takeover of companies by raising large amounts of debt on behalf of those companies. As long as private equity firms can keep related interest payments on that debt to a minimum, it can boost their internal rates of return. As interest rates have remained low for roughly a decade now, that has spurred both greater private-equity returns and a general uptick in private-equity fundraising, as other types of investors are pushed to seek out something more attractive than what is available from traditional bets. The flip side of this for private equity, however, is an increase in competition for assets - which has pushed prices steadily higher. Some countries have tinkered with slight rate increases in recent years, though most have seemed content to keep them at low levels for the time being. The European Central Bank, for example, indicated in late 2019 that it has no immediate plans to end its negative-interest-rate policy.

Unconventional monetary policies like extremely low- and negative interest rates may yet become unnecessary, however, if the global economic outlook improves. The US Federal Reserve, for example, indicated in late 2019 that it was unlikely to further cut rates in light of optimism about the country's economic prospects (despite lingering concerns related to trade tensions). Results of a survey published not long after that indication from the Federal Reserve showed that US business activity had improved to a five-month high, coupled with an acceleration of industrial output and consumer spending from the world's second-largest economy in China. Meanwhile European Central Bank President Christine Lagarde said in late 2019 that she had seen initial signs of stabilization in the economy - and gave no indication that more stimulus was on the way. For private equity firms, changes in policy that push interest rates higher could mean having to replace some of the debt on the books at companies acquired through leveraged buyouts with equity. That, however, may be unpopular with participants in the funds that these firms manage.

Related insight areas: United States, Financial and Monetary Systems, Banking and Capital Markets, Agile Governance, European Union, Geo-economics, Institutional Investors, Future of Economic Progress, International Trade and Investment, Corporate Governance

World Economic Forum

Here's what I learned at Davos 2020

27 January 2020

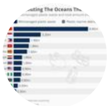
Climate risk analysis of companies and portfolios is moving out of a specialised niche and into the mainstream.

Bruegel

European capital markets union, by rule and by choice

23 January 2020

While the euro is now a leading global currency and the European Central Bank has become a comprehensive banking supervisor, Europe’s markets have been treading water.



World Economic Forum

How venture capital can help stem the flow of ocean plastic waste

20 January 2020

When combined with public policy, corporate commitments and changes in human behaviour, here’s how venture capital can help stop plastic waste polluting the ocean - especially in Asia.

Economic Research Institute for ASEAN and East Asia

Scaling up Private Investment in Low-Carbon Energy Systems through Regional Cooperation: Market-Based Trade Policy Measures

20 January 2020

This study aims to analyse the possibility and challenges of encouraging private sector investment in low-carbon energy systems in Asia, particularly across the Regional Comprehensive … Read More.

World Economic Forum

Why India is the new hotspot for renewable energy investors

14 January 2020

India is now home to one of the world's largest clean energy expansion programmes - a fact that has not gone unnoticed by domestic and foreign investors.

INSEAD Knowledge

Warning Tremors Before a Flash Crash

09 January 2020

Cross-market arbitrage that connects one marketplace to another should be watched more closely than it is.

SpringerOpen

General election effect on the network topology of Pakistan’s stock market: network-based study of a political event

07 January 2020

To examine the interdependency and evolution of Pakistan’s stock market, we consider the cross-correlation coefficients of daily stock returns belonging to the blue chip Karachi stock exchange (KSE-100) index.…

Institutional Investor Demand

Increased expectations have pushed fees lower and prompted more environmental considerations

Some $778 billion in new capital flowed into private markets including private equity in 2018, according to McKinsey & Company, and global private equity net asset value rose by 18% compared with the prior year. However, McKinsey also noted in a report that private market fundraising as a whole declined by 11%. The institutional investors (such as pension funds and sovereign wealth funds) that traditionally fund the activities of private investors are challenging this traditional relationship with demands for better performance and smaller fees. They have also been demanding more specialized products, and forcing changes in the traditional asset owner-asset manager relationship. In response, according to McKinsey, many private investment firms have deployed digital tools to increase their efficiency - like machine learning tools used to analyse potential deals and suss out obscure but important patterns and information. Many firms have also simply lowered their fees; private equity fee margins stabilized in 2018 only after declining for six years, according to a report published by Bloomberg Intelligence.

Institutional investors have faced mounting pressure to meet their obligations due to persistently low interest rates - and correspondingly low returns from traditional investments. Meanwhile many have increased their operating staffs, and have come to view their existing relationships with private investors with a more critical eye. There has been a sense among many that these investors have not done enough to accommodate them. According to the Bloomberg Intelligence report, which was published in summer 2019, average hedge fund management fees had fallen by 0.16% since 2011, and fees for new, relatively-unproven hedge funds had fallen by 0.42%. Meanwhile the biggest private equity funds appeared to have waived the traditional, 2% management fee - with many willing to reduce fees in order to bring in larger investment commitments, according to the report. To be sure, it is not only financial changes that are being demanded by institutional investors; many have begun requiring that their funds be invested in ways that meet environmental, social and governance standards. Norway's massive sovereign wealth fund, for example, has begun excluding some investments based on ethical grounds.

Related insight areas: Corporate Governance, Institutional Investors, Values, Banking and Capital Markets, Financial and Monetary Systems, Artificial Intelligence and Robotics, Insurance and Asset Management, Future of Economic Progress, Sustainable Development, Information Technology, Norway

London School of Economics and Political Science

Europe and China after Brexit: the 5G question

27 January 2020

A decision looms for Britain on 5G and Huawei. London's choice will signal whether it wishes to stay close to Europe when dealing with Beijing – or to go its own way, writes Janka Oertel (European Council on Foreign Relations). Now that we know that Britain really is leaving the European Union, it is time … Continued.

Business and Human Rights Resource Centre

Investors representing $5 trillion sign KnowTheChain statement on forced labour – others should follow suit

24 January 2020

135 investors back statement on the need to pressure companies to address the risks to millions of workers in supply chains.

Project Syndicate

A Data Revolution for All

20 January 2020

It has now been almost two decades since the original launch of DATA, a platform that marshaled $100 billion in debt forgiveness for poor countries, and another $50 billion in contributions for health and development. In a world with more data and data-science expertise than ever, it's time to revive that innovative spirit.

Project Syndicate

How Developing Countries Create Industrial Champions

16 January 2020

Japan, South Korea, and other Asian economies achieved high-income status through strong state interventions that helped domestic firms venture into sophisticated high-tech sectors and compete globally. By applying these lessons, today's developing countries can provide similar opportunities for their companies, as well as good returns for global investors.

Brookings

How Chattanooga, Tenn. is leveraging digital inclusion to open its innovation district to all

14 January 2020

How can we advance place-based, innovation-driven economic development while ensuring more people reap the benefits?.

South African Institute of International Affairs (SAIIA)

G20 compact with Africa: The case of Ghana

09 January 2020

Ghana's participation in the G20 Compact with Africa (CwA) indicates its strong appetite for reforms, seeing as its reform commitments were already reform actions under its International Monetary Fund (IMF) Extended Credit Facility Programme.

Harvard Business School Working Knowledge

Can Capitalism Be Fixed by Making Companies More Just?

07 January 2020

JUST Capital seeks to make public companies more "just" by measuring and ranking their overall impact on society, based on priorities most important to average Americans. Ethan Rouen and Charles Wang explore whether JUST Capital's performance evaluation methodology can improve corporate behavior.

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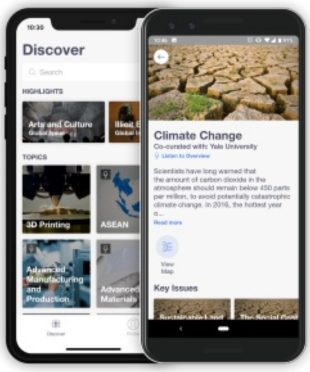

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