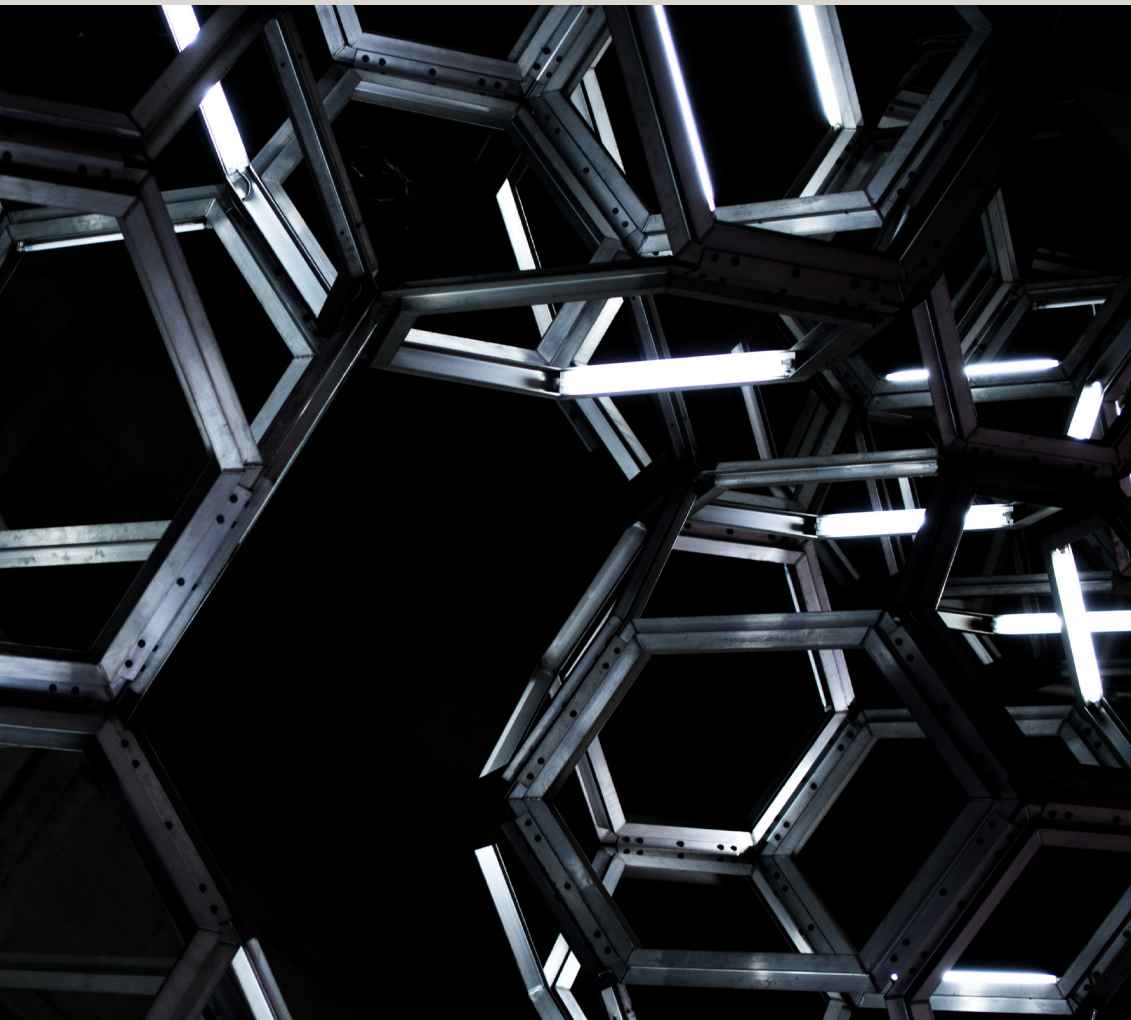
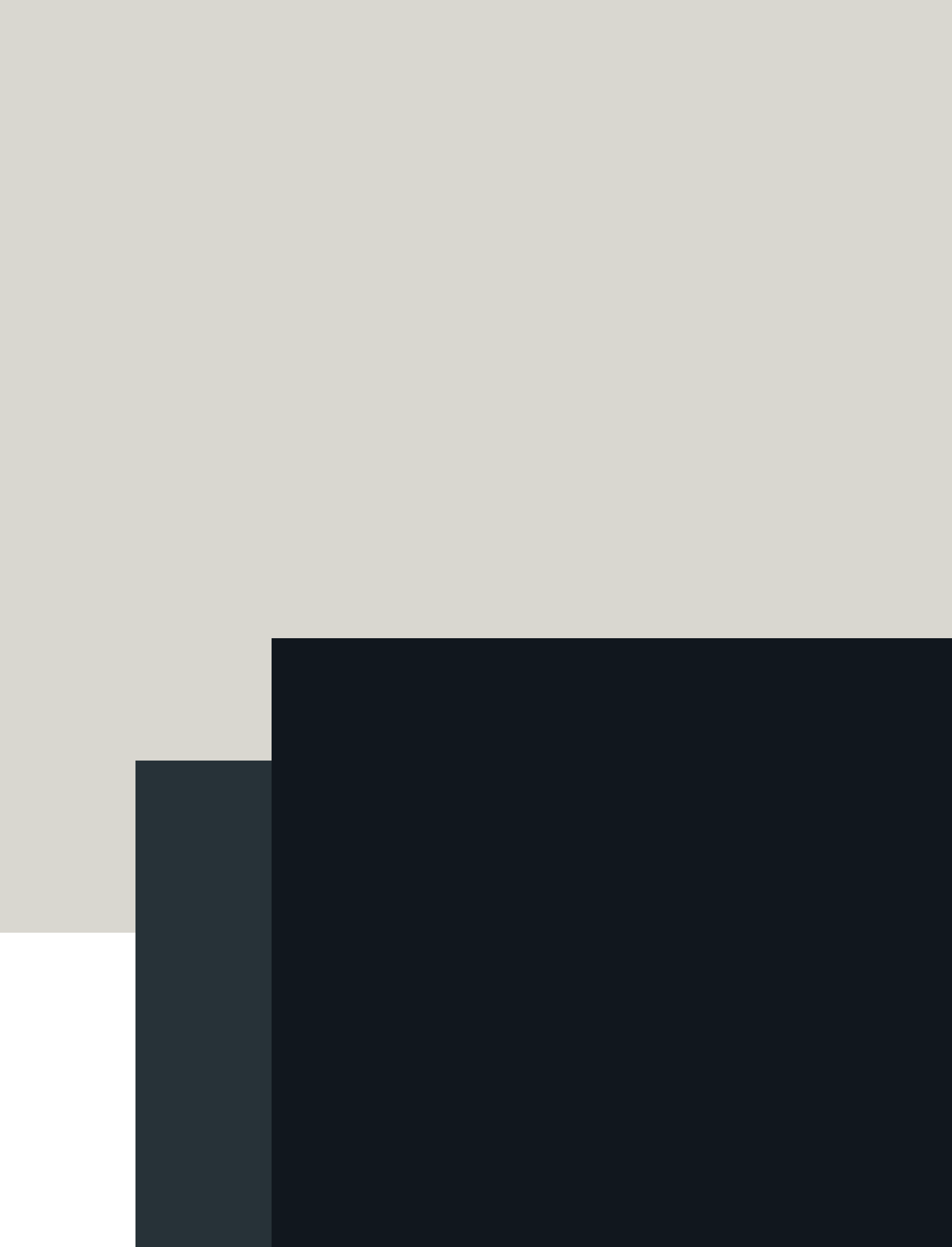


FUTURE BUSINESS TRENDS

Six global trends shaping tomorrow's
business strategies





The future is already here – we just have to look for it

According to the science fiction writer William Gibson, the future is already here, it is just unevenly distributed.

In other words, if we look carefully at emerging trends and zoom in on weak signals of change, we can imagine the future and start envisioning our role in that particular future. And thus, we can start to prepare for the future by asking questions like: Where do we play? How do we win? **What are the choices we must make now to get fit for the future?**

Trends and how they impact business models

Trends catalyse different strategic issues and opportunities that we should address when making decisions about where to take our organisations in the future – as well as when making everyday business choices. Therefore, it is important that we can spot the exact trends that will become the prime influencers of the future business models.

Six global trends shaping tomorrow's business strategies

To spark creative thinking and fuel strategy discussions, we have identified six global business trends, documenting them with short descriptions of key drivers, illustrative cases and supporting facts.

The six trends are neither long-term global trends nor short-term industry-

specific trends playing out in small pockets.

These trends have been selected because they are high-impact and high-certainty drivers of the future of business, and a deeper understanding of these key trends can help organisations design strategies that are more fit for the future.



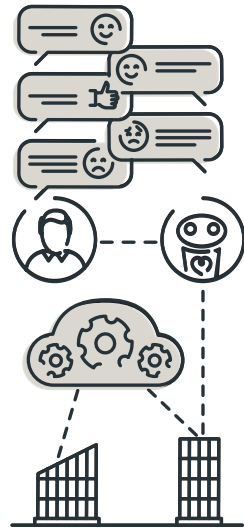
Empowered humans

Rising wealth, welfare and technology are giving power to humans to control and boost their personal lives.



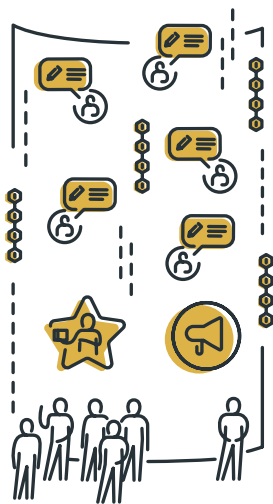
Connected world

Global connections are providing new possibilities for cooperation and influence.



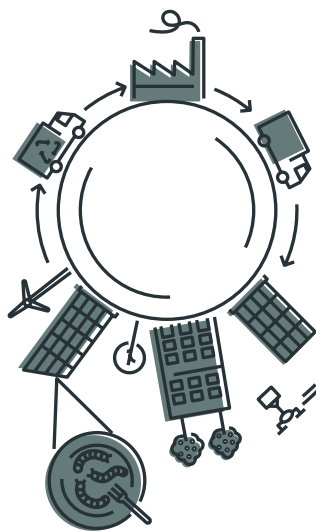
Organisations reimagined

More flat, collaborative, humanised, specialised, informal, local, project-based, purpose-led, virtual and decentral organisations are on the rise.



Supercharged relativism

Confidence in institutions is declining, trustworthy alternatives are in demand and a more divided world is emerging.



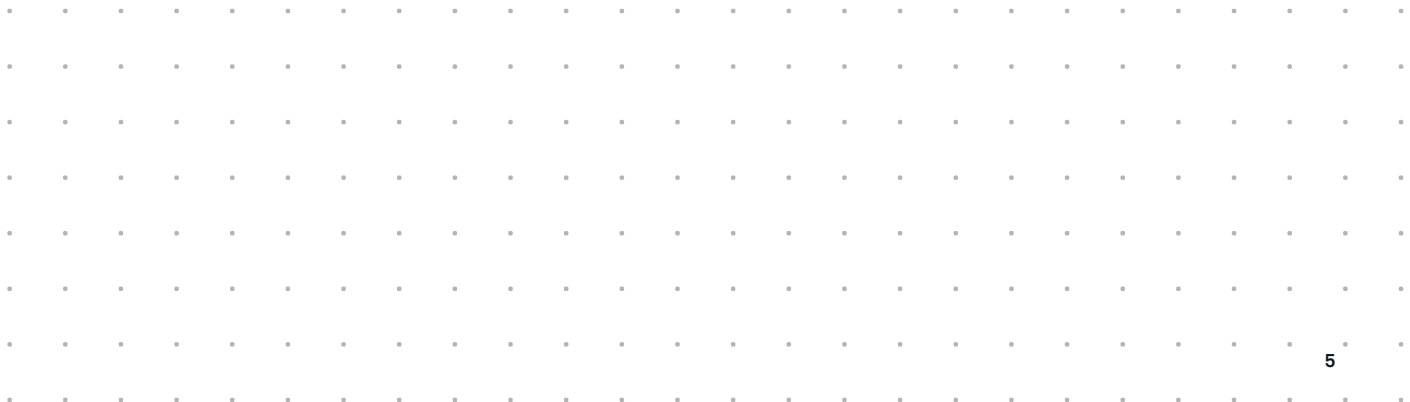
Pervasive sustainability

Sustainability-driven innovations are changing the way we live, produce and invest.



Augmented living

Data growth, miniaturisation and declining costs are driving changes in everyday behaviour.





EMPOWERED HUMANS

Rising wealth, welfare and technology are giving power to humans to control and boost their personal lives.

Driven by wealth and technology, humans will gradually emancipate themselves and take control of their lives. An accelerated post-modern diversity of lifestyles and experimental sub-cultures will evolve. Businesses will seek to satisfy the needs of the single individual, moving away from mass targeting. Science and technology will make it possible for humans to reach a new physical level and make education more accessible.

The essence

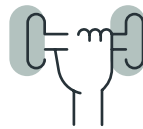
Rising wealth, welfare and technology are giving power to humans to control and boost their personal lives. The sub-trends driving **empowered humans**.



Individualisation

People are increasingly projecting themselves as a unique brand, and to meet this general preference, products and services are being individualised to a very high degree. Personally designed clothes, media use and alternative lifestyles all show that the logic here is distinction, not convention. Added to this comes new and improved technologies, which gradually decrease the operational trade-off between scale and customisation, making the ability to deliver personalised products a future hygiene factor.

? How might we build closer customer relations by addressing unique individual needs and delivering personalised experiences?



Performance enhancement

The idea of human enhancement is not new. But now, we are seeing different disciplines within the pharmaceutical, biological and mechanical fields coming together and introducing enhancement at an entirely new level. The technology works as an extension of the human body, constituting memory, cognition, eyesight, hearing, stamina and pain threshold enhancements. Alongside this, consumer health (e.g. medicine) is becoming increasingly personalised – a development that is based on new and more granular types of data.

? How might we leverage performance-enhancing technologies to make work more enjoyable and less cumbersome for our employees?



Education revolution

As education is becoming widely accessible all over the world, humans are becoming more empowered. This then increases economic growth, decreases inequality and reduces the risk of conflicts. While technology helps with democratising information and knowledge, this in turn increases the need for individual specialisation in order to stay relevant and competitive.

? How might we leverage global talent outside our organisation and develop our own talent inside the organisation in the most effective way?

The facts

Rising wealth, welfare and technology are giving power to humans to control and boost their personal lives. The numbers behind empowered humans.



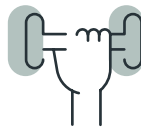
Individualisation

22%

of shoppers are satisfied with the level of personalisation they currently receive.

57%

of consumers are willing to share personal data in exchange for personalised offers or discounts.



Performance enhancement

15%

of Oxford University students take performance-enhancing smart drugs without a prescription.

\$ 2BN

is the forecasted size of the wearable robotics market by 2025.



Education revolution

82%

of young people use YouTube as a primary learning resource.

101 M

students across the globe attended MOOCs in 2018 (massive open online courses).

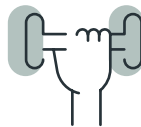
The cases

Rising wealth, welfare and technology are giving power to humans to control and boost their personal lives. The cases illustrating **empowered humans.**



Personalisation made simple yet effective

- Coca-Cola's "Share-a-Coke" campaign is one of the all-time best examples of how simple personalisation can be.
- Coca-Cola improved sales for the first time in a decade simply by adding people's names to their bottles.
- Diehard fans can visit shareacoke.com to buy personalised glass bottles and six-packs of Coke.



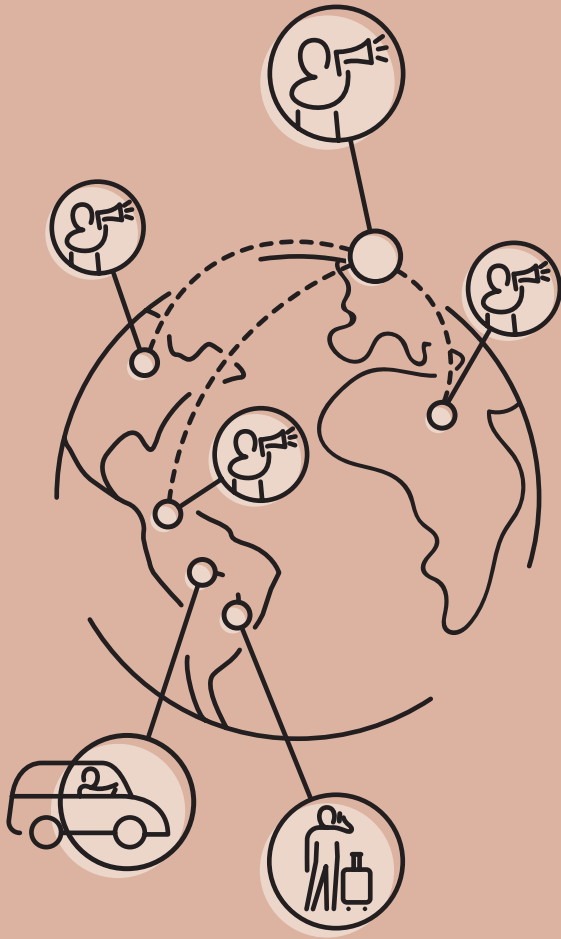
Open-source prosthetics for superheroes

- Open Bionics is turning disabilities into superpowers by 3D printing affordable, open-source and medically certified prosthetics powered by ultrasound.
- In collaboration with designers from Disney, Open Bionics is launching their Hero Arm collection.
- Recently, researchers at Georgia Tech evolved the open-source technology to create ultrasound-powered bionic arms capable of playing the piano.



Playful learning experiences for everyone

- Khan Academy is a non-profit educational organisation that was created in 2006.
- The platform has helped more than 10 million people learn everything from math and physics to history and business – free of charge.
- The experience is designed based on a gamified approach, where students are given experience points and badges as they complete courses and assessments.



CONNECTED WORLD

Global connections are providing people and organisations with new possibilities for cooperation and influence.

The internet will reach even more people through more channels in the future. This means that the networks tying us all together will become even more intertwined, and the boundaries between the physical and digital world will evaporate and become indistinguishable. It will change how we organise our societies and enrich the opportunities of how we want to live our lives.

The essence

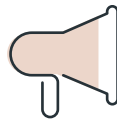
Global connections are providing people and organisations with new possibilities for cooperation and influence. The sub-trends driving connected world.



Collaborative economy

Increased bandwidth, number of devices and intelligent checks and balances drive peer-to-peer transactions, which in turn spark a revitalisation of the old cooperative sharing of ideas rather than exclusively owning assets. In the future, we will see more gig economies (i.e. temporary, flexible jobs) together with more asset sharing through platforms that match excess capacity with demand, allowing capital (human, financial, physical) to be utilised more efficiently.

? How might we accommodate increased sharing behaviour among consumers when designing our future business model?



Mass engagement

Digital technologies have changed the rules of the game for communication, mobilisation, funding and more. In the future, digital engagement will increasingly be made public and visible to large audiences. Moreover, as the transaction cost of creating engagement continues to decline, engagement will quickly arise on micro as well as macro issues, leading to more participative advertising campaigns on social media and in collaborative urban planning projects.

? How might we develop and harness our brand through a better integration and understanding of digital media platform dynamics?



Matchmaking services

Getting in contact with people with shared interests or desired capabilities – whether that means looking for a partner, a job or like-minded people – will become even easier in the future. Reinforced by continuously improved algorithms that create additional value for users, platforms (or marketplaces) will become the intuitive point of departure for individuals to meet a vast amount of needs. The ability to create offerings which embrace, facilitate and enrich platform interaction will be crucial to staying competitive in the future.

? How might we protect our business against or build additional value around the social dynamics of matchmaking services?

The facts

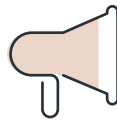
Global connections are providing people and organisations with new possibilities for cooperation and influence. The numbers behind connected world.



Collaborative economy

60%

of consumers pay attention to opinions expressed by consumers they don't know.



Mass engagement

80%

of Instagram users follow at least one brand/company.



Matchmaking services

+2M

people will stay in an Airbnb each night worldwide in 2019.

44%

of European consumers are willing to use other people's belongings.

\$ 4.2BN

has been raised since 2012 through crowdfunding on Kickstarter as of April 2019.

29%

of US internet users aged 18-29 used a sharing economy service in July 2018.

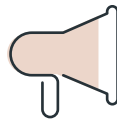
The cases

Global connections are providing people and organisations with new possibilities for cooperation and influence. The cases illustrating **connected world.**



Solar power combined with blockchain

- SPACE10 is IKEA's research and design laboratory experimenting with the combination of solar power and blockchain technology.
- It exemplifies a community-driven solar microgrid that includes an energy-trading platform enabled by blockchain technology.
- These households produce their own energy from their solar panels, while other homes purchase the excess energy from the producers, establishing a small collaborative energy economy.



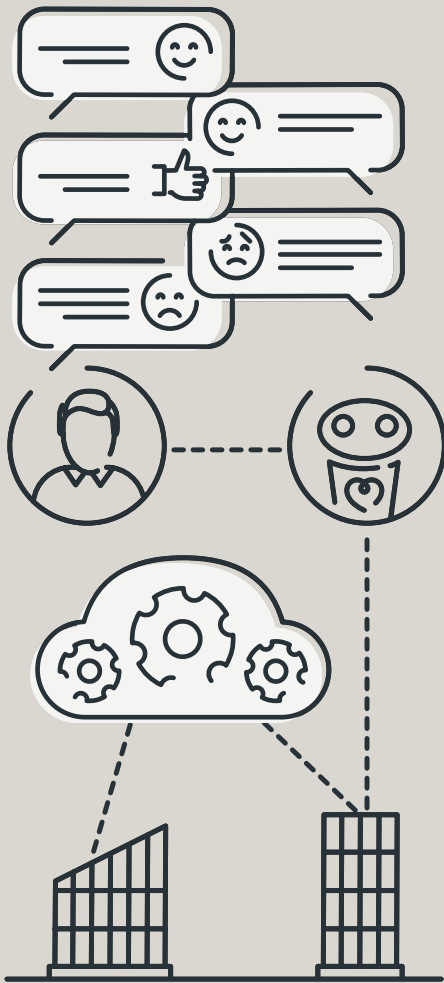
Fridays for future

- Greta Thunberg held the first Fridays for Future demonstration outside the Swedish parliament in August 2018 – alone.
- In January 2019, 16 year old Greta was invited to speak at the World Economic Forum in Davos.
- On 15 March 2019, classrooms were empty in cities across the globe from Montreal to Melbourne, as thousands of students joined the Fridays for Future demonstration.



Home care redefined

- Matching mutual or compatible interests and preferences is the value provided by HomeHero.
- The platform provides a marketplace for licensed non-medical home care. It leverages smart technology and human compassion to extend the health system into the home.
- Today, HomeHero has hundreds of bonded and insured “heroes” and has now become one of the largest and most trusted home care providers in California.



ORGANISATIONS REIMAGINED

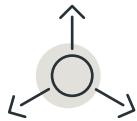
More flat, collaborative, humanised, specialised, informal, local, project-based, purpose-led, virtual and decentral organisations are on the rise.

As it gets easier to connect organisations, people and assets, the speed of business increases. To handle the speed, organisations will change and become less bureaucratic and more flexible to enable cross-organisational strategy and innovation through self-organisation. Flatter, more project-based, collaborative, virtual and informal organisations will emerge as the leading firms in the future.

The essence

More flat, collaborative, humanised, specialised, informal, local, project-based, purpose-led, virtual and decentral organisations are on the rise.

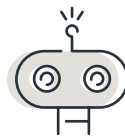
The sub-trends driving organisations reimaged.



Humanocracy

Networked organisations will emerge as a product of the “knowledge economy”, with the focus shifting from production to innovation, creating a world in which command and control techniques are viewed as counterproductive to performance and creativity. With a networked configuration, knowledge workers will be able to create and leverage information faster by transcending silos in order to increase the competitive advantage by working collaboratively across small, agile, self-directed teams.

? How might we ensure high employee engagement and room for inclusive innovation in the way we structure and manage our organisations?



Industry 4.0

The Industry 4.0 concept of connection will move beyond production plants when it integrates customers, business partners and processes in a cloud-based platform. Ecosystems of companies will become increasingly important in delivering additional value to customers. New technologies like additive production enable quick reactions individually to changing needs. Furthermore, cognitive computing will increasingly automate reporting and decision-making, consequently moving importance and focus from managers to frontline employees, who interact with the external world of customers and partners.

? How might we build a strategy with a clear answer as to how we will realise the efficiency benefits of Industry 4.0 while maintaining our critical human resources?



Human touch

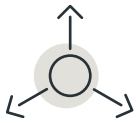
As service provision and consumption become ever more digital, automated and algorithmic, brands that can offer more emotional engagement and human-to-human contact become increasingly attractive. The new model for organisations is to treat customers as the complex, multi-dimensional human beings that they are, rather than an algorithm-generated customer type. Customers, in turn, are choosing companies and products that satisfy their deeper needs for participation, creativity, community and idealism.

? How might we explore our customers as multi-dimensional human beings and cater to their deeper needs of participation, creativity and idealism?

The facts

More flat, collaborative, humanised, specialised, informal, local, project-based, purpose-led, virtual and decentral organisations are on the rise.

The numbers behind organisations reimagined.



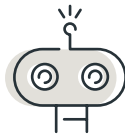
Humanocracy

87%

of employees worldwide are not engaged in their job.

42%

is the EBITDA overperformance at purposeful companies.



Industry 4.0

66%

say their leadership team does not have a clear vision for their digital future.

2x

as many companies will be digitised in 2020 (72%) as compared to 2016 (33%).



Human touch

74%

of people who had a bad phone support experience are likely to choose another business the next time.

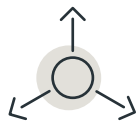
8x

their salary is the average actual value created by top-performing retail sales staff.

The cases

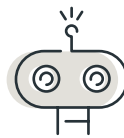
More flat, collaborative, humanised, specialised, informal, local, project-based, purpose-led, virtual and decentral organisations are on the rise.

The cases illustrating organisations reimagined.



Self-managed, growing and profitable

- At Netlight, 1,000+ employees are spread out all over the world, sharing the company culture of knowledge-sharing and a passion to learn.
- Intelligent non-hierarchical management systems support people to take responsibility and make decisions, leading to personal growth for employees.
- An example that self-managed organisations can grow profitably with a relentless focus on equality.



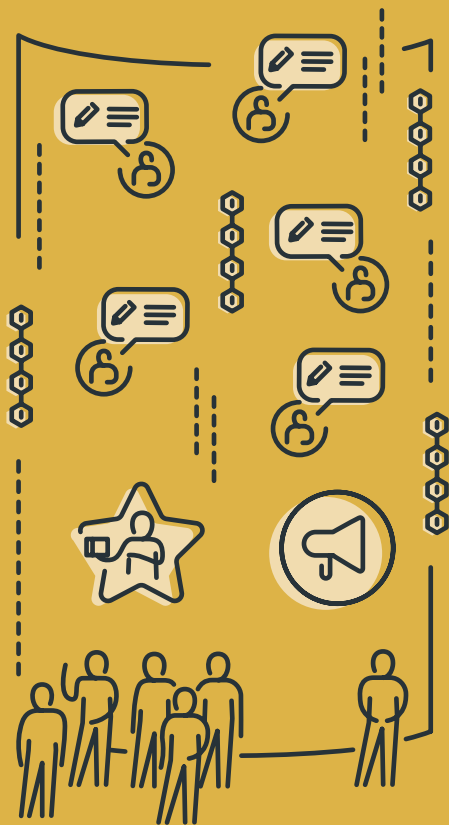
New tech enables cross-company ecosystems

- Automatic route planning and cloud exchange of data make Urban Services in Stockholm operate a local cross-company sustainable logistics network at about 70% less energy consumption.
- The cars leave and pick up their goods at Urban Services' "co-loading central", and the coverage of different city areas is distributed.
- Goods are transported in electric vehicles to decrease the environmental impact on the city.



Emotional connection with unreal humans

- FaceMe is an intelligent digital human platform, set out to transform the online CX.
- Consumers are attracted by the speed and comfort of digital interaction – however, they still prefer human-like interaction over texting.
- FaceMe provides a new way of digital interaction with customers that includes emotional intelligence, expressing empathy and immediate response.



SUPERCHARGED RELATIVISM

Confidence in institutions is declining, more trustworthy alternatives to known systems are in demand and a more divided world is emerging.

Knowledge and information have been democratised through the internet. This has fundamentally changed the nature of who we trust and why. New technologies and the amount of available data have made it extremely difficult for individuals to distinguish between facts, claims, misinformation, reinterpretation and plain old-fashioned lying. This combined with a majority of people feeling let down by institutions has led to far greater distrust in society.

The essence

Confidence in institutions is declining, more trustworthy alternatives to known systems are in demand and a more divided world is emerging.

The sub-trends driving supercharged relativism.



Distrust in society

Anybody can be an author in today's digitally wired world and publish information quickly and widely. The traditional media's monopoly of the truth is challenged, and new technologies make "fake news" ever more convincing. This combined with the spread of scandals through online platforms leaves consumers in a state of wrongful or unsure beliefs about what is true and false. For these reasons, rising generations are generally more sceptical and misinformed than their parents, which increases the level of distrust in society and businesses at large.

? How might we position ourselves as a trustworthy business in the eyes of relevant stakeholders while remaining competitive?



Trustless systems

The rise of trustless systems like blockchain install a new benchmark for what is required to achieve trustworthiness. As trust declines through more and more digital interactions, scientists and engineers are increasingly exploring and developing new trustless systems. New constellations are emerging, where checks and balances are constructed around human judgement and interest on the one hand and automatic rule-based "by-the-book" assessments on the other. In the future, consumers will attribute credibility to an organisation based on their perceptions, but also based on the extent to which trustless systems are applied.

? How might we adopt and utilise the possibilities of trustless systems in our organisation?



New means of payment

Money is being complemented by new systems that we attach greater significance to. In particular, the reputation of people, organisations and objects is becoming an alternative means of payment. Likewise, with an elevated focus on time scarcity, companies are increasingly chasing consumers' attention. Companies are trying to tap into this potential through new business models with an ubiquitous presence, seeking to leave consumers with an experience of "time well spent" to the same extent as "money well spent".

? How might we gain and maintain consumers' attention and infuse the experience of not only "money well spent" but also "time well spent" when we serve them?

The facts

Confidence in institutions is declining, more trustworthy alternatives to known systems are in demand and a more divided world is emerging.

The numbers behind supercharged relativism.



Distrust in society

19%

of millennials trust other people.



Trustless systems

21%

price premium is earned by eBay sellers with better feedback.



New means of payment

3-4x

higher likelihood of achieving increased brand visibility when communicating consistently.

70%

increased likelihood of being retweeted if the news is "fake" as opposed to true stories.

40%

of American adults would be willing to use Bitcoin as a means of payment in transactions and purchases.

69%

of job applicants will most likely reject employment offers from companies with bad reputations.

The cases

Confidence in institutions is declining, more trustworthy alternatives to known systems are in demand and a more divided world is emerging.

The cases illustrating supercharged relativism.



New demand for supply chain transparency

- Outdoor clothing and gear company Patagonia launched the “Footprint Chronicles” programme to make it easy and engaging for customers to gain transparency of Patagonia’s supply chain.
- Customers can track a product’s origin and the resources required to produce the product.
- The programme is aligned with Patagonia’s mission to: Build the best product, cause no unnecessary harm and inspire sustainable business.



Tracking diamonds using blockchain

- De Beers, a diamond exploration, mining and marketing company, has started to track diamonds to improve transparency and customer trust.
- The platform “Tracr” tracks diamonds from miner to retailer, using blockchain to clear the supply chain of imposters and conflict minerals.
- The new tracking has increased both the quality delivered to customers and employees’ sense of purpose, while also putting the diamond black market under pressure.



Building a reputation without marketing spend

- Sustainable pencil company Sprout sought to expand through reputation and press coverage. With a principle of not spending money on marketing, Sprout focused instead on leveraging a strong product.
- Sprout reached approximately 165 million users on social media through the first five months of 2018 without spending a single penny on marketing.
- Sprout produces sustainable pencils containing seeds that can be planted once you are finished using the pencil.



PERVASIVE SUSTAINABILITY

Sustainability-driven innovations are changing the way we live, produce and invest.

As the world's population and wealth grow, our environmental footprint increases, and resource constraints will force us to find new ways of living and make use of materials in an eco-friendlier way. Sustainability-driven innovations are going to change the way we live, travel, produce and eat.

The essence

Sustainability-driven innovations are changing the way we live, produce and invest. The sub-trends driving pervasive sustainability.



Citizen-centric cities

The increasingly empowered and growing population will put new demands on cities in the future. Successful cities will be designed to meet these needs in a sustainable way. Cities will become more connected by integrating new technologies such as big data and support healthier, more enriched and more connected lifestyles. To handle safety, transportation and aging are accordingly on the agenda for future cities.

? How might we make our products increasingly relevant by understanding the future customer journeys of the massive amount of people living in citizen-centric cities?



New nutrition

The growing human population as well as an increased focus on animal rights are leading to environmental, political, economical and cultural changes that will challenge the production of a sufficient global food supply. In turn, this is driving the focus on reducing food waste, finding new food sources (insects, lab-grown meat etc.) and increasing food production (agricultural innovations like vertical farms, bioengineered food etc.). In addition, the health and/or ethical values of various food sources are increasingly a point of debate, influencing various demands and ultimately price points.

? How might we benefit from new food sources in the way we shape our products, services and customer experiences?



Circular economy

Economic, physical and political shortages of key resources together with shortening lifecycles and an increased awareness about the need for long-term sustainable growth are creating a focus on reusing unused objects and waste. In the future, a company's competitive advantage will therefore increasingly be defined by the ability to integrate the costs of recycling into product design and to ensure that the whole cycle remains efficient and eco-friendly.

? How might we increase our brand equity and employee engagement by introducing circular thinking while maintaining margins and output volume?

The facts

Sustainability-driven innovations are changing the way we live, produce and invest. The numbers behind pervasive sustainability.



Citizen-centric cities

70%

of the world's population will live in cities in 2050 compared to 50% today.



New nutrition

60%

more calories are needed every day to feed 9.6bn people in 2050.



Circular economy

\$ 62BN

is the value of annual electronic waste when it was acquired.

2.3BN

urban private car journeys annually could potentially be replaced by Mobility as a Service (MaaS).

20%

of people under the age of 35 have tried veganism.

2021

is the year that usage of a wide range of single-use plastic items will be banned in Europe.

The cases

Sustainability-driven innovations are changing the way we live, produce and invest. The cases illustrating pervasive sustainability.



Maas decreases traffic jams and city pollution

- REACH NOW helps people find the most convenient and sustainable shared mobility solutions.
- By making use of Mobility as a Service (MaaS) – rather than personally-owned transportation – the company shows users how to get to the destination by aggregating shared mobility services from different providers.
- With more than 6.5 million users and by being active in 20+ cities, REACH NOW hopes to one day fulfil their vision of a world without traffic jams.



City farms lead the food revolution

- In Rotterdam, a floating farm will open later this year. The floating farm will house 40 cows, which will be milked by robots, producing 800 litres of milk per day.
- The cows will be fed with waste from the city and will in turn produce fertiliser. The company behind the farm, Beladon, wishes to make food production more reliable in terms of supply chain disruptions by being close to cities.
- Beladon is thinking about creating similar farms hosting e.g. chickens.



Risk-sharing and transparency → circular

- Philips is transforming one of its business models, moving from selling medical equipment alone to providing solutions to hospitals and other care providers and sharing the risk for results through long-term partnerships.
- Through this new approach, Philips can directly manage when to upgrade equipment, refurbish systems, reuse parts and develop improvements.
- Philips has achieved 50-90% material reuse through its refurbishing activities.



AUGMENTED LIVING

Data growth, miniaturisation and declining costs are driving changes in everyday behaviour.

With the rise of mobile devices that have become standard necessities in the majority of the global population's everyday life, advanced technologies are increasingly permeating and improving all aspects of our living. Such technologies are enabled by an exponential increase in computing power, miniaturisation of technology and dramatically declining costs.

The essence

Data growth, miniaturisation and declining costs are driving changes in everyday behaviour. The sub-trends driving augmented living.



Smarter living

With the rising adoption of Internet of Things (IoT) and artificial intelligence (AI), data is becoming the lifeblood of our societies. Through sensors in our smartphones, our homes, which are full of connected devices, and our cities with smart infrastructures, we can collect massive amounts of real-time data, from which we can better plan and predict the future. The transparency that data gives us has the potential to create massive efficiency gains, productivity improvements and cost reductions from a more connected and smarter living.

? How might we define, collect and share data in a better way to increase the value provided by our products and services?



Ambient intelligence

Just five years from now, in 2025, 71% of the global population will have a unique mobile subscription, 61% will be mobile internet users and 25 billion Internet of Things connections will exist. Our world has never been more connected, and the trend is only going in one direction. Through a combination of IoT that allows physical things to connect through sensors and AI that provides intelligent systems, machines can now not only sense and perceive the physical world, but also respond and proactively interact with people to make our lives better. This technology is called “ambient intelligence” and is increasingly being embedded in all aspects of living.

? How might we integrate sensors and intelligent systems in our products and services to make life easier for critical stakeholders like employees and customers?



Augmented experiences

Through a technological device, typically a smartphone, augmented reality (AR) projects virtual objects onto the real world and allows us to experience and interact with it in real time. Applications are widespread, ranging from one-off entertainment experiences such as mobile gaming and social communication add-ons to multi-use informational everyday utilities such as superimposed wayfinding as well as innovative educational tools. By creating augmented experiences, companies can improve customer engagement through entertaining gimmicks and create products, services and solutions that are better fit for the future.

? How might we use augmented experiences to engage our customers and create lasting customer relationships?

The facts

Data growth, miniaturisation and declining costs are driving changes in everyday behaviour. The numbers behind augmented living.



Smarter living

40%

of all cities gather and utilise first-hand data to predict the future.



Ambient intelligence

25BN

IoT connections are expected to exist worldwide by 2020.



Augmented experiences

70%

higher levels of memory encoding in people who use AR experiences compared to non-AR tasks.

526%

is the expected growth of AI usage from 2019 through 2021.

42%

of US consumers owned a voice-activated speaker in March 2019.

40%

of shoppers are willing to pay more for a product if they can experience it through artificial reality.

The cases

Data growth, miniaturisation and declining costs are driving changes in everyday behaviour. The cases illustrating augmented living.



Connected smart insulin pens

- In 2019, Novo Nordisk will launch their new connected smart insulin pens, NovoPen® 6 and NovoPen Echo® Plus, making life easier for the 425 million people living with diabetes worldwide.
- The connected smart pens give diabetes patients the opportunity to share their unique injection data through their smartphones.
- Medical professionals will have a better foundation for efficient consultations.



Staying engaged with social robots

- ElliQ is a friendly and approachable digital companion (“social robot”) for elderly people that helps them stay motivated to live a healthy and active life.
- As a virtual assistant, the ElliQ robot is proactive (not reactive like Alexa or Siri) as it suggests personalised activities.
- The robots help solve problems such as loneliness and social isolation amongst elderly people.



Education made interactive yet powerful

- Together with the BBC and The Open University, Zappar created a 3D model of the brain, heart and liver, which students can experience through their smartphones.
- This builds on the discovery that AR experiences improve memory encoding.
- Zappar’s educational products help students learn in new and more engaging ways.

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