

A long, empty train platform at sunset. The platform is covered by a dark, arched roof structure. The tracks run down the center, leading towards a bright sunset on the horizon. The sky is a mix of blue and orange. The text "THE FUTURE OF BUSINESS" is overlaid in white, bold, sans-serif font across the middle of the image.

THE FUTURE OF BUSINESS

"Tesla's mission is to accelerate the
world's transition to sustainable
transport"

The Secret Tesla Motors Master Plan (just between you and me)

Elon Musk, Co-Founder & CEO of Tesla Motors August 2, 2006

1. Build sports car
 2. Use that money to build an affordable car
 3. Use *that* money to build an even more affordable car
 4. While doing above, also provide zero emission electric power generation options
- Don't tell anyone

WHAT IS GOING ON OUTSIDE?



Trends shaping the emerging
societal landscape

THE THREE HORIZONS OF
THE FUTURE



Perspectives from the Future

RESPONDING TO INDUSTRY
TRENDS



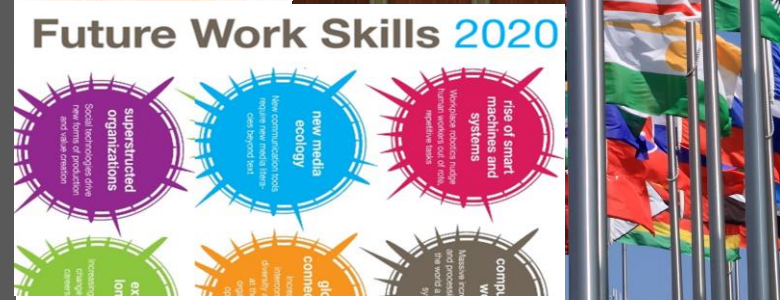
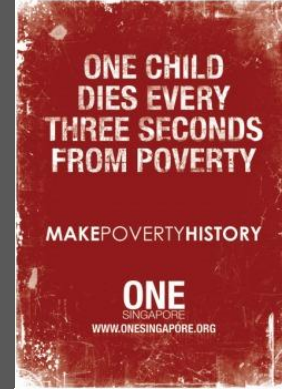
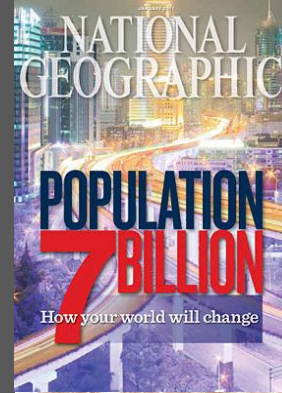
I see you, I hear you, I
understand you

An aerial photograph of a rugged, mountainous landscape. The terrain is characterized by dark, rocky hills and valleys, with a winding river or road cutting through the center. A small town or village is visible in the lower-left quadrant, nestled in a valley. The overall scene is hazy, suggesting a high-altitude or mountainous environment. The text is overlaid in the center of the image.

TRENDS SHAPING THE EMERGING SOCIETAL LANDSCAPE

THE STUFF THAT HAPPENS TO US

- Global population growth rate
- Increasing health divide
- Social welfare demands
- Shifting lifestyles
- New ways of learning



HELLO GENERATION Z

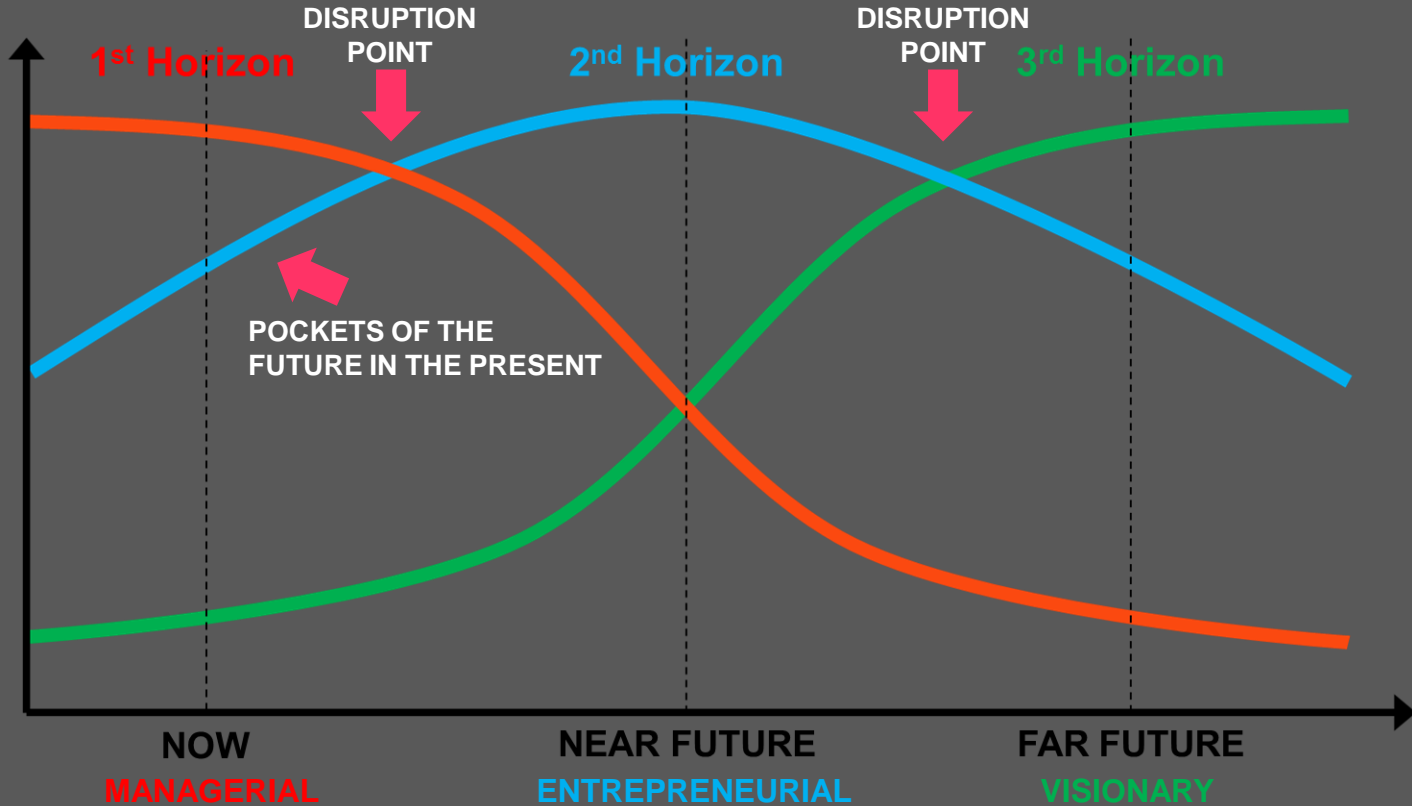
- Born mid-1990's to 2010
- Make up 25% of the world's population
- Digitally connected from birth
- Tech innate (5 screens at once)
- Likely to live >120 years
- Their jobs do not exist today



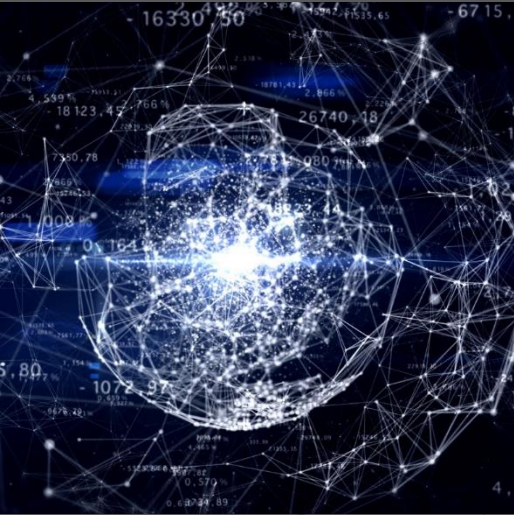


THE THREE HORIZONS OF THE FUTURE

THREE HORIZONS FRAMEWORK



HORIZON ONE



What are driving these societal behaviours?
1st Horizon 2nd Horizon 3rd Horizon

Internet penetration is still strong but decelerating
3.5bn users in 2017

- 2012: +12%
- 2013: +10%
- 2014: +8%
- 2015: +8%
- 2016: +7%

- By 2025
 - 91% in developed countries
 - 69% in emerging countries

NOW
MANAGERIAL

NEAR FUTURE

FAR FUTURE

HORIZON ONE



What are driving these societal behaviours?

1st Horizon

2nd Horizon

3rd Horizon

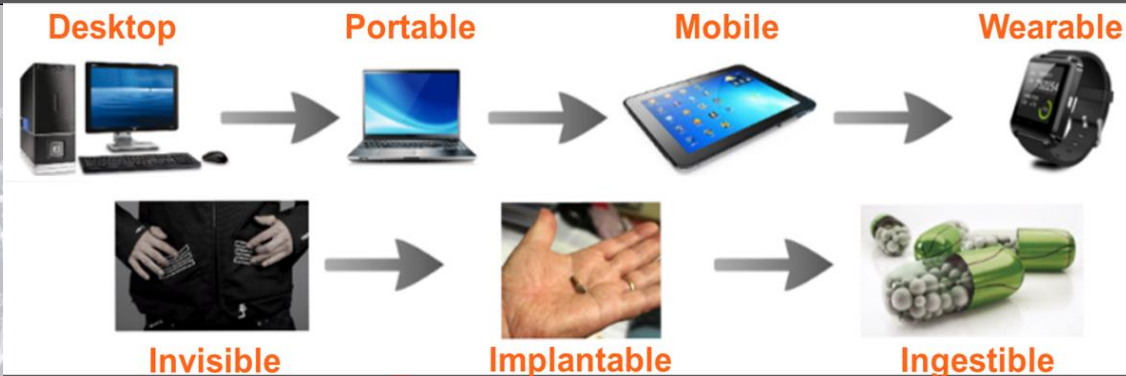
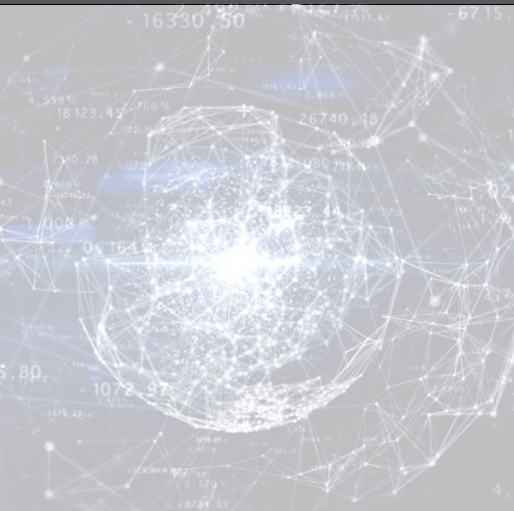
The world of the Quantified Self

- Devices that measure activity and/or body state
- Gamification
- Advertising (Market-of-One)

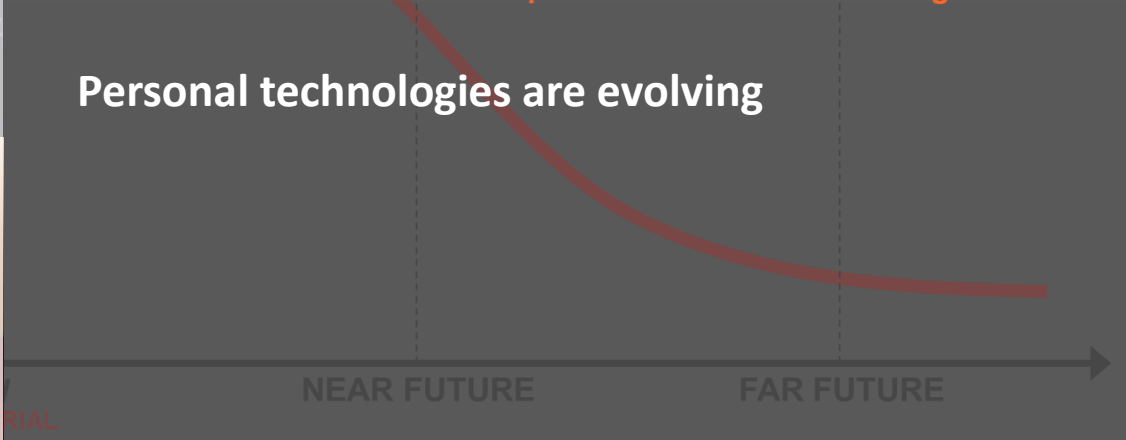
NEAR FUTURE

FAR FUTURE

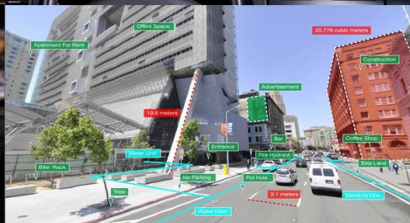
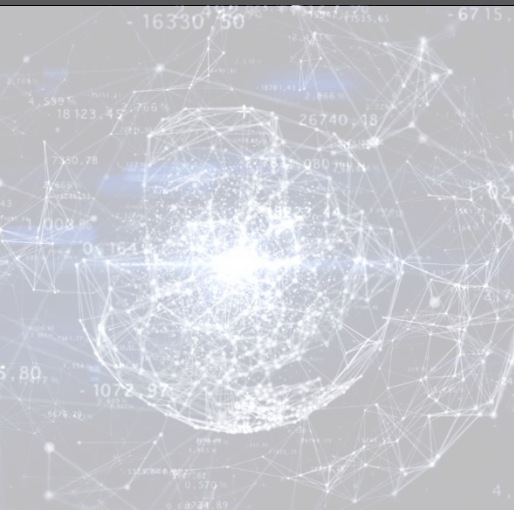
HORIZON ONE



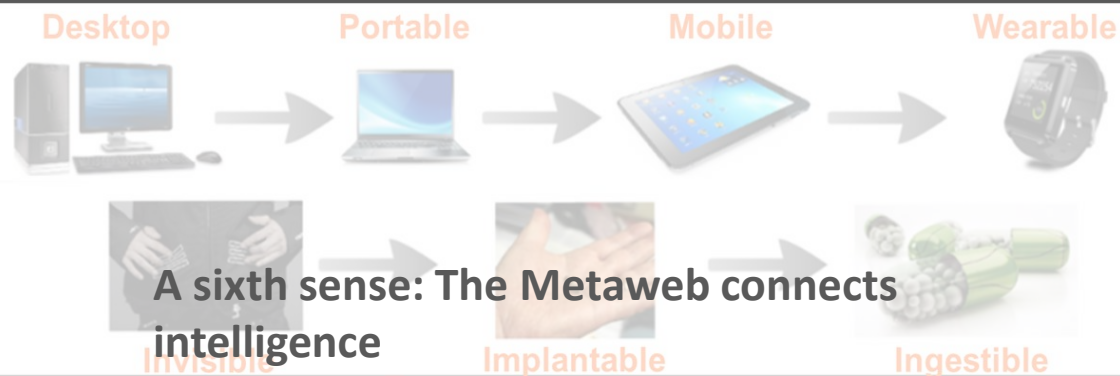
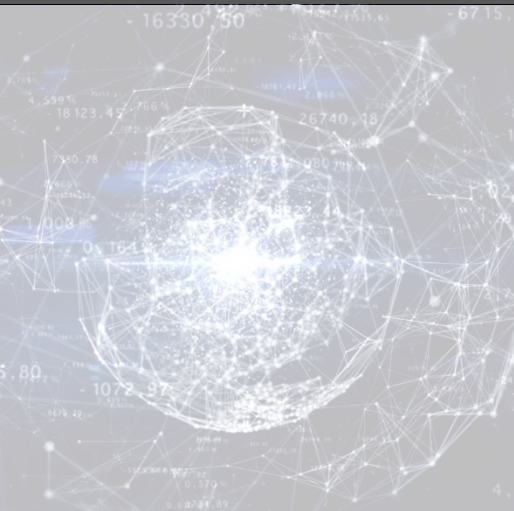
Personal technologies are evolving



HORIZON ONE



HORIZON ONE

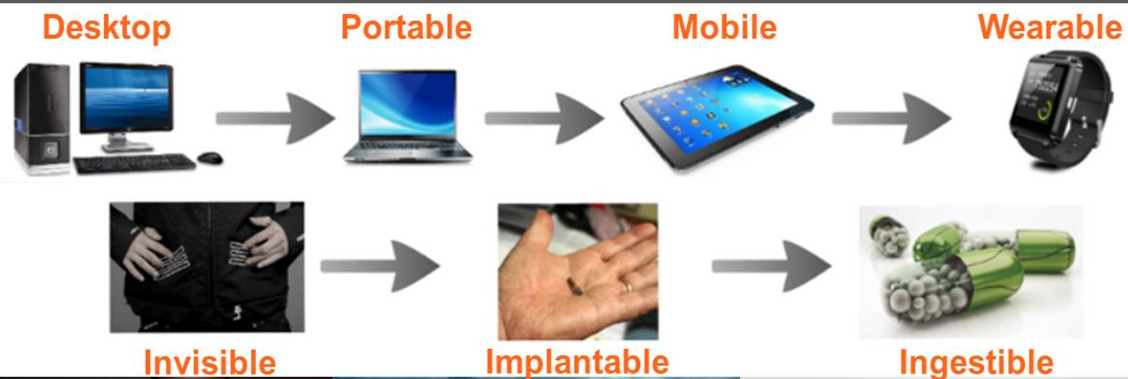


A sixth sense: The Metaweb connects intelligence

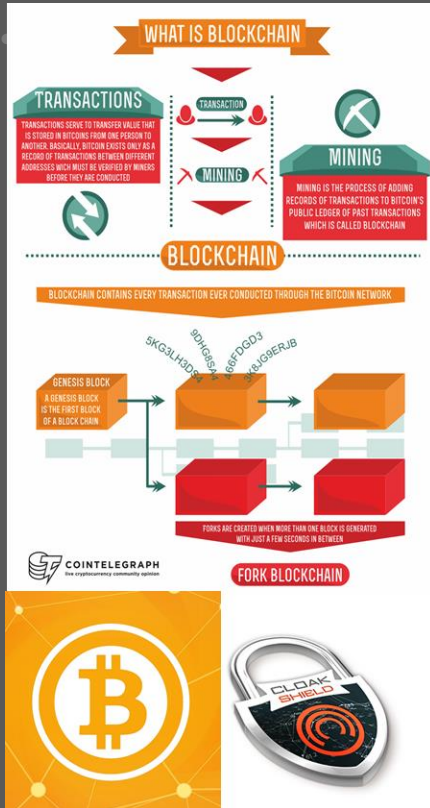
▪ Metaweb = Where *Information* and *Social Connectivity* meet



HORIZON ONE



HORIZON THREE



ence and technology signals?

2nd Horizon

3rd Horizon

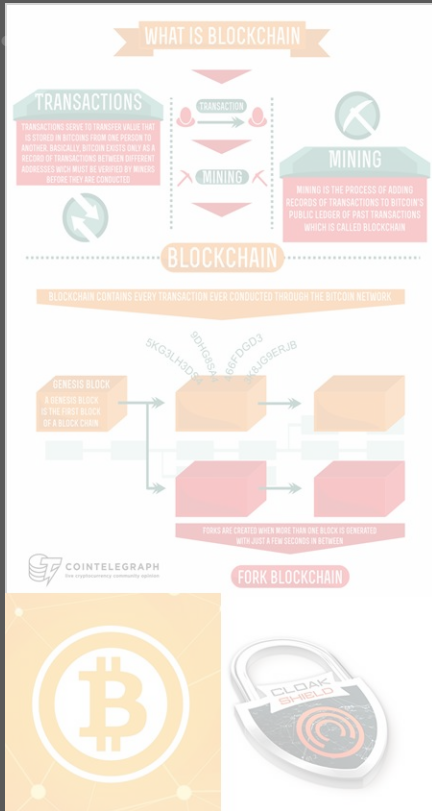
The Blockchain

- Blockchain technology is a weak signal for the *decentralisation of everything*
- Smart Contracts
- Borderless instant transactions
- Money exchange
- Records management
- Legal agreements

NEAR FUTURE

FAR FUTURE
VISIONARY

HORIZON THREE



technology signals?

2nd Horizon

3rd Horizon

3D Printing

- Manufacturing
- Construction
- Medical
- Food
- 4D printing

NEAR FUTURE

FAR FUTURE
VISIONARY

HORIZON THREE

WHAT IS BLOCKCHAIN

TRANSACTIONS
TRANSACTIONS SERVE TO TRANSFER VALUE THAT IS STORED IN DIGITAL FORM FROM ONE PERSON TO ANOTHER. BASICALLY, BITCOIN EXISTS ONLY AS A RECORD OF TRANSACTIONS BETWEEN DIFFERENT INDIVIDUALS WHICH MUST BE VERIFIED BY MINERS BEFORE THEY ARE COMPLETED.

MINING
MINING IS THE PROCESS OF ADDING RECORDS OF TRANSACTIONS TO BITCOIN'S PUBLIC LEDGER OF PAST TRANSACTIONS WHICH IS CALLED BLOCKCHAIN.

BLOCKCHAIN
BLOCKCHAIN CONTAINS EVERY TRANSACTION EVER CONDUCTED THROUGH THE BITCOIN NETWORK.

GENESIS BLOCK
A GENESIS BLOCK IS THE FIRST BLOCK OF A BLOCK CHAIN.

FORKS ARE CREATED WHEN MORE THAN ONE BLOCK IS GENERATED WITHIN JUST A FEW SECONDS IN BETWEEN.

FORK BLOCKCHAIN

COINTELEGRAPH
AN EXPANDED FINANCIAL SYSTEM

CLONAK SH-BLLO

HUMANS



3rd Horizon

Robotics & Artificial Intelligence

- Medical AI
- Real-time situation response
- High Risk jobs
- Domestic robots

FAR FUTURE
VISIONARY

HORIZON THREE

WHAT IS BLOCKCHAIN

TRANSACTIONS
TRANSACTIONS SERVE TO TRANSFER VALUE THAT IS STORED IN DIGITAL FORM AND RECORDS THE ACTIVITY. BASICALLY, BITCOIN CANNOT ONLY AS A RECORD OF TRANSACTIONS BETWEEN DIFFERENT ADDRESSES BUT ALSO BE STORED BY MINERS BEFORE THEY ARE COMPLETED.

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FORKS ARE CREATED WHEN MORE THAN ONE BLOCK IS GENERATED WITH JUST A FEW SECONDS IN BETWEEN.

BLOCKCHAIN
BLOCKCHAIN CONTAINS EVERY TRANSACTION EVER CONDUCTED THROUGHOUT HISTORY.

FORK BLOCKCHAIN

COINTELEGRAPH
AN EXPLORE THE WORLD OF BITCOIN

23andMe

HUMANS

GENES

CRISPR-Cas9 DNA Editing

Atomic level Nano-fabrication

Home DNA kits

- Home DNA kits
- CRISPR-Cas9 DNA Editing
- Atomic level Nano-fabrication

HORIZON THREE

WHAT IS BLOCKCHAIN

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TRANSACTIONS SERVE TO TRANSFER VALUE THAT IS STORED IN DIGITAL FORM AND RECORDS THE ACTORS. BASICALLY, BITCOIN CANNOT ONLY AS A RECORD OF TRANSACTIONS BETWEEN DIFFERENT ADDRESSES BUT ALSO BE STORED BY MINERS BEFORE THEY ARE COMPLETED.

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Blockchain
BLOCKCHAIN IS A DECENTRALIZED, DISTRIBUTED LEADER NETWORK.

Genesis
A GENESIS BLOCK IS THE FIRST BLOCK OF A BLOCKCHAIN.

FORK BLOCKCHAIN
BLOCKS ARE CREATED WHICH MORE THAN ONE BLOCK IS GENERATED WITH JUST A FEW SECONDS IN BETWEEN.

COINTELEGRAPH
AN EXPANDED FINANCIAL SYSTEM

23andMe

BCI
Brain Computer Interface

CBI
Computer Brain Interface

Emitter
Wearable
Mind → Brain

COMPUTER
CPU processing
Bluetooth
EDGE side

TMS COMPUTER ROBOT
Transcranial Magnetic Stimulation

Receiver
Mind → Brain
Brain → Mind

HUMANS

- Digitally assisted telekinesis
- Networked BCI – Neuralink from Elon Musk
- Boston is the new Silicon Valley of Biotech

HORIZON THREE

WHAT IS BLOCKCHAIN

TRANSACTIONS
TRANSACTIONS SERVE TO TRANSFER VALUE THAT IS STORED IN BITCOINS FROM ONE PERSON TO ANOTHER. BASICALLY, BITCOIN EXISTS ONLY AS A RECORD OF TRANSACTIONS BETWEEN DIFFERENT ADDRESSES WHICH MUST BE VERIFIED BY MINERS BEFORE THEY ARE CONDUCTED.

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BLOCKCHAIN

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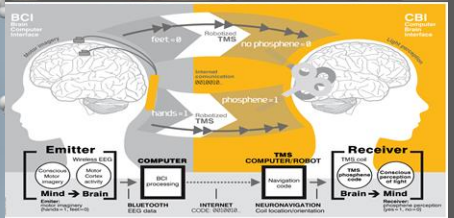
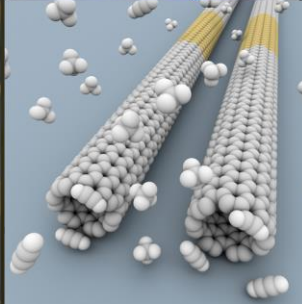
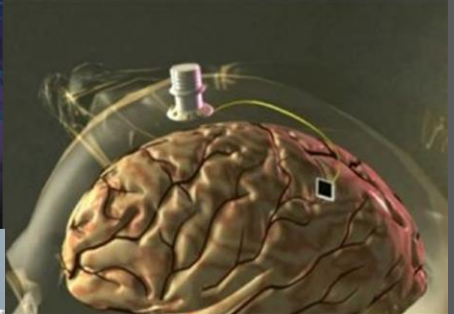
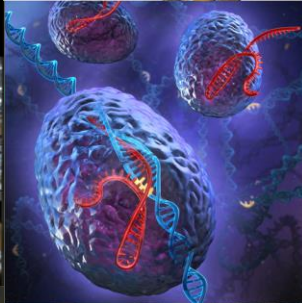
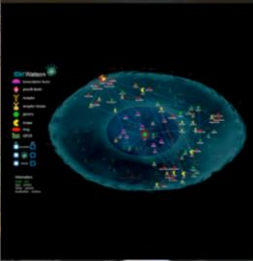
GENESIS BLOCK IS THE FIRST BLOCK OF A BLOCK CHAIN.

TRANSACTIONS: SKG3LH3DE, 5DN95E, 6887DQD3, 741409E7UB

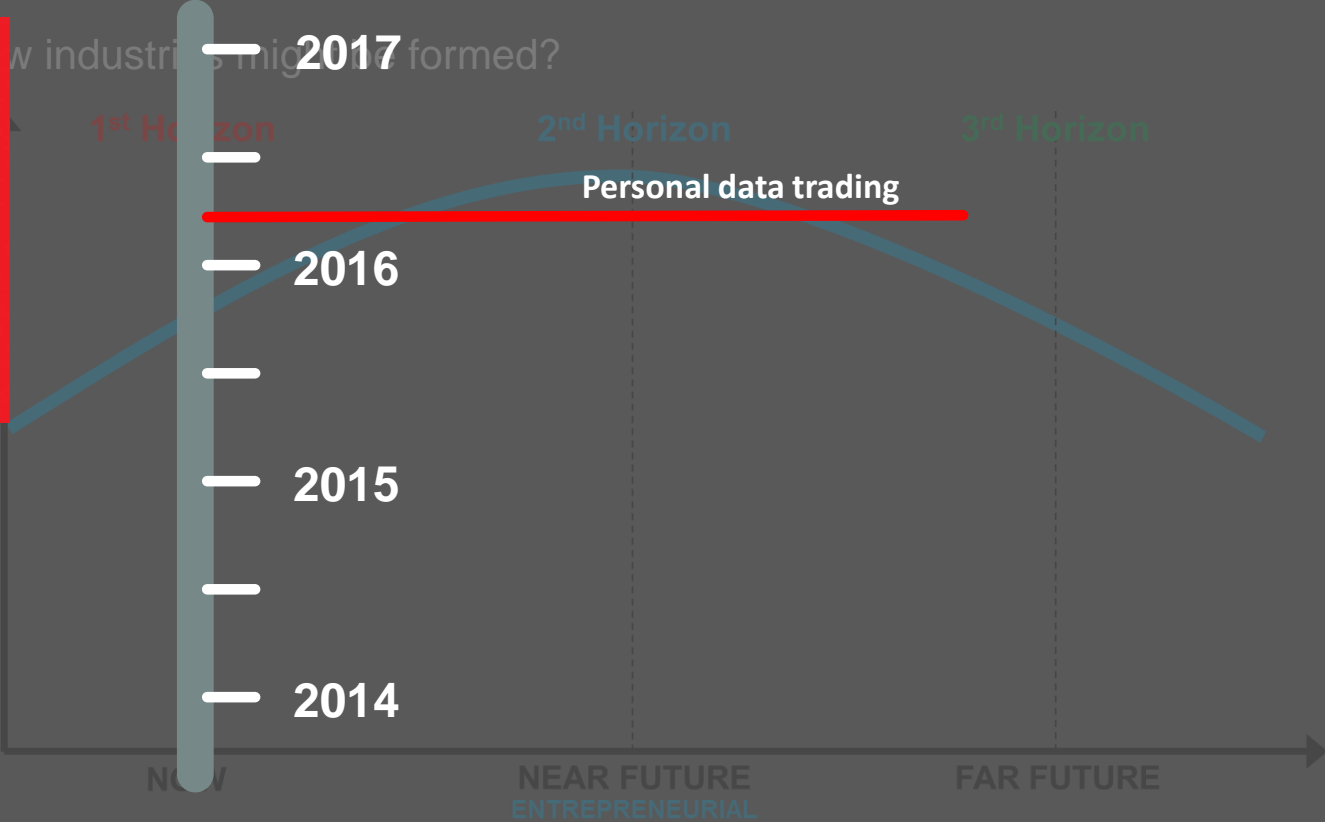
FORKS ARE CREATED WHEN MORE THAN ONE BLOCK IS GENERATED WITH JUST A FEW SECONDS IN BETWEEN.

FORK BLOCKCHAIN

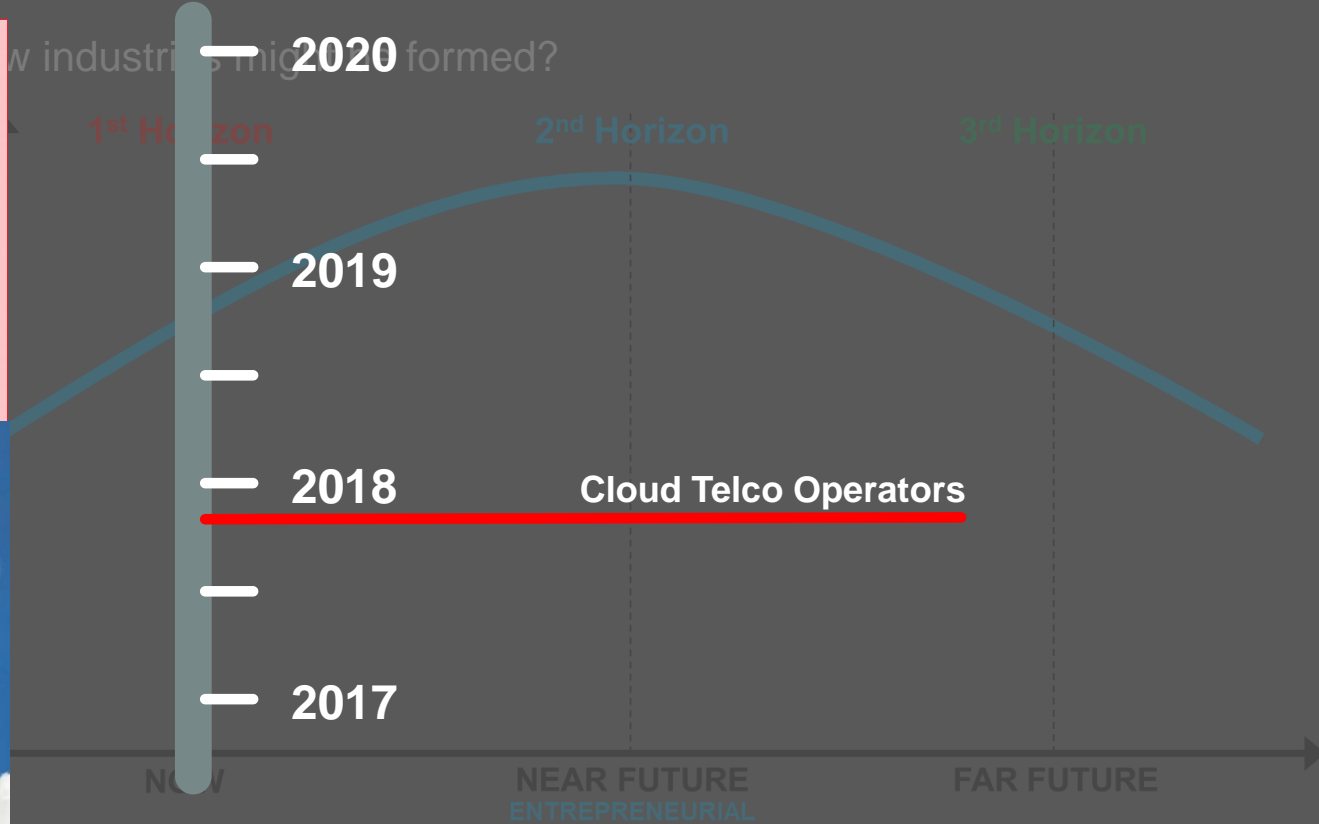
COINTELEGRAPH
an independently community operated



HORIZON TWO



HORIZON TWO



HORIZON TWO



2020

2nd Horizon

3rd Horizon

Digital Cash Exchanges

2019

2018

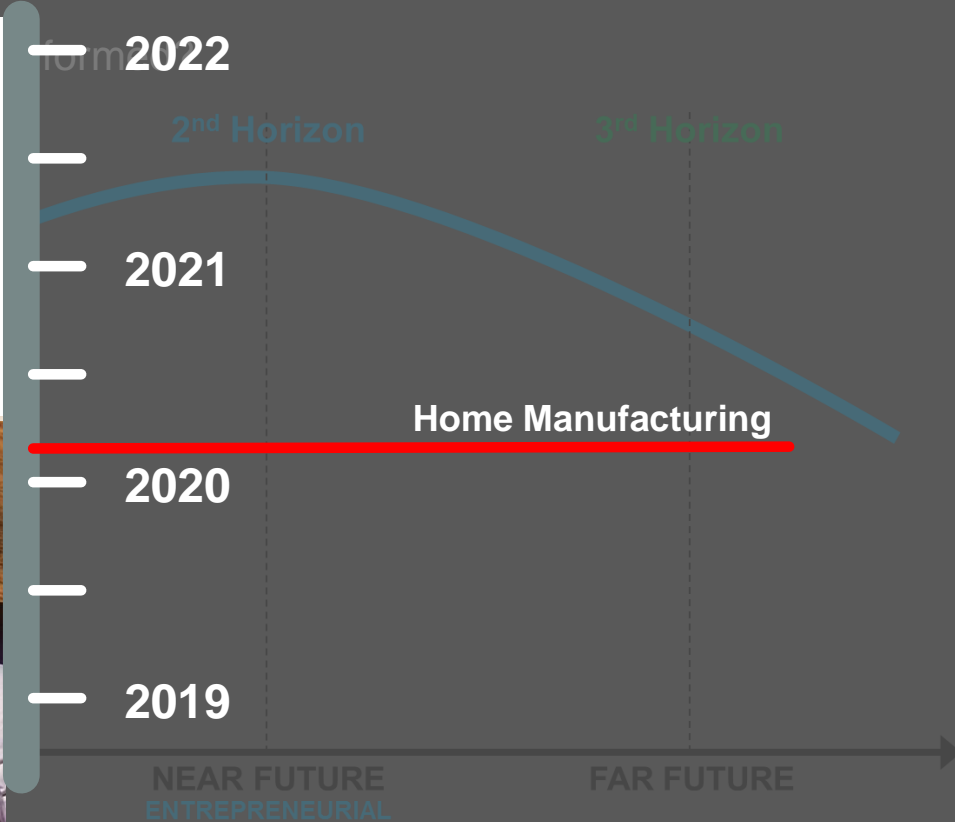
2017

NOW

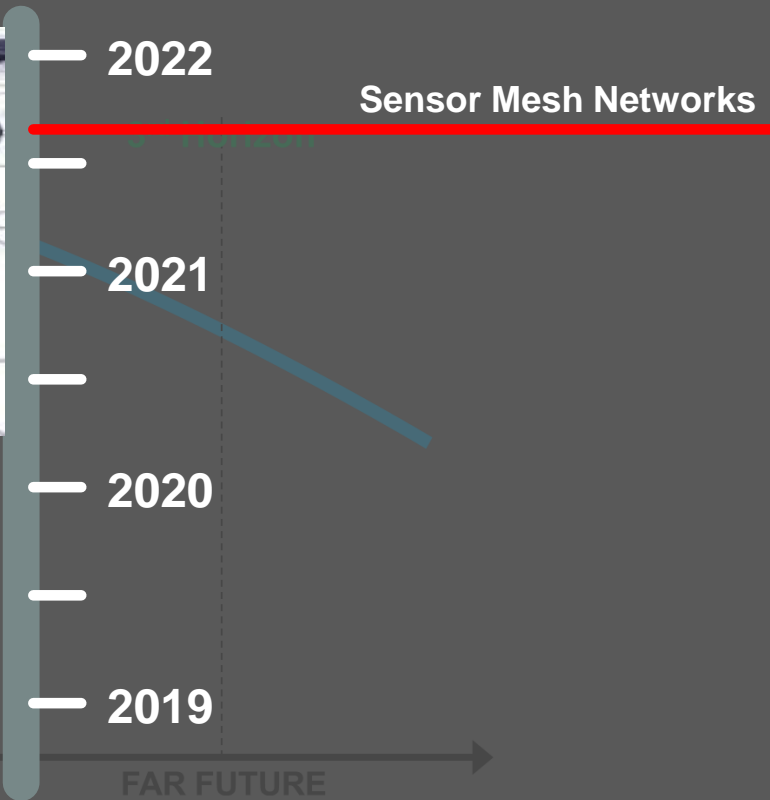
NEAR FUTURE
ENTREPRENEURIAL

FAR FUTURE

HORIZON TWO



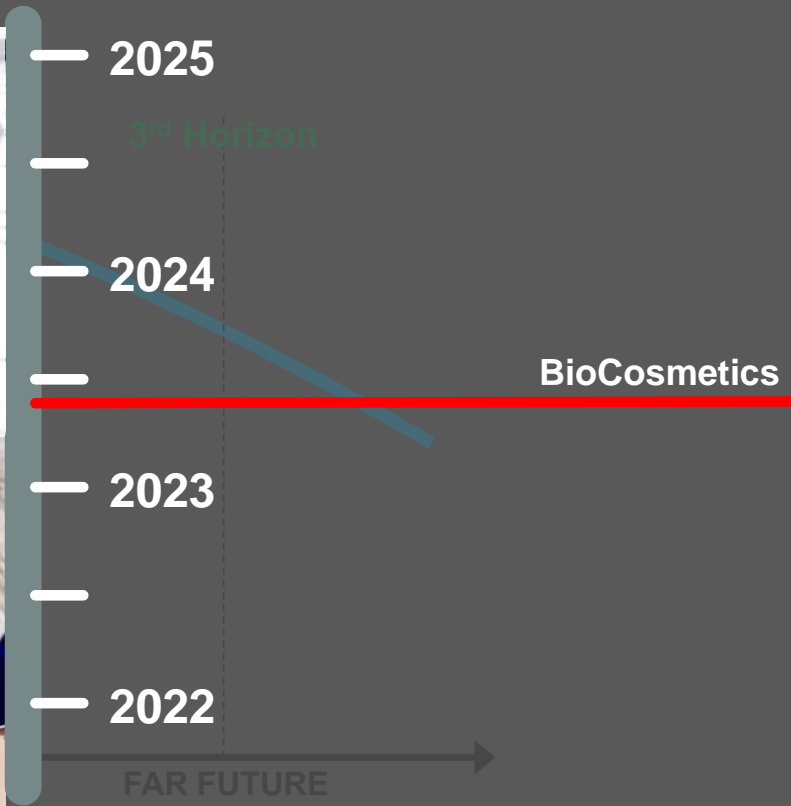
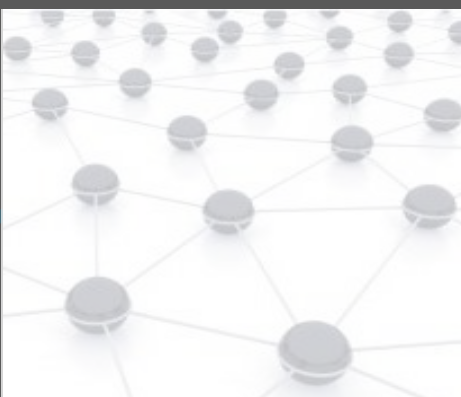
HORIZON TWO



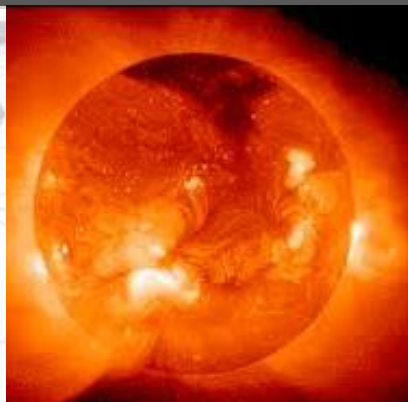
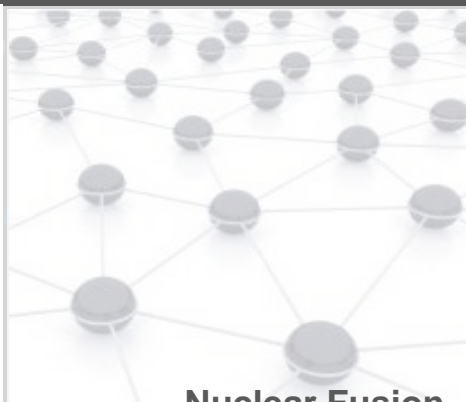
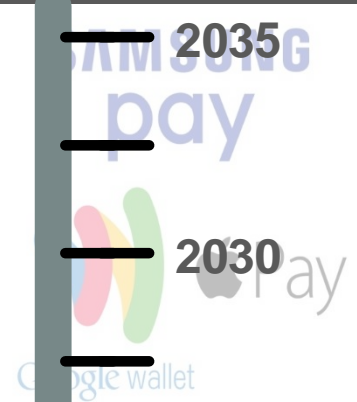
NEAR FUTURE
ENTREPRENEURIAL

FAR FUTURE

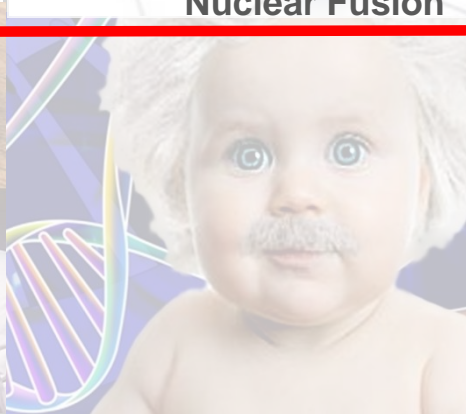
HORIZON TWO



HORIZON TWO

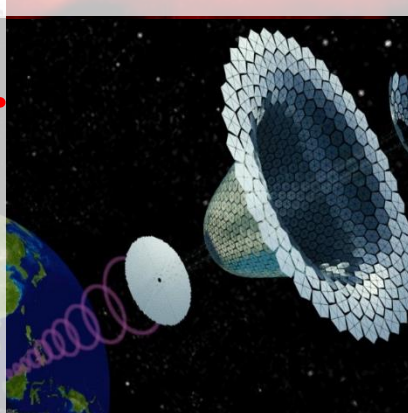
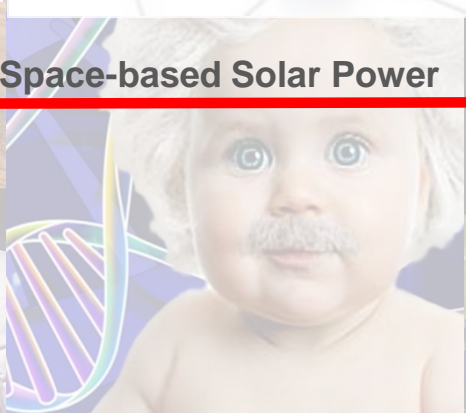
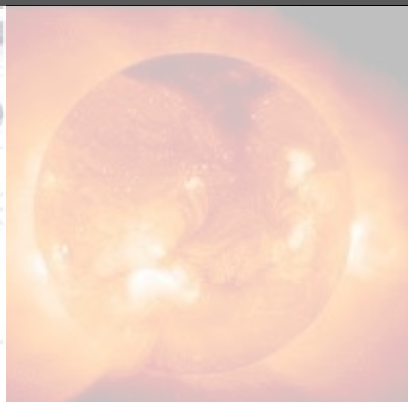
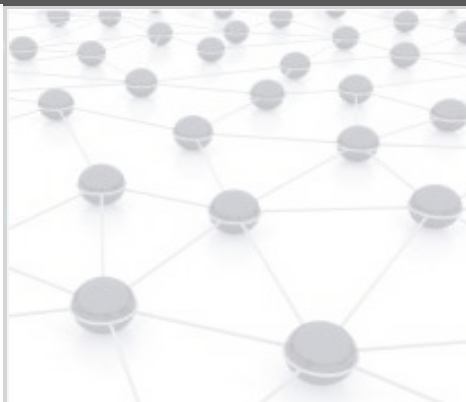
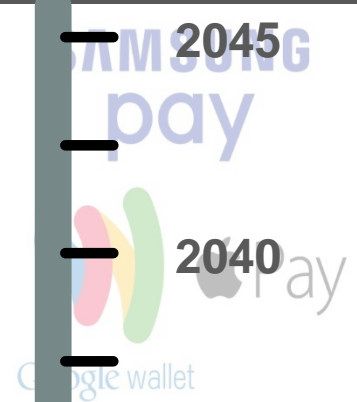


Nuclear Fusion



FAR FUTURE

HORIZON TWO



2045

2040

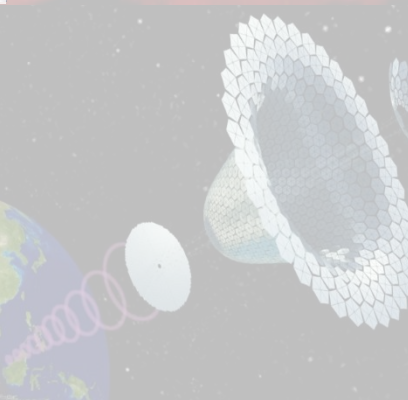
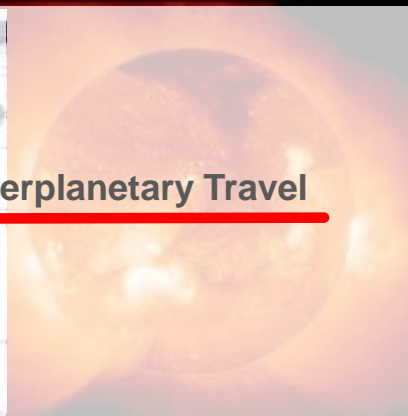
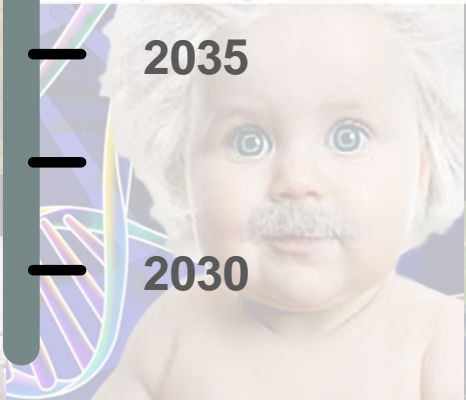
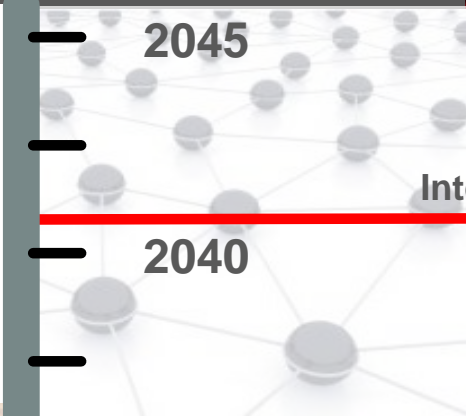
2035

2030

Space-based Solar Power



HORIZON TWO



2045

2040

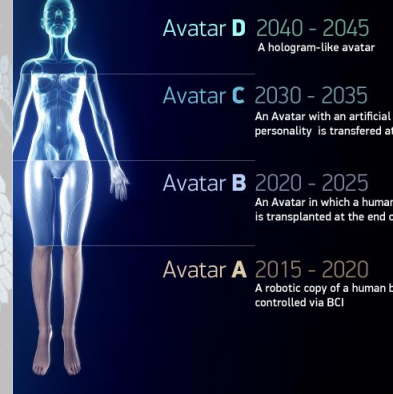
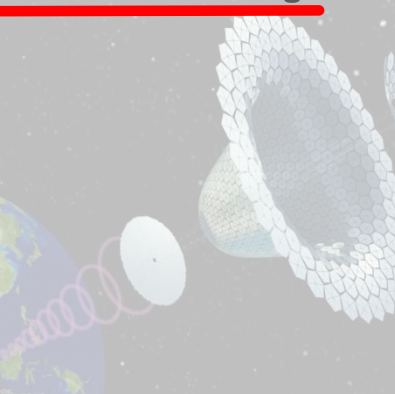
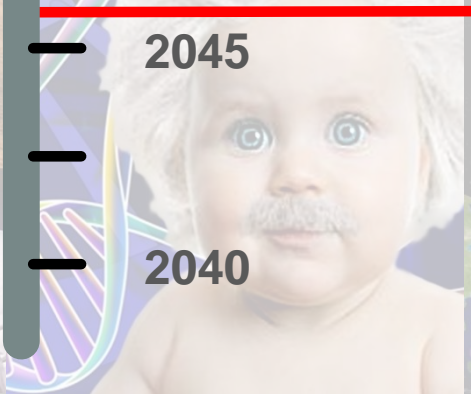
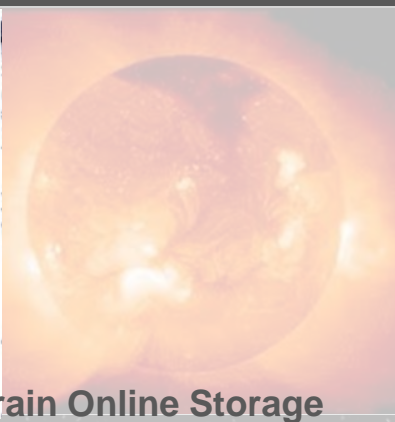
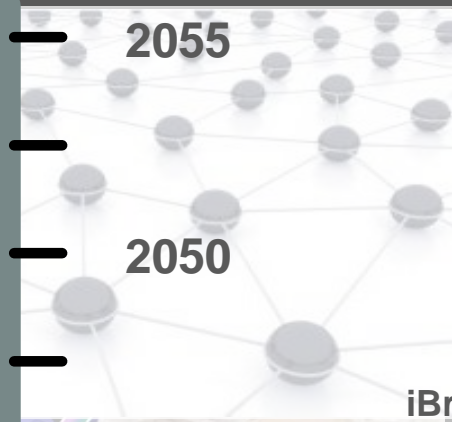
2035

2030

Interplanetary Travel



HORIZON TWO



2055

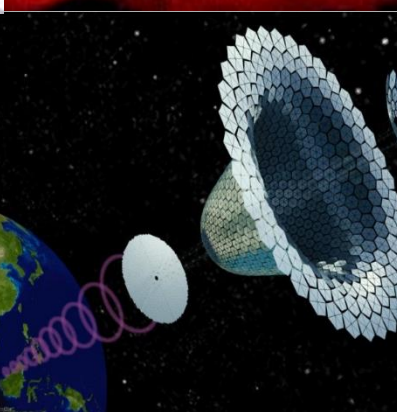
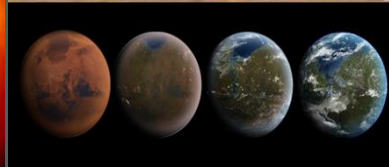
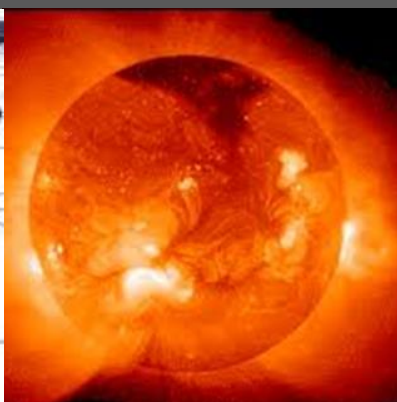
2050

2045

2040

iBrain Online Storage

HORIZON TWO



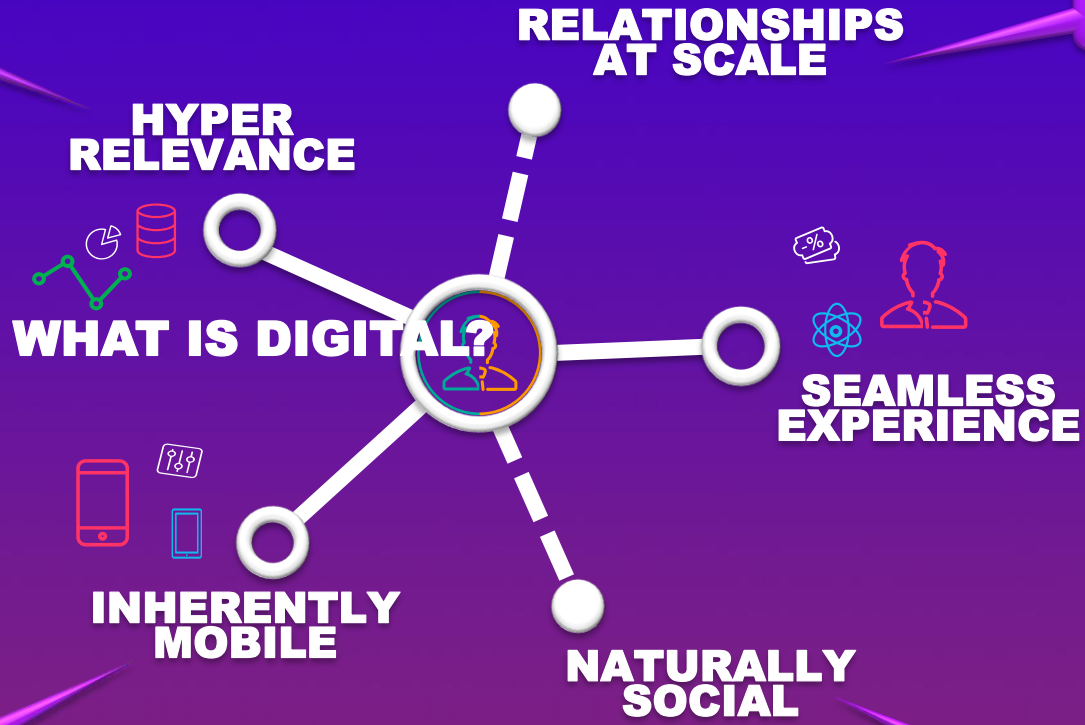
A glowing blue human figure representing an avatar.

- Avatar D** 2040 - 2045
A hologram-like avatar
- Avatar C** 2030 - 2035
An Avatar with an artificial personality is transferred at the end of life
- Avatar B** 2020 - 2025
An Avatar in which a human brain is transplanted at the end of life
- Avatar A** 2015 - 2020
A robotic copy of a human brain controlled via BCI

**IF YOU CAN DRAW A FLOWCHART,
WRITE AN OPERATING
PROCEDURE OR CREATE A
BUSINESS PROCESS MAP WITH
BUSINESS RULES FOR YOUR JOB,
THEN YOU WON'T HAVE A JOB
FOR MUCH LONGER.**

KNOW ME!

SHOW ME YOU KNOW ME!



ENABLE ME!

VALUE ME!

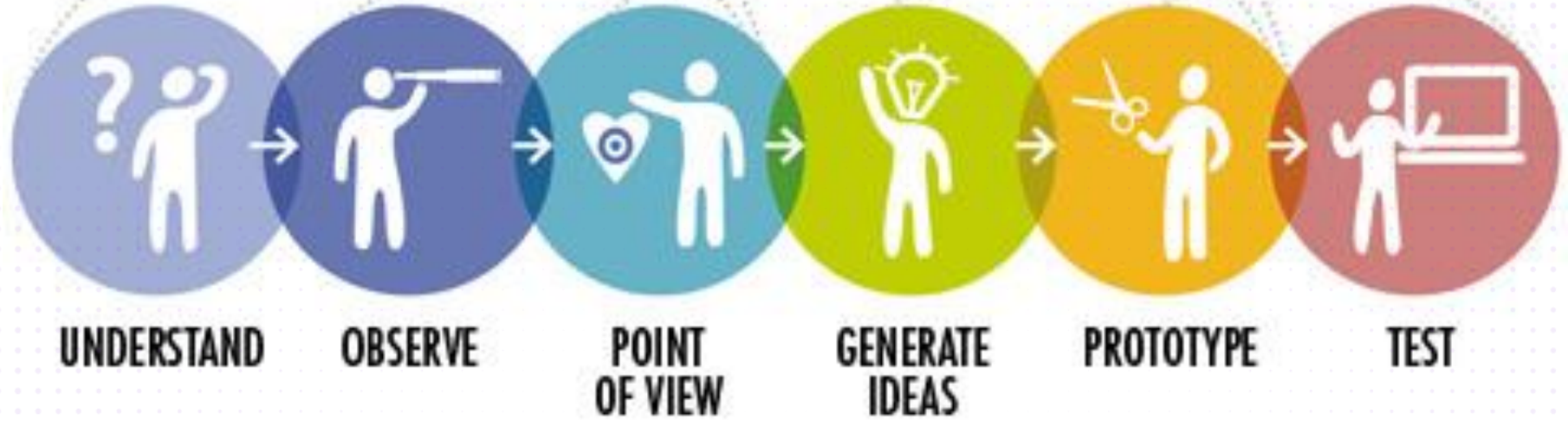
DELIGHT ME!

DESIGN WITH DATA IN MIND

**LOOK
BOTH
WAYS**

ANOTHER THING TO GET RIGHT

DESIGN THINKING, DESIGN DOING, DESIGN CULTURE



ONE MORE THING TO GET RIGHT
LET TECHNOLOGY DELIVER

**BEYOND THE
DATA CENTER**

**EVOLUTION OF
SOFTWARE**

FUTURE OF EXPERIENCE & PROCESS

**DATA
CENTRICITY**

SECURITY

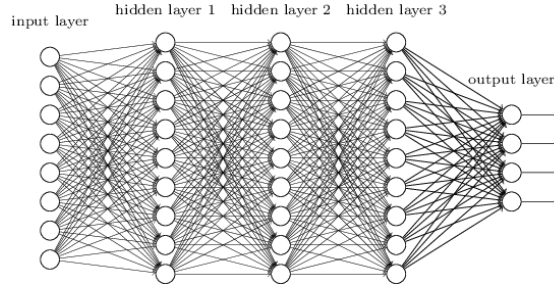
**ARTIFICIAL
INTELLIGENCE**

BLOCKCHAIN

ARTIFICIAL INTELLIGENCE IS TECHNOLOGY TOO...



TEXT ANALYTICS



DEEP LEARNING



ROBOTICS



UNIQUE IDENTITY



VIRTUAL AGENTS



VIDEO ANALYTICS

DELIBERATE CHANGE

**“Truly successful
decision-making
relies on a balance
between deliberate
and instinctive
thinking.”**

Malcolm Gladwell



KNIGHT RIDER

1982



Popular Science
THE WHAT'S NEW MAGAZINE

NEW TAKE-ALONG TELEPHONES
Give You Pushbutton Calling to Any Phone Number

Detroit Hot Line - WHAT'S COMING IN THE '74 CARS

INGENIOUS INVENTIONS From New York's Patent Exposition

How Science is Solving THE MYSTERIES OF THE NORTHERN LIGHTS

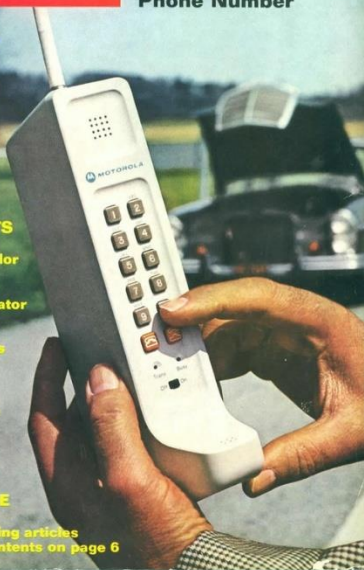
What's the "Best" Color for Your Car?

Amazing New Alternator Delivers 60-Cycle Power Over a Wide Range of RPM's

DRIVABILITY PROBLEMS? How to Troubleshoot Your Car's Emission Controls

Now You Can Make Your Own 25-Foot INFLATABLE DOME

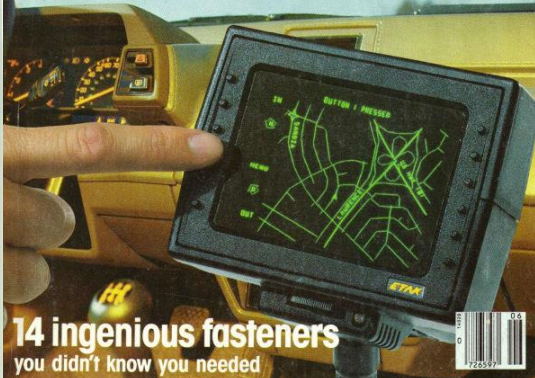
... plus 34 more exciting articles and features - see contents on page 6



The WHAT'S NEW magazine JUNE 1985 \$1.75
Popular science

Here now: **COMPUTERIZED NAVIGATOR FOR YOUR CAR**

Electronic compass and motion sensor give pinpoint 50-foot accuracy



14 ingenious fasteners you didn't know you needed

The WHAT'S NEW magazine MARCH 1988 \$1.75 CASH ON \$2.75
Popular science

VIDEO PHONES
here now and under \$400 use regular phone lines at regular rates



Does four-wheel steering drive circles around two-wheel steering? Instrumented track tests give the answer



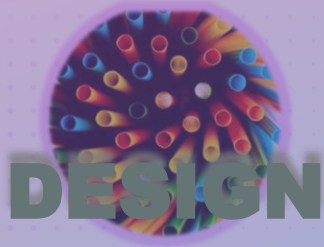
Commodore 64 MicroComputer

High Resolution & Sound Synthesizer · Alta risoluzione grafica e sintetizzatore di suono





**DESIGN WITH DATA IN MIND, DESIGN TO KNOW
(GRANULAR BEHAVIOUR), DESIGN TO FLEX WITH
CONTENT, DESIGN FOR EXPERIENCES RATHER THAN
DESIGN AN EXPERIENCE**



**CREATE DELIGHTFUL
EXPERIENCES THROUGH
DESIGN THINKING,
DESIGN DOING,
DESIGN CULTURE**



**EXPLOIT CURRENT
VISIONARY TECHNOLOGY
TO DELIVER
EXPERIENCES, AND
DELIVER THEM IN NEW
WAYS AT LOW COST**



**CREATE DEEP BUSINESS
IMPACT, THROUGH VERY
DELIBERATE CHANGE:
RE-THINKING,
RE-DESIGNING,
RE-OPERATING.**

SLOW DOWN...TO SPEED UP

**HAPPY
DISRUPTING!**

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