

# THE METASTORM

*A STORY OF DISRUPTION AND HOPE  
BEYOND DIGITAL TRANSFORMATION*





**ARE YOU  
READY?  
READY?!**



INTRO SLIDE  
WIE ZIJN WIE  
WIE ZIJN ZIJ



# WHO ARE WE?

A STRATEGY & INNOVATION BOUTIQUE  
WITH A FOCUS ON PROFOUND CHANGE





**GHENT**



**DUBAI**



**ROTTERDAM**



**BARCELONA**

WE ARE BUILDING A STRONG  
**EUROPEAN & MIDDLE-EAST PRESENCE**

SEE  
UNDERSTAND  
PLAN  
ENABLE  
RUN

# SUPERCCHANGE

MODEL



2. UNDERSTAND  
IMPACT

**RE  
THINK**



1. SEE  
CHANGE



3. PLAN  
FOR THE FUTURE

DIGITAL  
INDUSTRY

**CHANGE**

SOCIETY  
TRANSFORMA-  
TION



4. ENABLE  
YOUR ORGANISATION

**RE  
WIRE**



5. RUN  
YOUR CHANGE

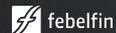
# SOME OF OUR CLIENT REFERENCES

leading organisations in their industries

## FINANCE & INSURANCE



Belfius



capital work

## (NON) FOOD RETAIL



makro



ICI PARIS XL



GAMMA



## BRANDS & FMCG



Ricola  
SEPHORA



## MEDIA & PUBLISHERS



Roularta  
Media Group



sanoma

## INDUSTRY COMPANIES



Aliaxis

AGC

Atlas Copco



## HEALTH & PHARMA



imshealth

## MOBILITY & TRANSPORT



THALYS

## PUBLIC & NON-PROFIT



bebat



azdelta



## SERVICES & UTILITIES

ENGIE

securex  
human capital matters

attentia

acerta

PARTENA

usg people

+ secretary plus

AGORIA

## TELCO & TECHNOLOGY



proxiimus

SAMSUNG

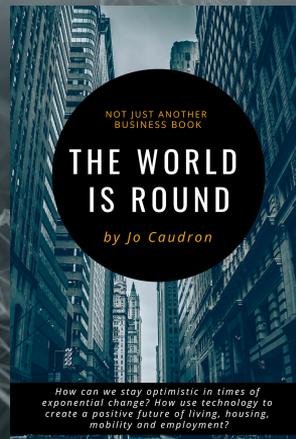
orange



SOLD IN +55  
COUNTRIES



2018



COMING IN  
2019

**INTERNATIONAL  
THOUGHT LEADERS**  
BEST-SELLING MANAGEMENT  
BOOKS

# Hi, I'm Jo

Co-CEO of Duval Union Consulting  
25 years of digital entrepreneurship with  
over 20 startups

Trying to help large organisations understand  
the future

Author, public speaker, dreamer, thinker

Family man and wannabe musician

Jo.Caudron@DuvalUnion.com

0032 475 43 80 98

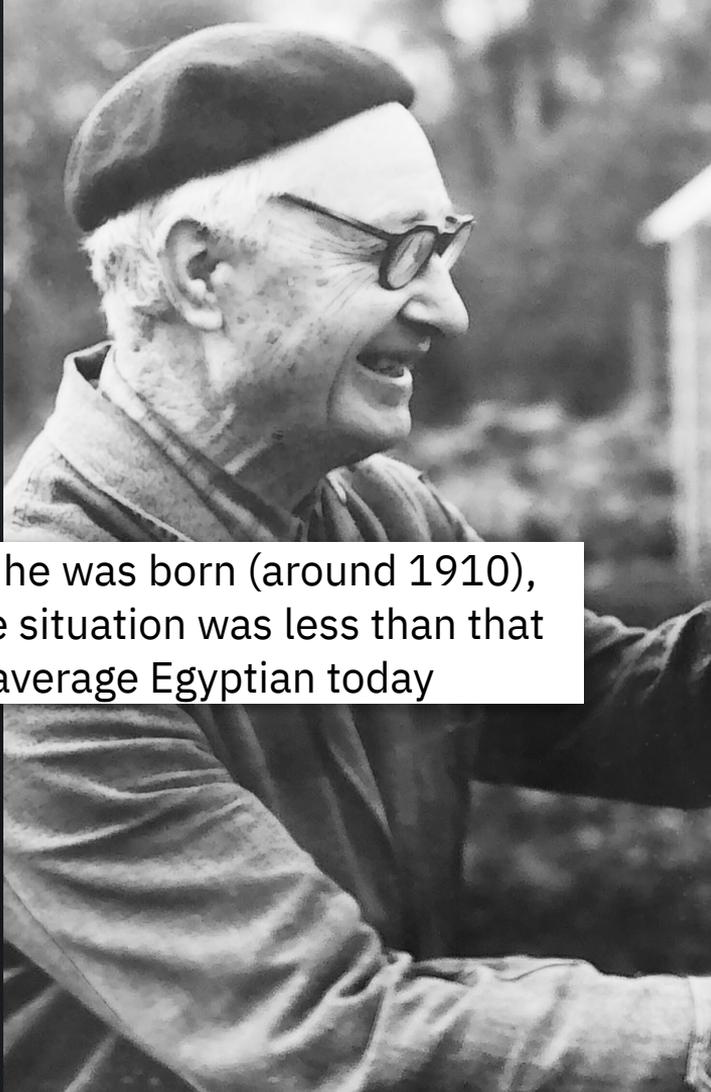


That's me :- ) in 1970

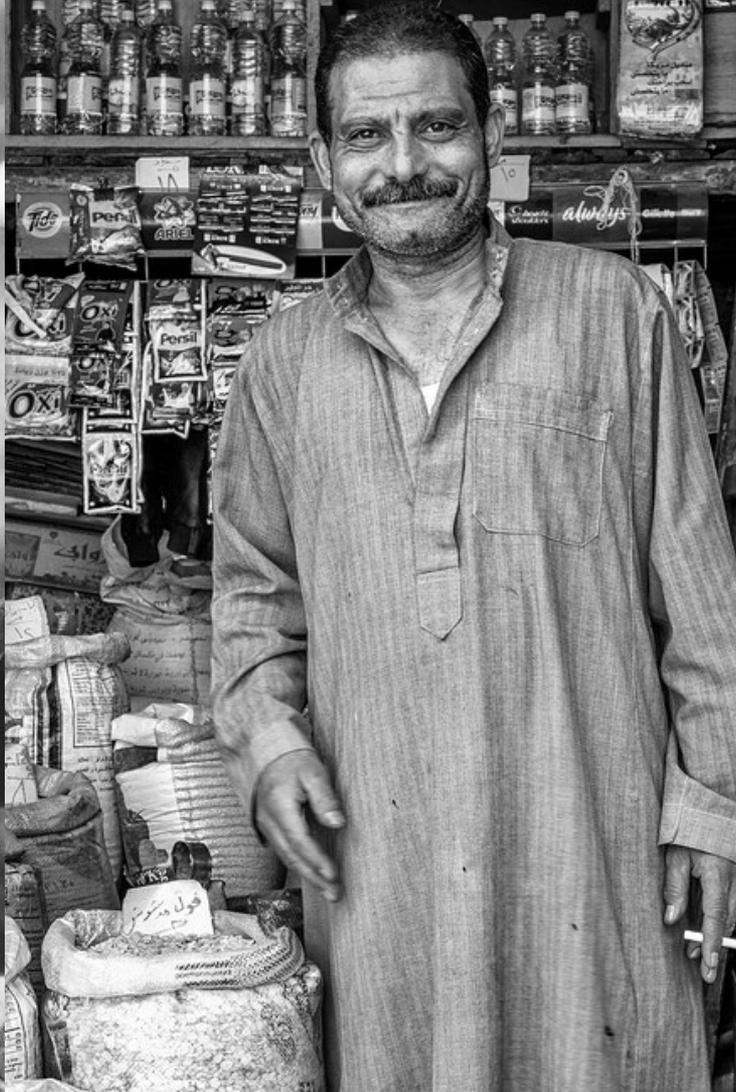
That's me :- ) in 1970

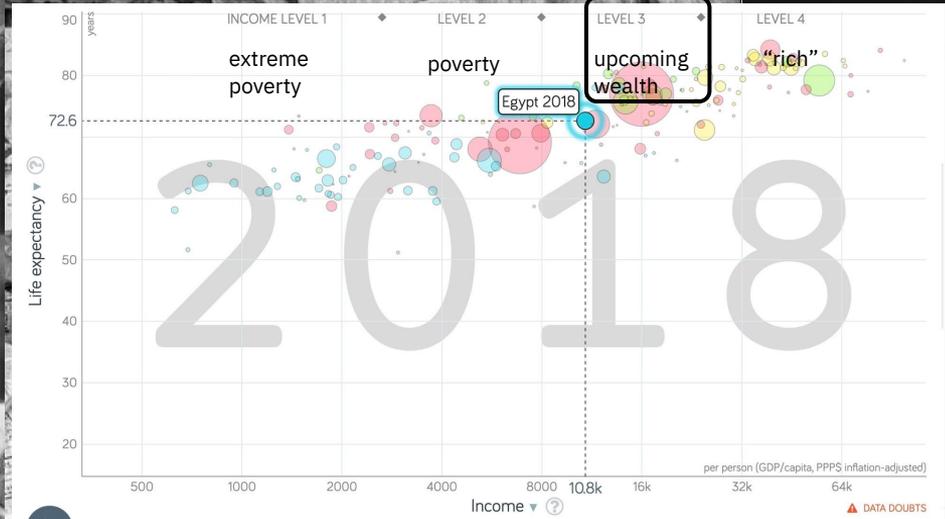
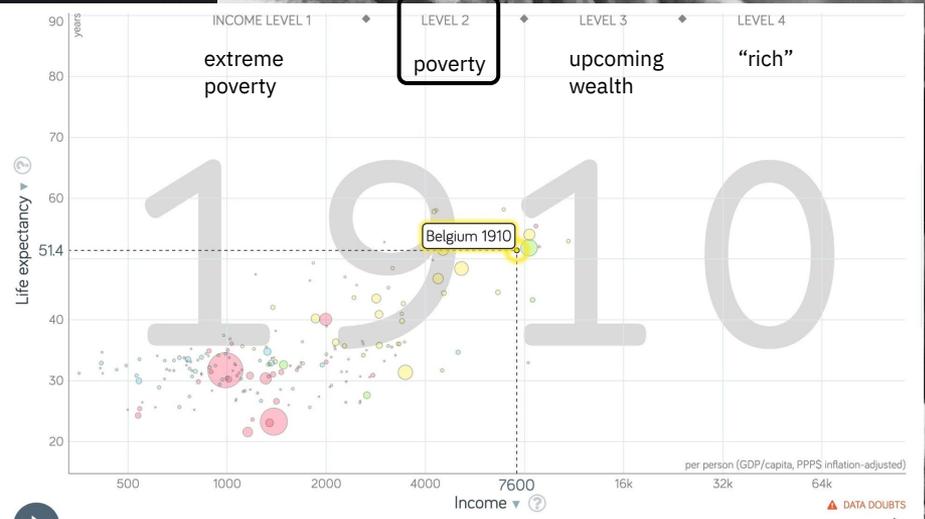
That's my grandfather, age 60





When he was born (around 1910),  
his life situation was less than that  
of an average Egyptian today





**THE WORLD IS BECOMING A BETTER PLACE.  
WE SHOULD JUST NOT STOP NOTICING IT...**



My great  
grandmother,  
aged 30



HEALTHCARE



EMPLOYMENT &  
SOCIAL SECURITY



EDUCATION



EQUAL RIGHTS

IN ONLY 75 YEARS,  
WE'VE COME A LONG WAY  
ARE WE WILLING  
TO GIVE IT UP?



MOBILITY



SAFETY



DEMOCRACY



POVERTY  
ERADICATION

# Going Beyond Digital Transformation

## A Short History Lesson...

WE ARE HERE



## Company Digitisation



Digital for internal innovation & optimisation, impacting marketing, communication, sales, channels, processes, ...

DIGITAL AS **ENABLER**

## Business Transformation



Digital creating new solutions, disrupting business models and the status quo in all markets.

DIGITAL AS **DISRUPTOR**

## Society Transformation



Our world is facing new challenges on different levels: future of work, living & housing, mobility, climate, longevity, health, migration, ...

DIGITAL AS A  
**DRIVER FOR SOLUTIONS**

WHERE ARE YOU?





**THE WORLD IS ANGRY**

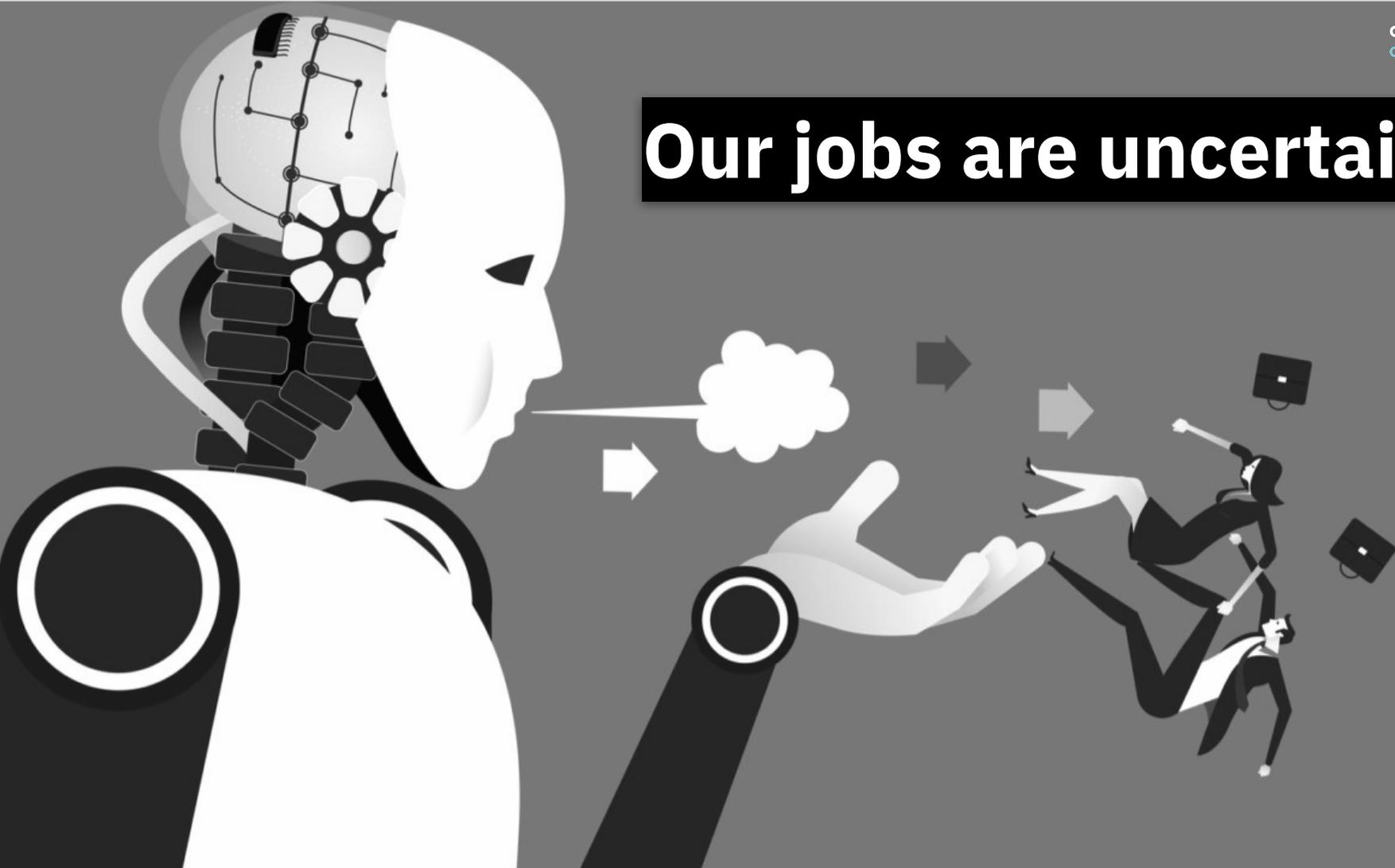
**The world is angry...**



**Because the world  
is afraid & uncertain**



# Our jobs are uncertain



**Our income  
is uncertain**





**Ageing, pensions,  
care, ... are uncertain**



**Mobility is a huge issue**



**Population growth  
is a major concern**

# Unliveable cities



# Climate Change



A black and white close-up portrait of Mark Zuckerberg, looking directly at the camera with a neutral expression. He is wearing a dark suit jacket over a white collared shirt. The background is blurred, showing other people in a crowd.

**New winner-takes-all power concentrations**

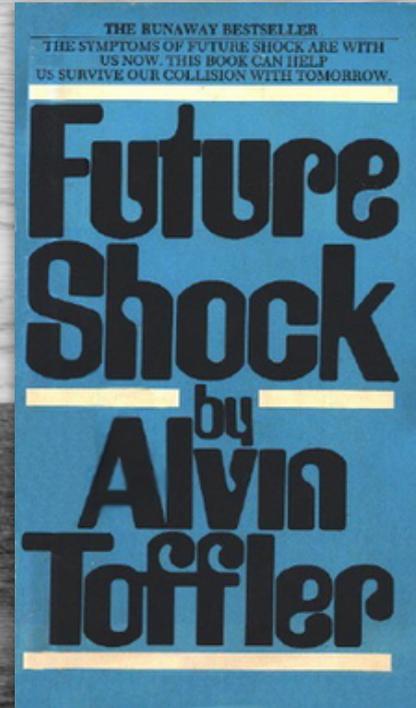
**First The Rest  
And Then The West**

SHANGHAI  
CHINA



# The Future Shock Is Happening Now!

The trauma that happens as a result of going through great changes in a short time - Alvin Toffler



# The world is losing faith. Why?

**Future-pessimism is threatening centuries of human progress**



# THE POWER OF PROGRESS

The **believe** in a better future for next generations has **pushed forward the progress** of the world, with less poverty and better education, life expectancy, health, equal rights, ... as a result.

Great discoveries of the last millennium



**20th century** ...

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**16th century** ...

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**14th century** ...

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**12th century** ...

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**11th century** ...

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**10th century** ...

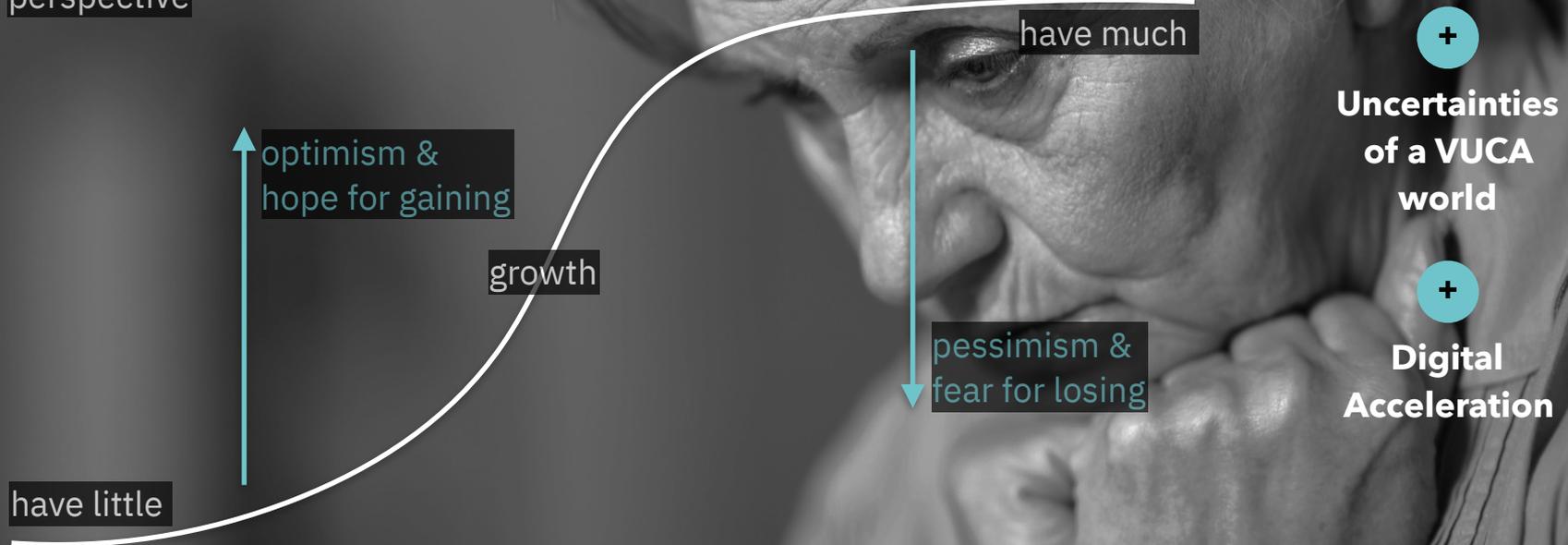
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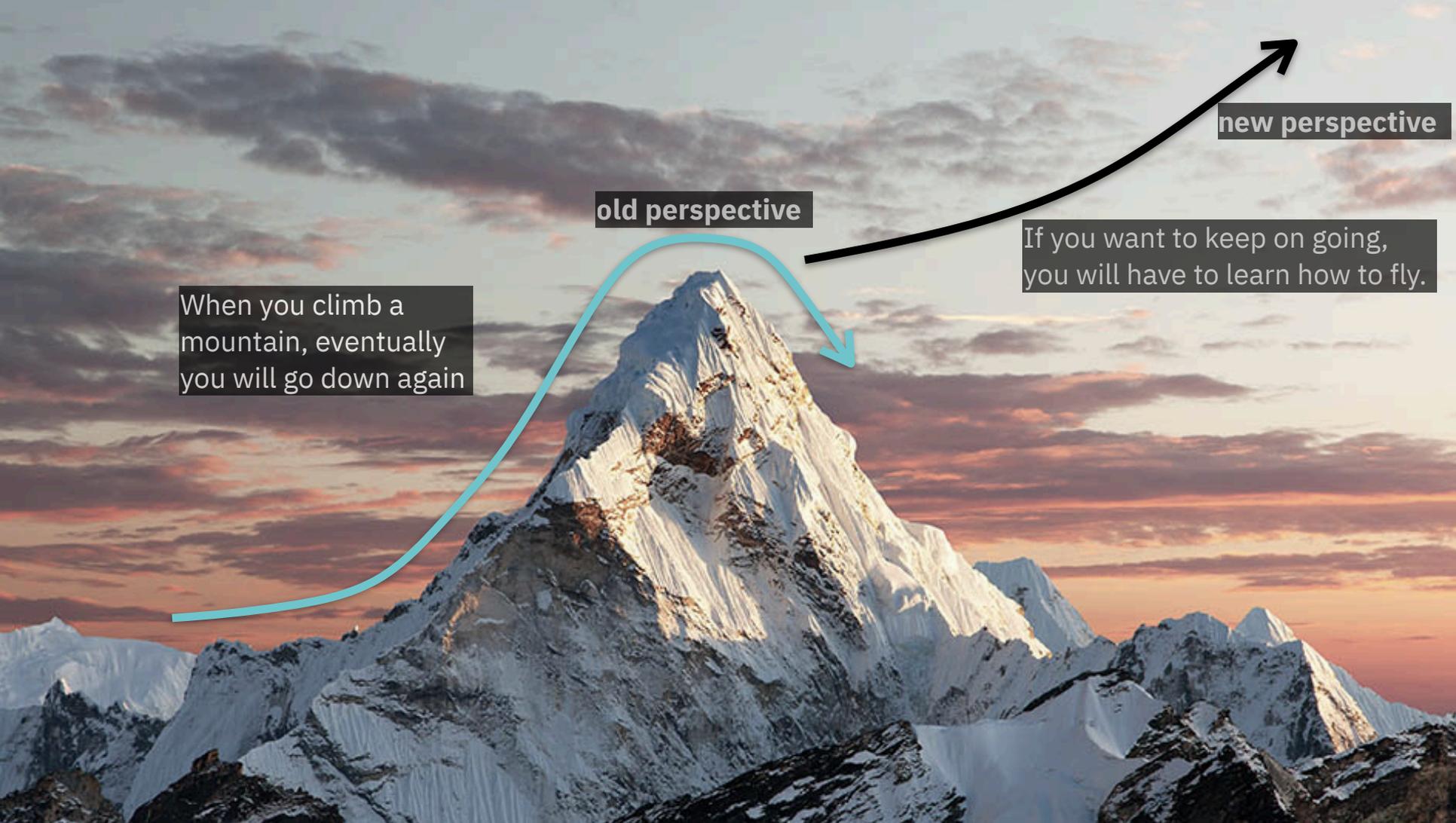
**YET TODAY,  
WE HAVE A GENERATION OF FEAR**



# YET TODAY, WE HAVE A GENERATION OF FEAR

perspective





When you climb a mountain, eventually you will go down again

old perspective

new perspective

If you want to keep on going, you will have to learn how to fly.

A silhouette of a person standing on a grassy hill, holding a large flag that is blowing in the wind. The background is a bright, cloudy sky with a sunburst effect. The person is facing left, and the flag is draped over their shoulder and extends towards the left side of the frame.

**Creating a new perspective  
and an optimistic world vision**



# Recognise the challenges we are facing

- Climate
- Future of work
- Housing
- World population increase
- Mega-cities
- Peaceful coexistence
- Mobility
- Globalisation
- "First the rest and then the West"
- Healthcare & longevity
- Income and purchasing power
- Migration

# Recognise what we have already realised



"It's still bad, but it's getting better"

*Hans Rosling*

Every day ...

305.000 new people have access to clean **water**

295.000 new people have access to **electricity**

620.000 new people have access to **internet**

average age

child survival rate

women rights

democracy

environmental protection

education

health

less (child) poverty

An aerial, black and white photograph of a large, swirling storm system over the ocean. The storm's eye is visible as a bright, circular center, surrounded by dense, spiraling clouds. The surrounding ocean surface shows intricate patterns of waves and currents, with some areas appearing darker and more turbulent. The overall scene conveys a sense of immense natural power and scale.

# Introducing the Metastorm

A force of **disruption**

With the **power to transform** society

In the beginning there was your **corporate mothership**

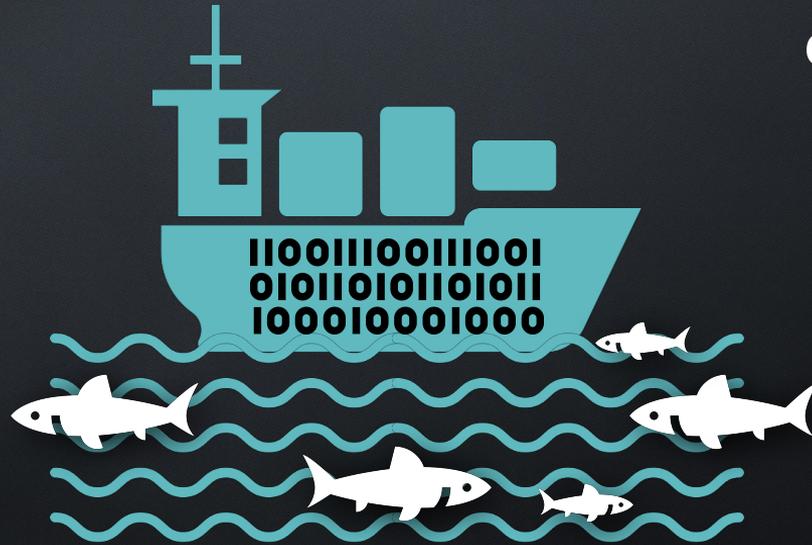


In the beginning there was your **corporate mothership**



And you **digitised**  
it to make it more  
efficient  
and all modern  
and stuff





And then you were  
attacked by the  
**digital disruption  
sharks**

So you probably  
built a **digital  
transformation  
plan**, with  
speedboats and  
all...





And it was your  
own **Industry**  
**Perfect Storm**

But as it happens, there are more perfect storms

**THE FUTURE OF WORK**

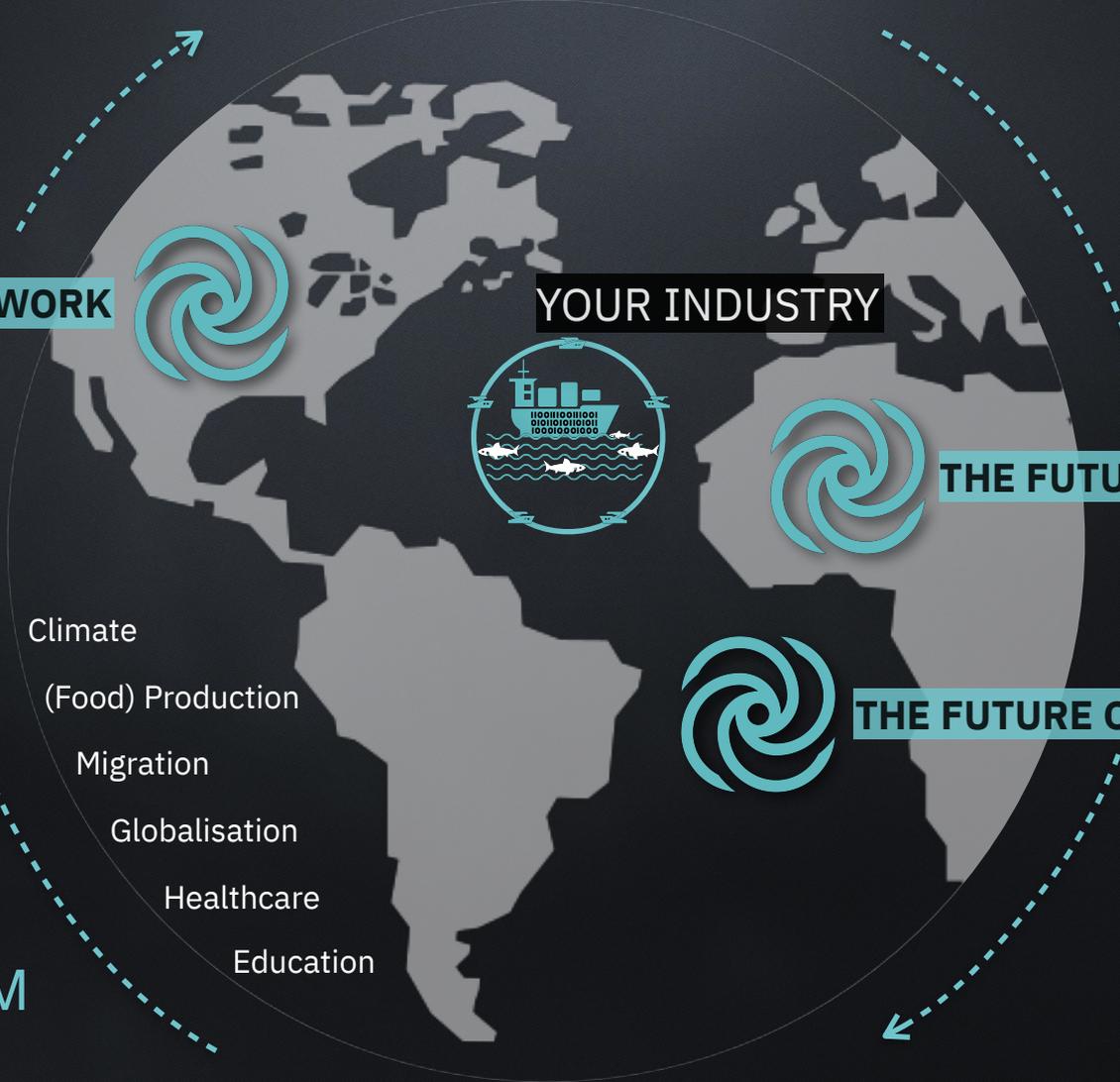
**YOUR INDUSTRY**

**THE FUTURE OF LIVING**

**THE FUTURE OF MOBILITY**

Climate  
(Food) Production  
Migration  
Globalisation  
Healthcare  
Education

**THE METASTORM**



mashroom.6

TRENDS AND CHALLENGES FOR  
**WORK**



# Work - the challenges

Production jobs  
move and are  
automated



# Work - the challenges



Production jobs  
move and are  
automated

AI is taking  
over  
knowledge jobs

# Work - the challenges



Production jobs  
move and are  
automated

AI is taking  
over  
knowledge jobs

New way of  
working,  
flexjobs & the  
gig economy

# Work - the challenges



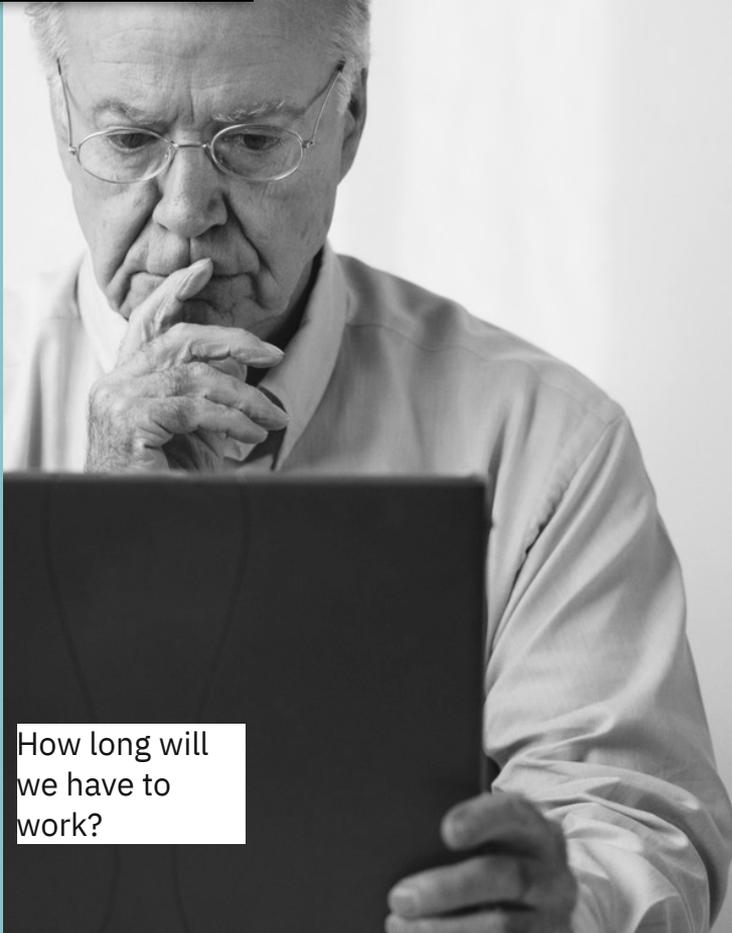
Production jobs  
move and are  
automated



AI is taking  
over  
knowledge jobs



New way of  
working,  
flexjobs & the  
gig economy



How long will  
we have to  
work?

# Work - the challenges



Production jobs move and are automated



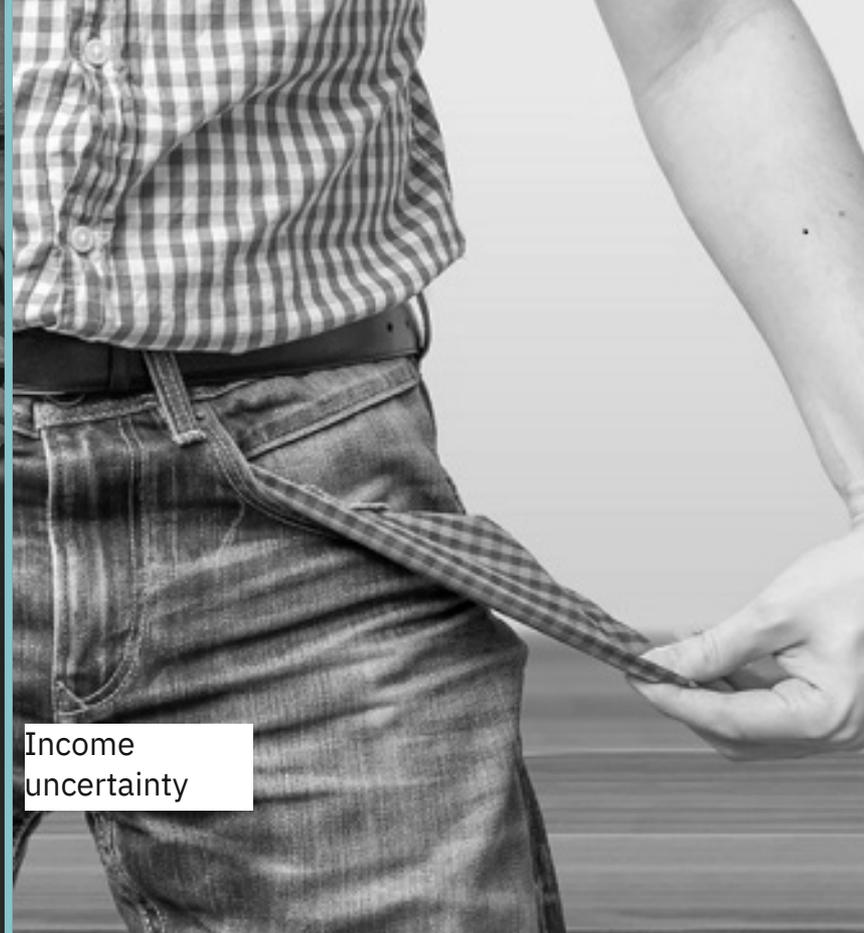
AI is taking over knowledge jobs



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How long will we have to work?

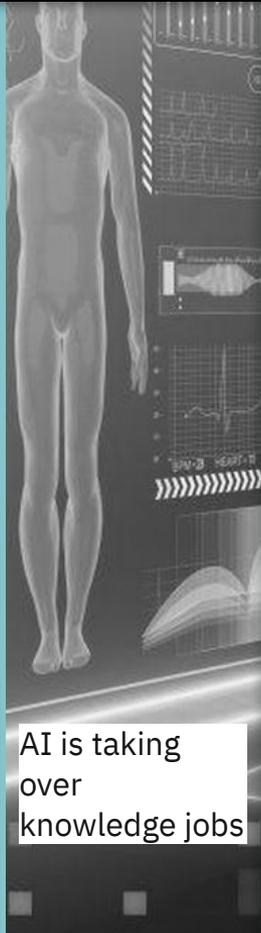


Income uncertainty

# Work - the challenges



Production jobs move and are automated



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New way of working, flexjobs & the gig economy



How long will we have to work?



Income uncertainty



What will the new jobs be, when will they come?

# Work - the challenges



Production jobs move and are automated



AI is taking over knowledge jobs



New way of working, flexjobs & the gig economy



How long will we have to work?



Income uncertainty



What will the new jobs be, when will they come?



Is our educational system ready?

# TRENDS AND CHALLENGES FOR LIVING & HOUSING



# Living & housing - the challenges

Linear living  
and urban  
sprawl



# Living & housing - the challenges



Linear living  
and urban  
sprawl

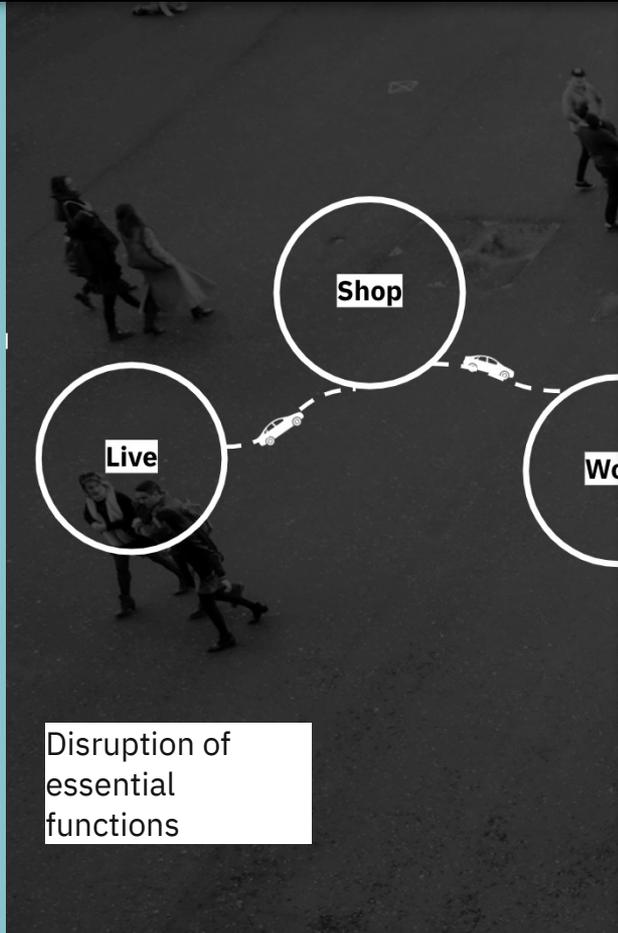


Disruption of  
essential  
functions

# Living & housing - the challenges



Linear living  
and urban  
sprawl



Disruption of  
essential  
functions



impact on  
health, society  
and planet



TRENDS AND CHALLENGES FOR

# MOBILITY

# Mobility - the challenges



**SAFETY:**  
1.3mio casualties  
per year, cost is  
500 billion

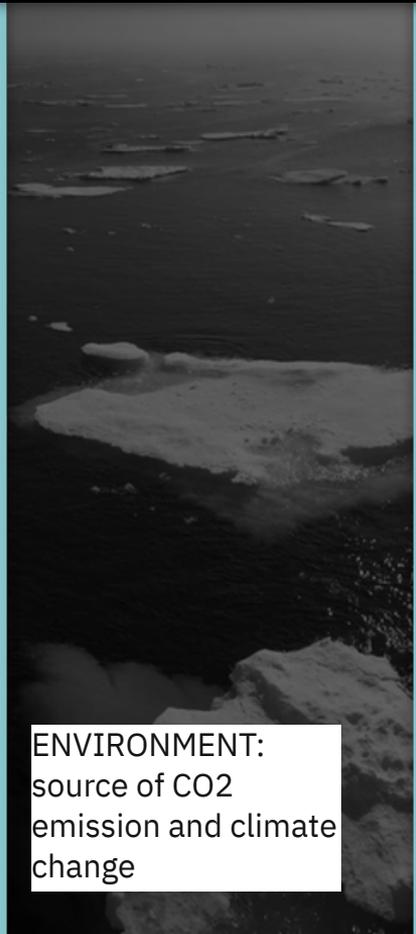
# Mobility - the challenges



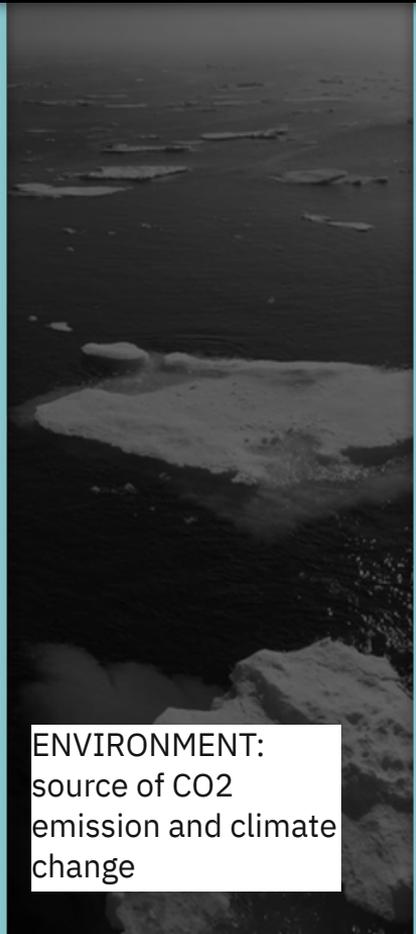
**SAFETY:**  
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**ENVIRONMENT:**  
source of CO2  
emission and climate  
change

# Mobility - the challenges



**SAFETY:**  
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500 billion



**ENVIRONMENT:**  
source of CO2  
emission and climate  
change



**PERSONAL IMPACT:**  
on average we spend  
5 years waiting in  
queues and lines

# Mobility - the challenges



**SAFETY:**  
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change



**PERSONAL IMPACT:**  
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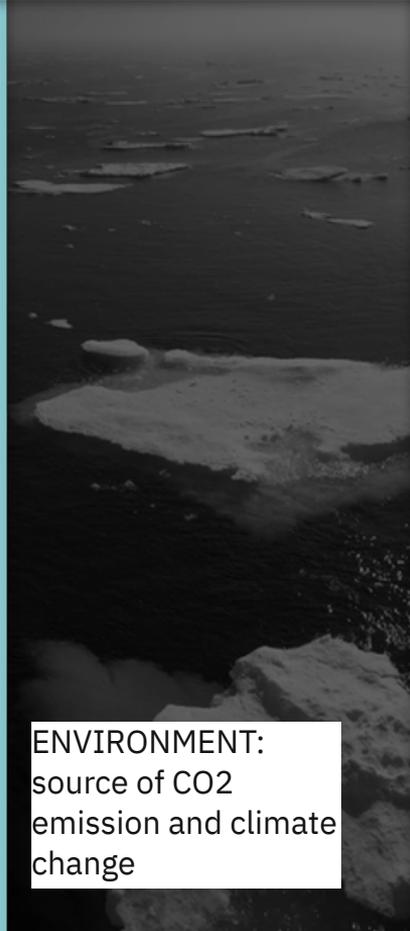


**INEFFICIENT:**  
our cars are unused  
for 90% of the time

# Mobility - the challenges



**SAFETY:**  
1.3mio casualties  
per year, cost is  
500 billion



**ENVIRONMENT:**  
source of CO2  
emission and climate  
change



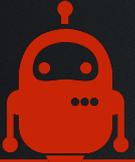
**PERSONAL IMPACT:**  
on average we spend  
5 years waiting in  
queues and lines



**INEFFICIENT:**  
our cars are unused  
for 90% of the time



**EXPENSIVE:**  
cars are the 2nd  
biggest component  
of family budget



**Machines took  
my job**



**Over-  
Population**



**Alone &  
Unhappy**



**Declining  
Income**

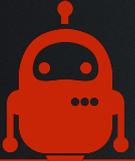


**Mobility  
Sucks**



**Climate &  
Environment**

FROM **PESSIMISME**



**Machines took  
my job**



**Over-  
Population**



**Alone &  
Unhappy**



**Declining  
Income**



**Mobility  
Sucks**



**Climate &  
Environment**

FROM **PESSIMISME** TO **OPTIMISME**



**Work  
Reinvented**



**Living  
Reinvented**



**Connected &  
Happy**



**Rebalanced  
Income**



**Mobility  
Solved**



**Climate  
(WIP)**

# A scenario for an optimistic future

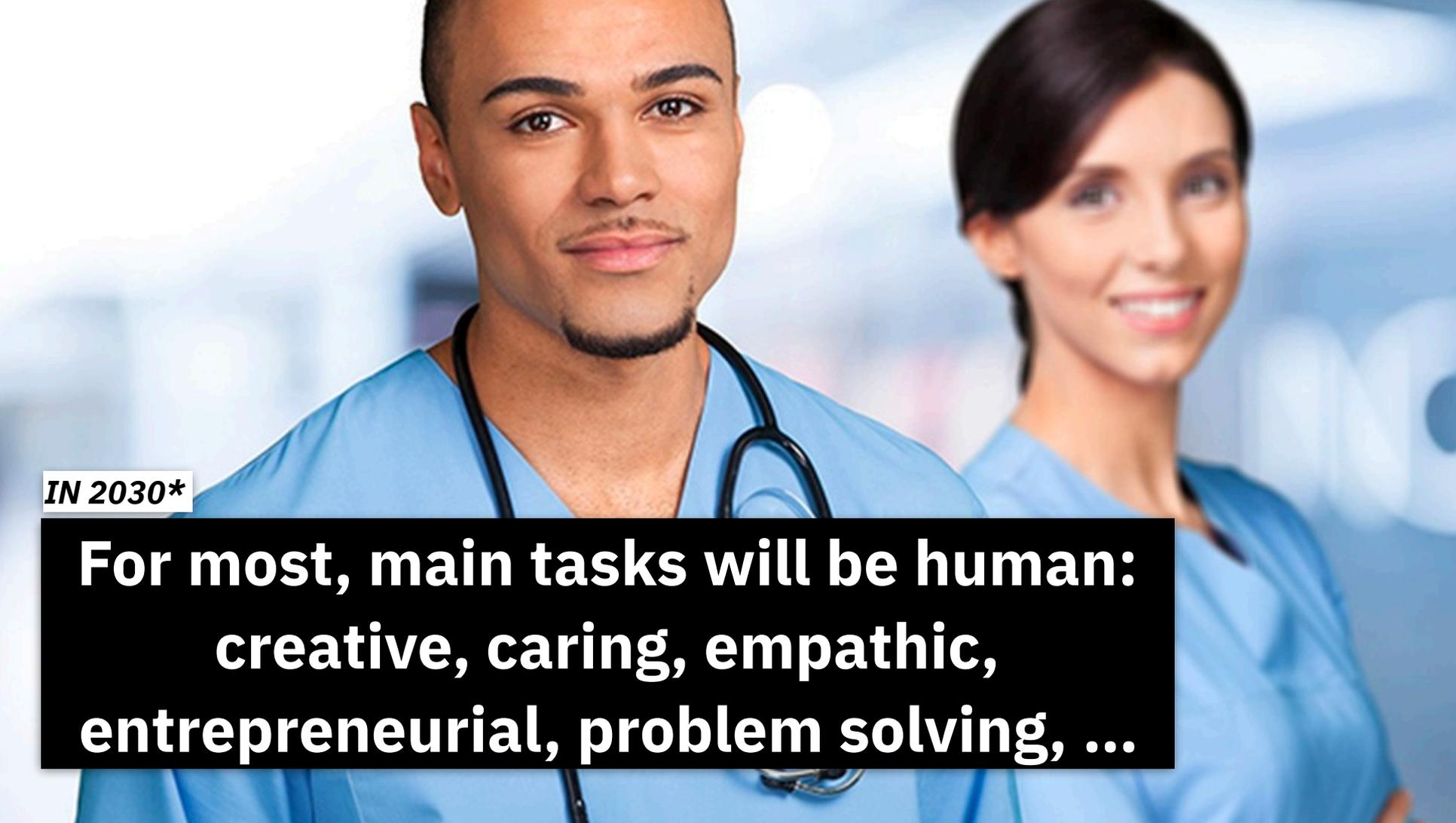
**IN 2030\***

*\*nothing what follows is  
true, but it could be...*



*IN 2030\**

**Machines will have taken  
over many tasks and jobs**



**IN 2030\***

**For most, main tasks will be human:  
creative, caring, empathic,  
entrepreneurial, problem solving, ...**

***IN 2030\****

**New jobs  
are created  
in high-tech**





**IN 2030\***

**New jobs are  
created by the  
return of local  
manufacturing**



**IN 2030\***

**New jobs are  
created by the  
return of local,  
high-tech farming**

**IN 2030\***

**New jobs are  
created by  
the return of  
local energy  
production &  
storage**





**We will work  
less & with more  
flexibility**

**IN 2030\***



**IN 2030\***

**We will reclaim personal and  
community care functions**



**IN 2030\***

**We will work  
where we live  
“Job Mobility”**



*Holmene - Copenhagen  
a prototype Urban Village*

**IN 2030\***

# **Circular living in Urban Villages**

live / work / education /  
leisure / shops / ...





**IN 2030\***

# Circular living in Urban Villages

live / work / education /  
leisure / shops / ...

*Nieuw Zuid Antwerp  
a prototype Urban Village*

# URBAN VILLAGES ARE HYBRID

## Glued together with facilities & services

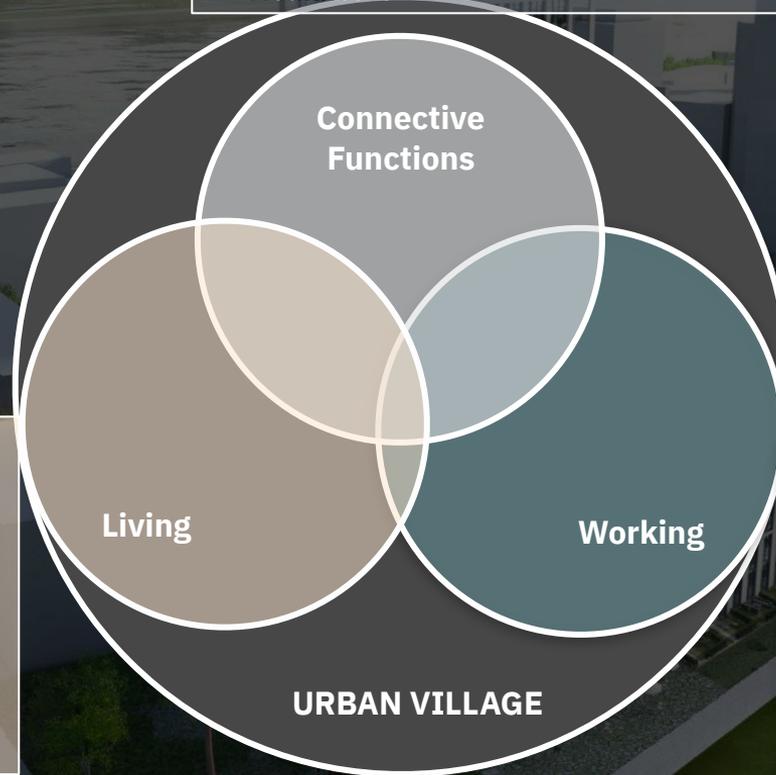
- Shops, supermarkets, ...
- Education, schools, daycare, sports, ...
- Restaurants, cafés, ...
- Entertainment (cinema, theatre, ...)
- Healthcare

## Shared Infrastructure

- Gardens, outdoor space
- Laundry
- Playgrounds
- Ecommerce pick-up
- Logistics hub
- “Townhall”
- Mobility

## Living formats should be hybrid

- Students
- Couples
- (Starting) families
- “It’s complicated” families
- service flats
- Social housing
- Co-housing
- ...



## Work formats should be hybrid

- Start-ups
- Small & medium companies (architects, lawyers, ...)
- Decentralized corporates
- High-tech hubs
- Maker Labs
- Tech & Domo Maintenance
- ...



# Tech-driven Solution Economy Will Flourish

e-commerce / home delivery

**IN 2030\***

# Tech-driven Solution Economy Will Flourish

car-sharing / ...

**IN 2030\***



# Marriott is launching a home-sharing product in the US

Megan Rose Dickey @meganrosedickey / 19 hours ago

Comment



## Living-as-a-service

all-in subscriptions / cheaper

**IN 2030\***



welive

operations. They provide ultimate flexibility and financial security to their members.

In Switzerland, rents in cooperative and social housing average around 20% less than market rates.



5.1%

Percent of total Swiss housing stock that is cooperatives

Percent of all cooperatives based in cities

63%



Cooperatives are held to the Swiss principles of Sustainable Development

Cooperative houses can range in size from a few units to upwards of 5,000 and by virtue of their size, can even create a neighborhood feel

**Living-as-a-service**  
cooperative living / cheaper  
**IN 2030\***



# Reconnecting to the hybrid community

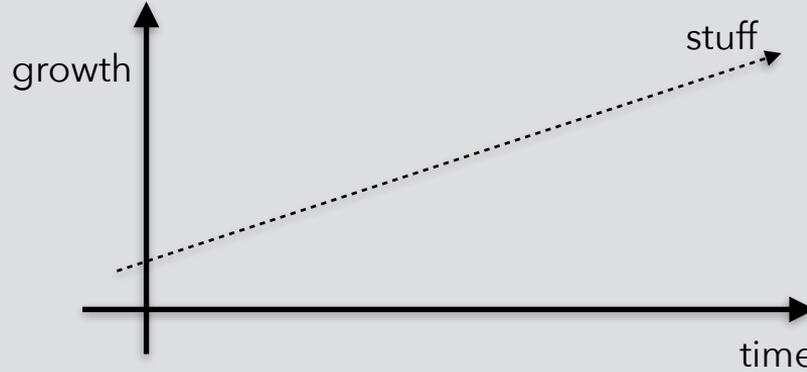
IN 2030\*

Campo S. Giacomo dell'Orio



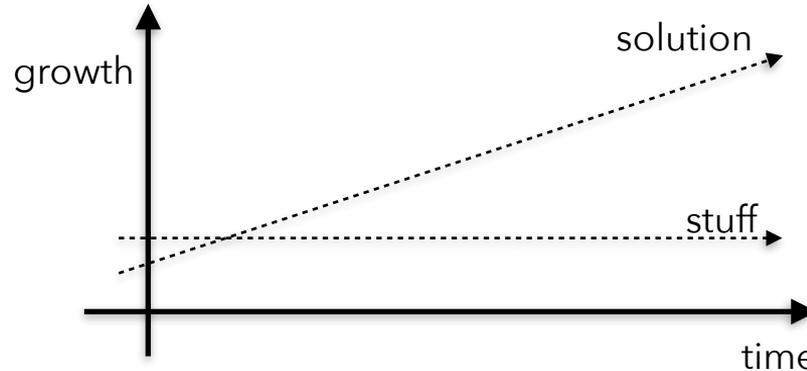
IN 2030\*

We will  
embrace  
the  
“Peak Stuff  
Economy”



KPI for value : convincing customers to **replace stuff** as much as possible.

*Stuff is B2C*



KPI for value: providing relevant **solutions**, and stretching the investment in stuff, **using it as long** as we can.

*Stuff becomes B2B*

Buy now! Latest



2 + 1 Free!



Buy KWh



IN 2030\*

We will  
embrace  
the  
“Peak Stuff  
Economy”



Tesla unveils 'Robotaxi' plan for self-driving ride-sharing network next year

Fred Lambert - Apr. 22nd 2019 5:46 pm ET @FredLambert TESLA TESLA NETWORK



**IN 2030\***

**We don't "take our  
country back"**



Oudegem Oude Baan

**IN 2030\***

**We will take “our country  
forward”**



**The return of Glocal**

Live Local - Be Global





**We will have co-  
working spaces for  
the boring**

**IN 2030\***



**IN 2030\***

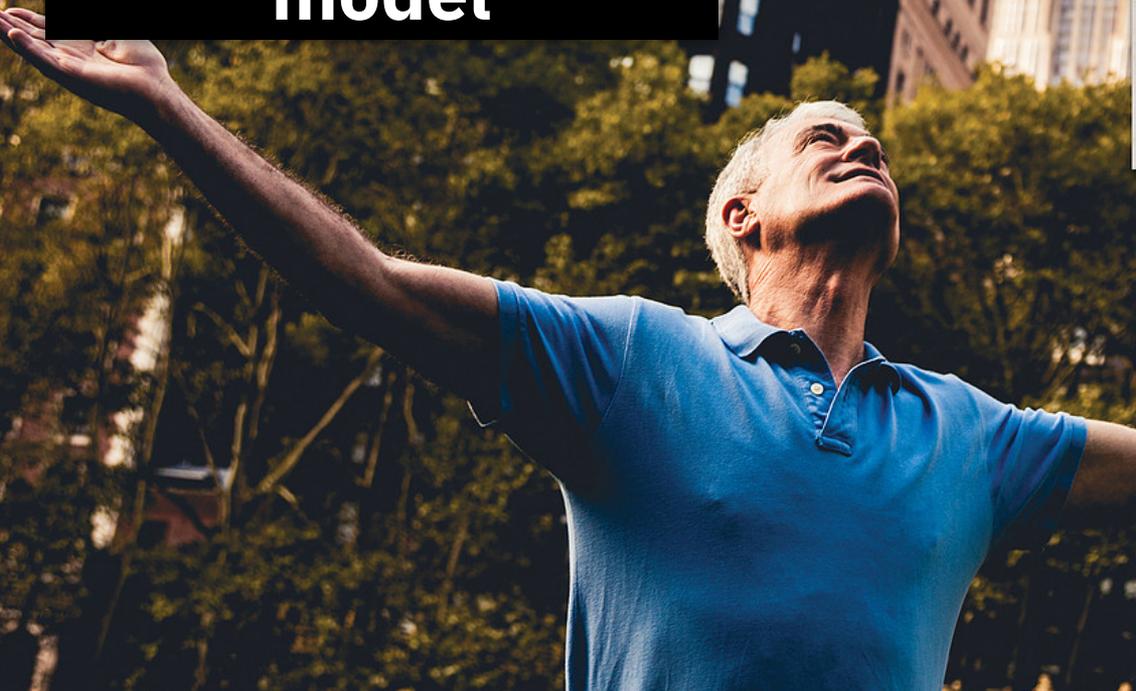
**Remote education will be the new normal**

**Decentralized  
health-as-a-  
service is the  
model**

**IN 2030\***



**I LIVED  
HERE ALL MY LIFE.  
WHY STOP NOW?**



**Decentralized  
health-as-a-  
service is the  
model**

**IN 2030\***





**IN 2030\***

# Tech as an enabler for cars of the future

Connected - Autonomous - Shared - Electrified

**But the real change  
will come from moving  
less & differently**

**IN 2030\***



**An evolution that is  
on-going and where  
cities take the lead**

**TODAY!**



**Madrid  
Central**

**Madrid  
Central**

**IN 2030\***

# **MOBILITY IN (CURRENT) CITIES AND (FUTURE) URBAN VILLAGES SHOULD BE...**

Walkable,

Embrace micro mobility,

Use shared fleet of autonomous vehicles  
on-demand in predetermined zones,

Evolve from MAAS 1.0. to MAAS 2.0.



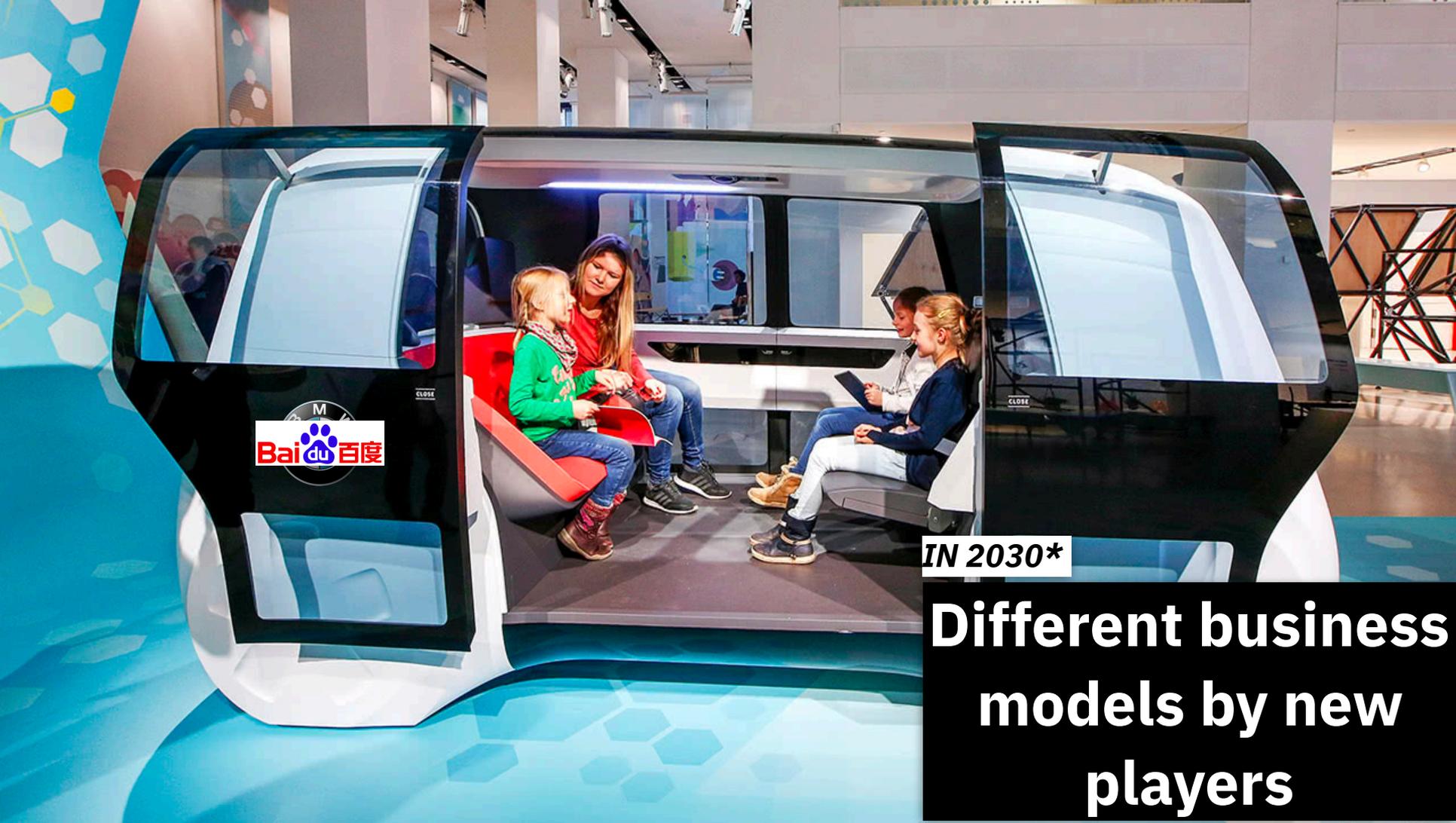
A young man in a grey hoodie and an elderly woman in a red top and glasses are shown from the chest up. The man is on the left, looking slightly to the right with a neutral expression. The woman is on the right, looking slightly to the left with a neutral expression. The background is a plain, light-colored wall.

*he doesn't*

*she doesn't*

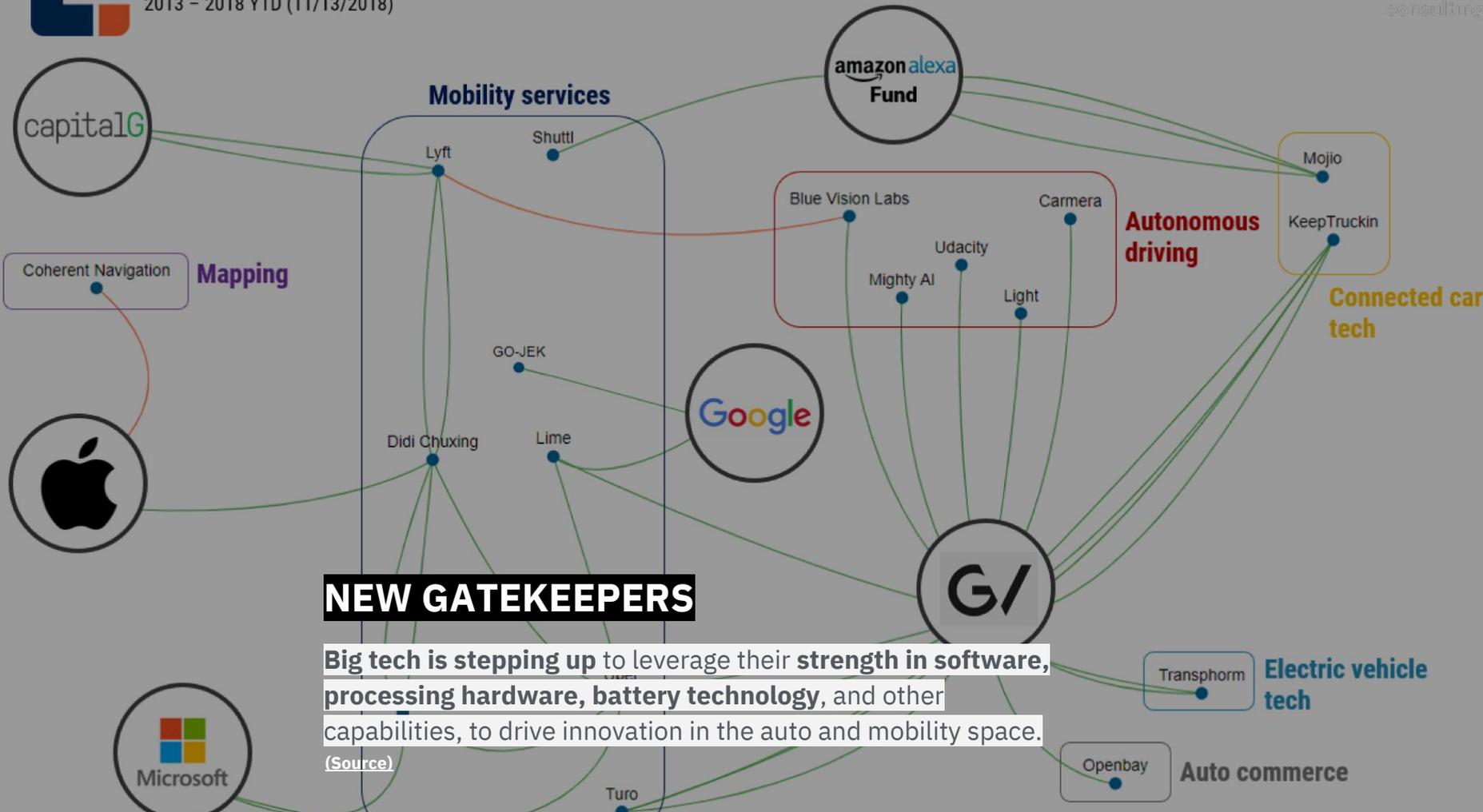
## **New generations, new needs**

*"The people will always  
want their cars"*



IN 2030\*

**Different business  
models by new  
players**



## NEW GATEKEEPERS

**Big tech is stepping up** to leverage their **strength in software, processing hardware, battery technology,** and other capabilities, to drive innovation in the auto and mobility space.

(Source)

# THE OLD WAY

Carmakers used to be **on the top of the pyramid**, able to squeeze the margins of their suppliers by playing them off against each other and thereby cut the costs of vehicles.

The carmaker also gets to **put its badge on the vehicle**, even though **most of what it does is assemble pieces** supplied to it through its supply chain.

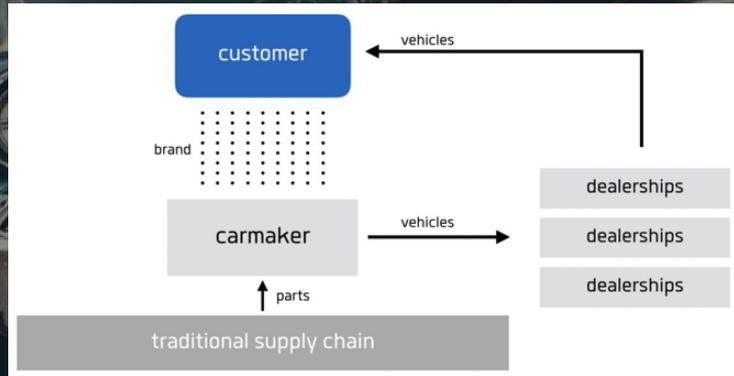
Carmakers are good at **3 things**:

1/ spending heavily on **vehicle R&D** to differentiate themselves

2/ spending a lot on advertising and **growing a brand**

3/ Selling the vehicles through a **dealership network** without having to deal directly with the end customer.

(Source)



# TESLA PAVED THE WAY

Tesla has **vertically integrated** key components, most notably batteries built in its Gigafactory, while focusing on electric vehicle innovation, a technology that most carmakers ignored.

Tesla has also **used digitization** in order to build a **direct relationship** with its customers – not only can its customers **use the internet to buy** a vehicle or request maintenance, but **over-the-air software updates** have allowed Tesla to offer **new services** over the lifetime of the vehicle. (Source)

Other players are **following the D2C model**.

Volkswagen to overhaul dealer sales model in 2020

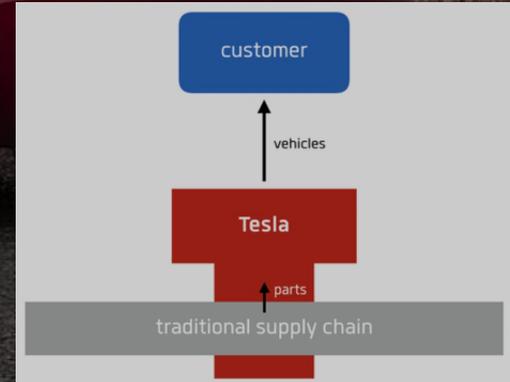
VW will refresh its sales network with new online sales channel ahead of ID brand launch

Peugeot & Citroen are now selling Cars online - PSA's Step into Digital Transformation

Lynk & Co plans online retail, subscription model

April 2, 2018

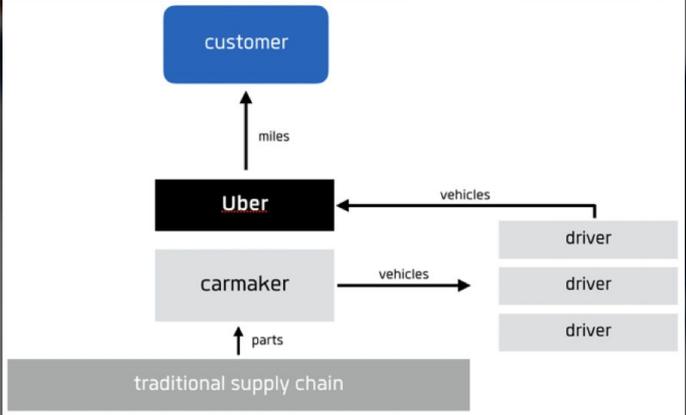
Volvo's Polestar Electric Cars Will Be Sold Online

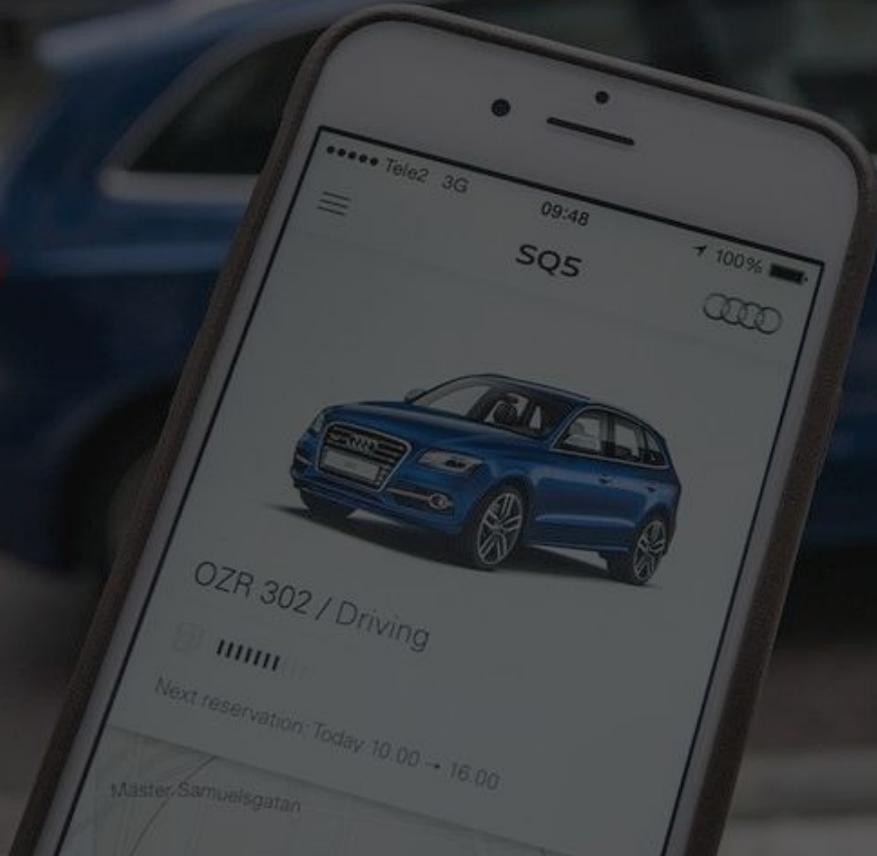


## UBER & CO

Companies like Uber are modularizing trips. This has **allowed Uber to insert itself above carmakers** and become the brand that consumers interact with.

**Uber aggregates various vehicle brands** under its platform, weakening their value by replacing itself as the consumer-facing brand. [\(Source\)](#)





## FROM OWNERSHIP TO ACCESS

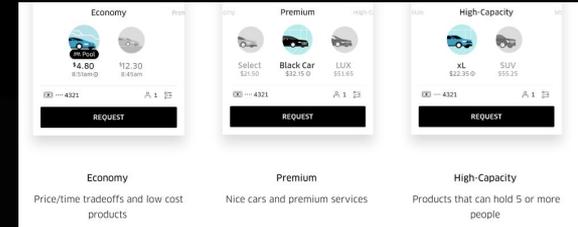
A seamless MAAS 2.0 solution, shared autonomous fleets and adjusted infrastructure will make owning a car redundant in most cases. We will no longer pay for a car. Instead we will pay for mobility.

# WE WILL CHOOSE TIERS ABOVE BRANDS

Leading mobility-as-a-service providers will manage big fleets, providing different functional formulas and “classes”.

Making car brands redundant. We will rather choose a vehicle of our choice in function of distance, number of persons, leisure, pets...

Do you ever ask yourself which brand of airplane manufacturer you're on?



# A NEW MOBILITY ARCHITECTURE WILL ARISE

Where will **you** play ?

## Mobility Operating system

Platform standards, safety, data, public infrastructure, interoperability, mobility roaming, IoT...



## Mobility Solution Platform

Providers commercialising mobility solutions. They own the customer relationship.



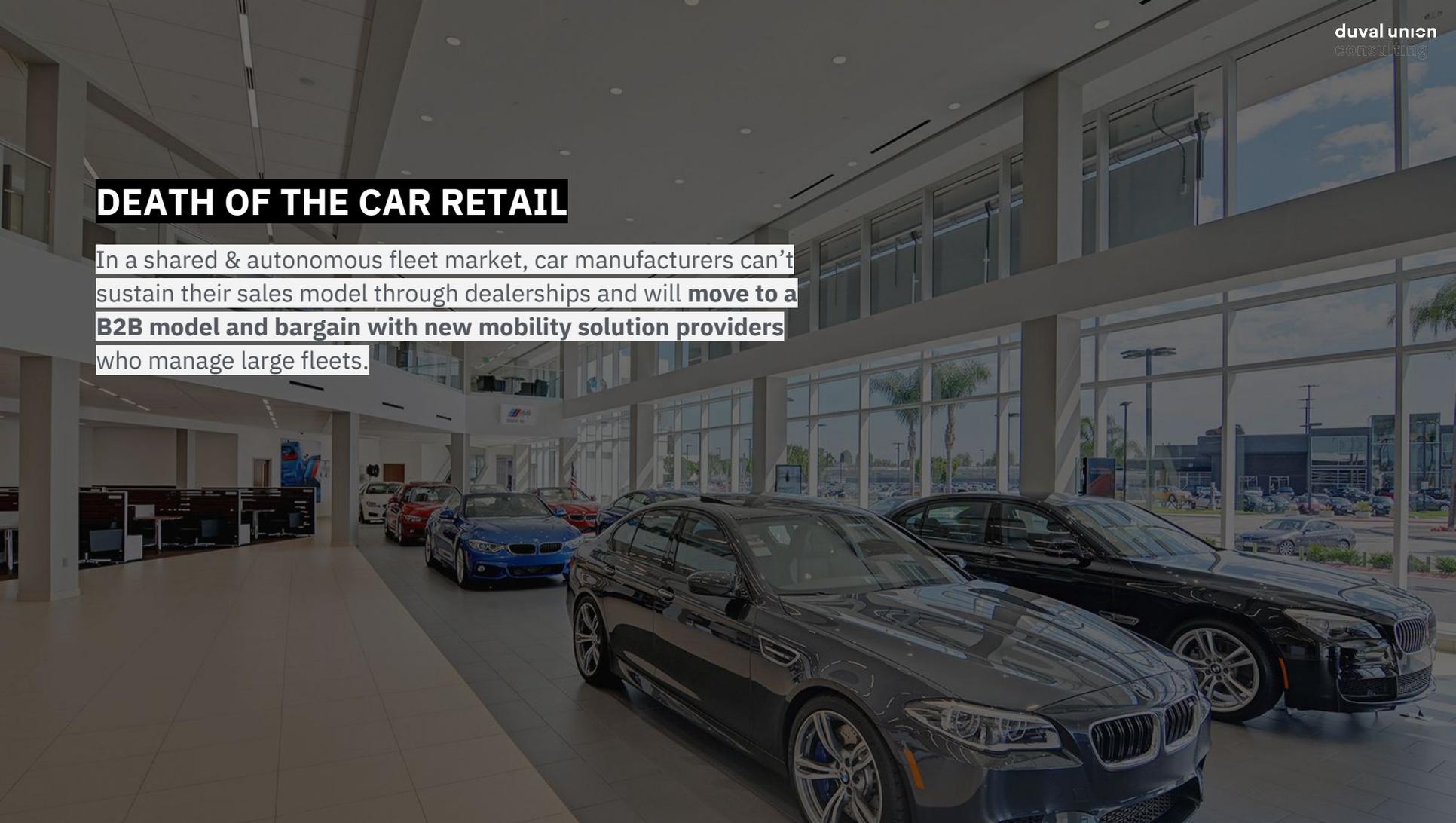
## Mobility Hardware

The actual vehicles, driving from A to B, as part of one or more MSP's.



## DEATH OF THE CAR RETAIL

In a shared & autonomous fleet market, car manufacturers can't sustain their sales model through dealerships and will **move to a B2B model and bargain with new mobility solution providers** who manage large fleets.

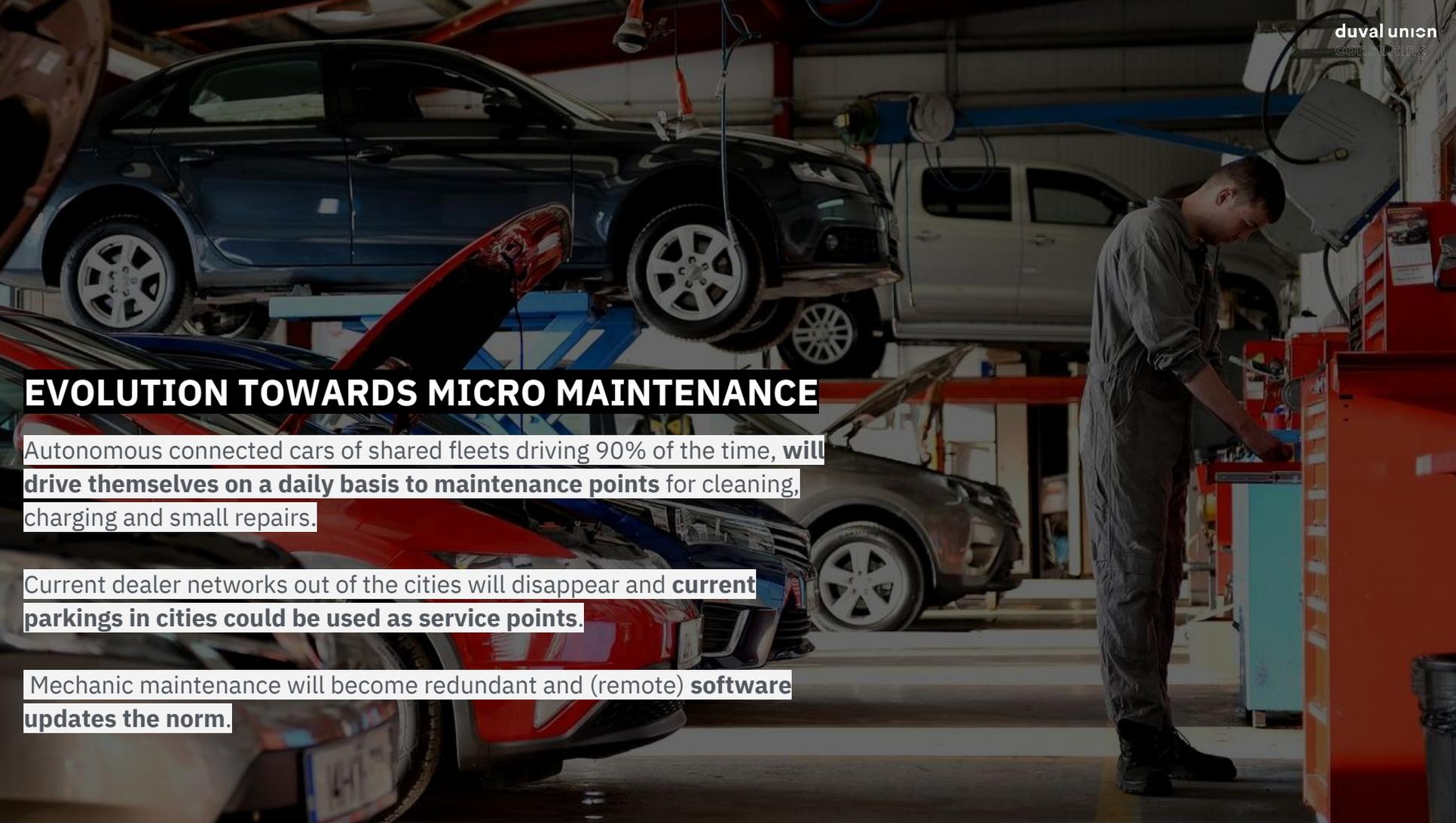


## EVOLUTION TOWARDS MICRO MAINTENANCE

Autonomous connected cars of shared fleets driving 90% of the time, **will drive themselves on a daily basis to maintenance points** for cleaning, charging and small repairs.

Current dealer networks out of the cities will disappear and **current parkings in cities could be used as service points.**

Mechanic maintenance will become redundant and (remote) **software updates the norm.**



# LEVEL 5 IS DEAD

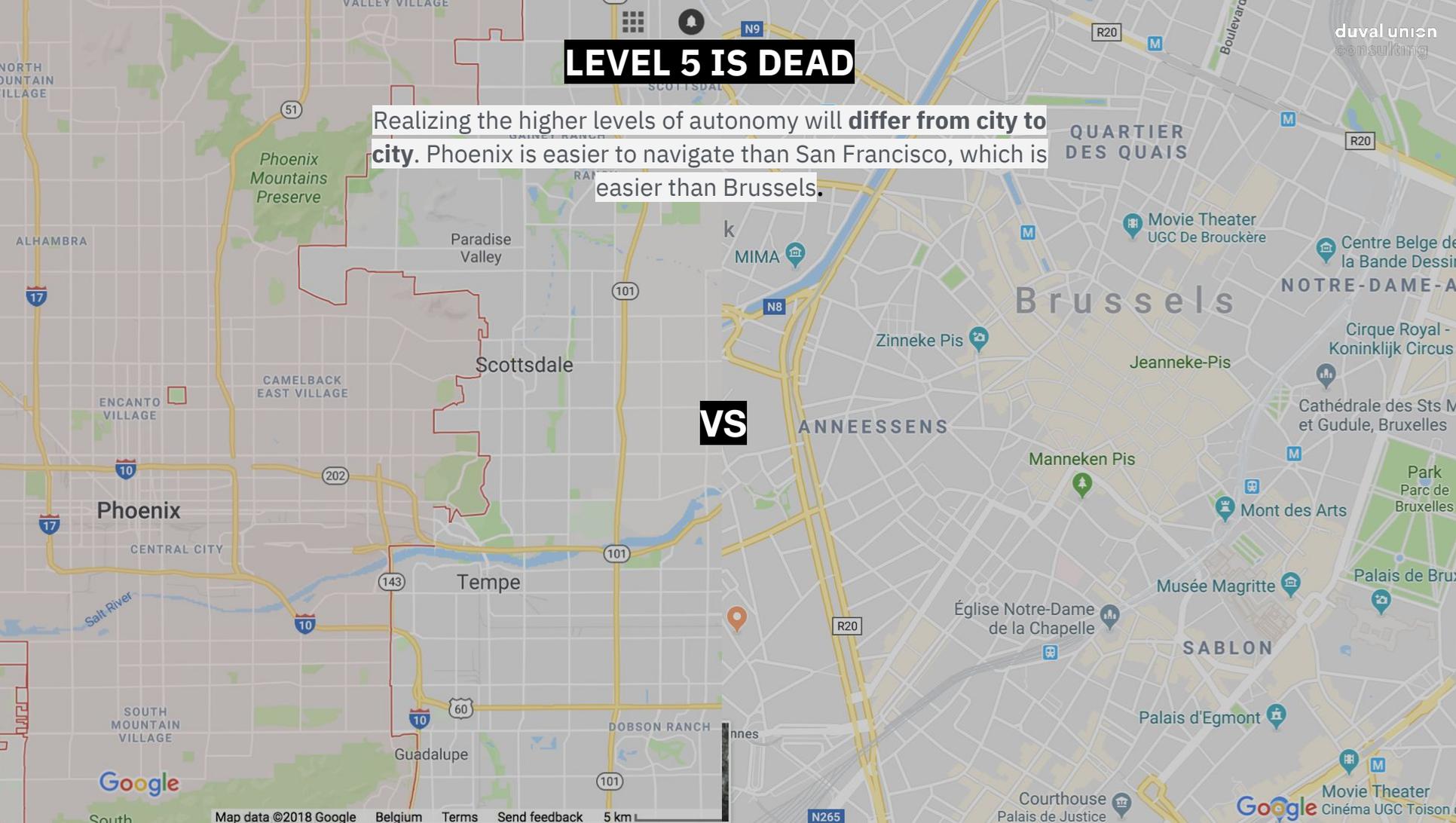
But will we **ever be able**  
to reach **level 5** autonomy?  
And if not, does it matter?

← driver						automated vehicle →
0	1	2	3	4	5	
 <p>The driver constantly performs all aspects of the dynamic driving task. No systems intervene – only those that warn the driver.</p>	 <p>The system can take over <b>either</b> steering <b>or</b> acceleration / deceleration. The driver must continuously carry out the other.</p>	 <p>The system takes over <b>both</b> steering <b>and</b> acceleration / deceleration in a defined use case.</p>	 <p>The system takes over both steering and acceleration / deceleration in a defined use case. It is capable of recognizing its limits and notifying the driver.</p>	 <p>The driver can hand over <b>the entire driving task</b> to the system in a defined use case.</p>	 <p>The system can take over the entire dynamic driving task <b>in all use cases.</b></p>	
 <p>The driver must constantly monitor the drive.</p>	 <p>The driver must constantly monitor the drive. He must be ready to resume full control immediately.</p>	 <p>The driver must constantly monitor the drive. He must be ready to resume control immediately.</p>	 <p>The driver does not need to monitor the drive, but be ready to resume control within a given time frame if the system so requests.</p>	 <p>The driver would not be required at all during these cases – neither for monitoring, nor as backup.</p>	 <p>The driver is no longer required at all.</p>	

# LEVEL 5 IS DEAD

Realizing the higher levels of autonomy will **differ from city to city**. Phoenix is easier to navigate than San Francisco, which is easier than Brussels.

VS



# LEVEL 5 IS DEAD

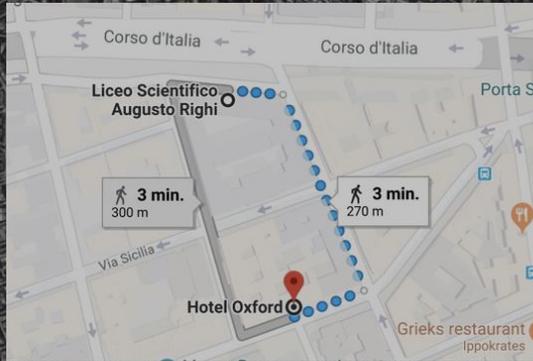
But do we really need Level 5 to make autonomous vehicles work? What if they would follow the logic of public transportation? What if **Automated Vehicles would only need to use 10% of the streets**. Would that be **feasible**?

**Even in the most difficult cities to navigate (think Rome, ...) it is already possible to adapt certain main roads for autonomous vehicles.**

They would not have to deal with the complexity of every individual small street.

**This set-up would allow autonomous vehicles today.**

A good set-up would cover the entire city and make every individual destination "walkable" in under 5 minutes.



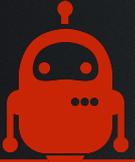


**IN 2030\***

**We will earn less**

**Living** will be up to  
**20% cheaper**

**Mobility** will be up to **80%**  
**cheaper**



**Machines took  
my job**



**Over-  
Population**



**Alone &  
Unhappy**



**Declining  
Income**



**Mobility  
Sucks**



**Climate &  
Environment**

FROM **PESSIMISME** TO **OPTIMISME**



**Work  
Reinvented**



**Living  
Reinvented**



**Connected &  
Happy**



**Rebalanced  
Income**



**Mobility  
Solved**



**Climate  
(WIP)**

 Work Reinvented	 Living Reinvented	 Connected & Happy	 Rebalanced Income	 Mobility Solved	 Climate (WIP)
---	---	---	---	---	---

new perspective

“Peak Stuff”  
economy

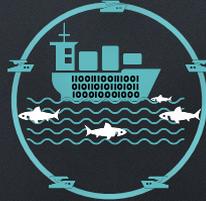
old perspective  
“Stuff” economy

 Machines took my job	 Over- Population	 Alone & Unhappy	 Declining Income	 Mobility Sucks	 Climate & Environment
--	--	---	--	--	---

## THE FUTURE OF WORK

Robots & AI  
New jobs  
Local manufacturing  
Work where we live  
Work less  
Earn less

## YOUR INDUSTRY



## THE FUTURE OF LIVING

Urban Villages:  
Circular Living  
Mixed functions  
New business models  
Solution Economy  
Technology-driven  
Cheaper living

## THE FUTURE OF MOBILITY

Move less  
Cities in the lead  
New business models  
New players  
Technology-driven  
Cheaper mobility

# THE METASTORM

Climate  
(Food) Production  
Migration  
Globalisation  
Healthcare  
Education

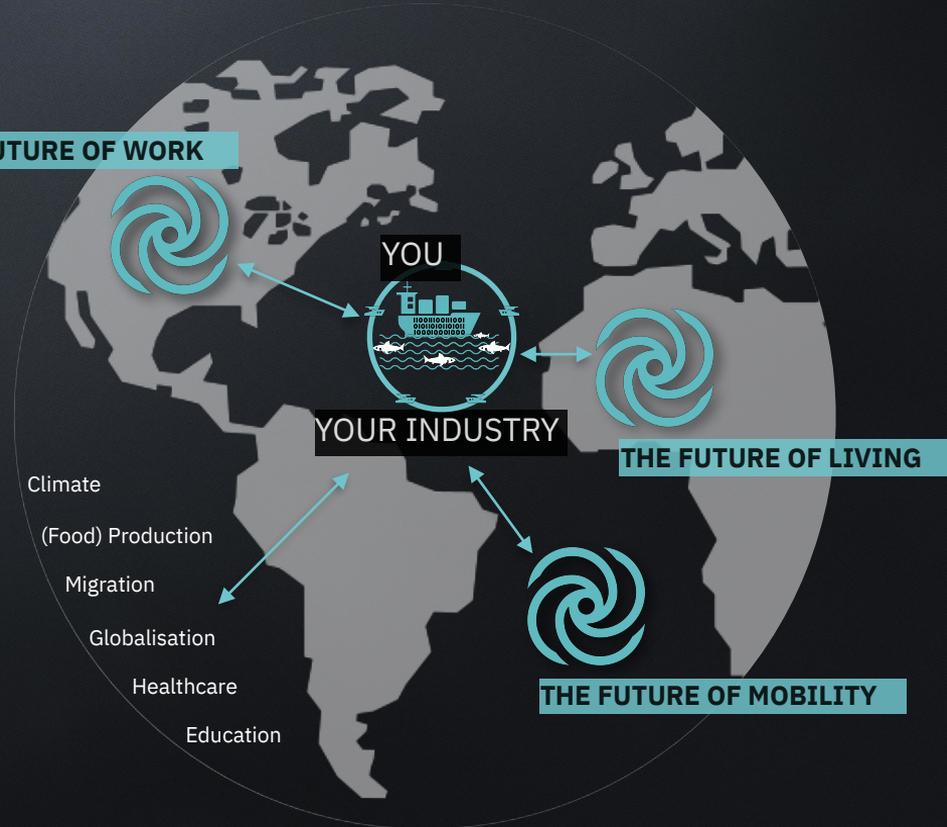
# MANAGING THE METASTORM

The Metastorm has the potential for **CHAOS** ...

... but also the potential to build a **new optimistic vision**, a new perspective for people, companies, industries and society.

**It's our choice!**

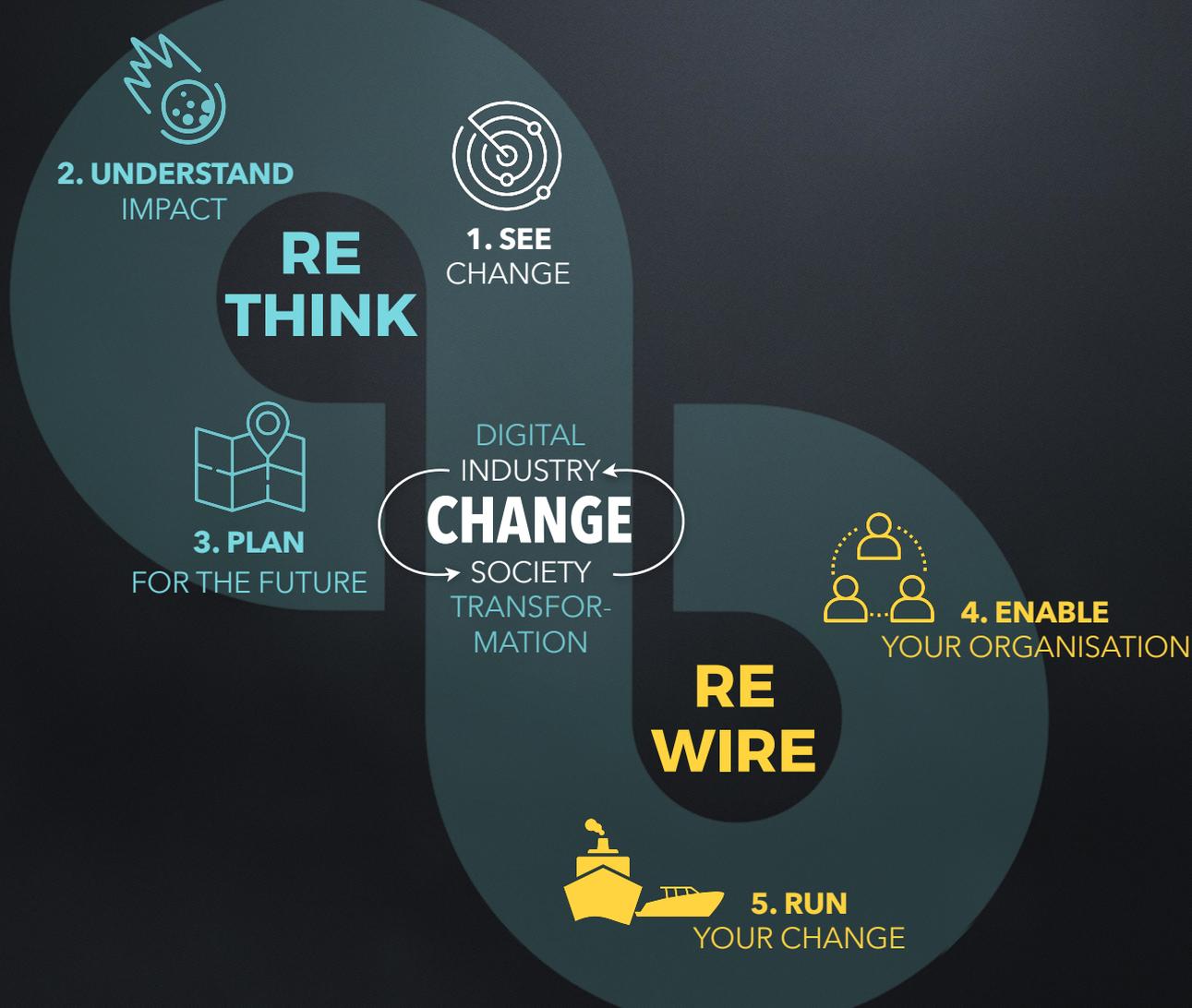
THE FUTURE OF WORK

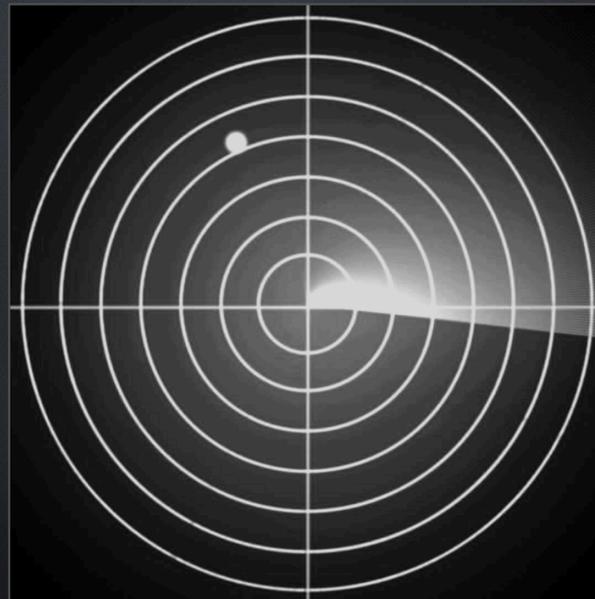


SEE  
UNDERSTAND  
PLAN  
ENABLE  
RUN

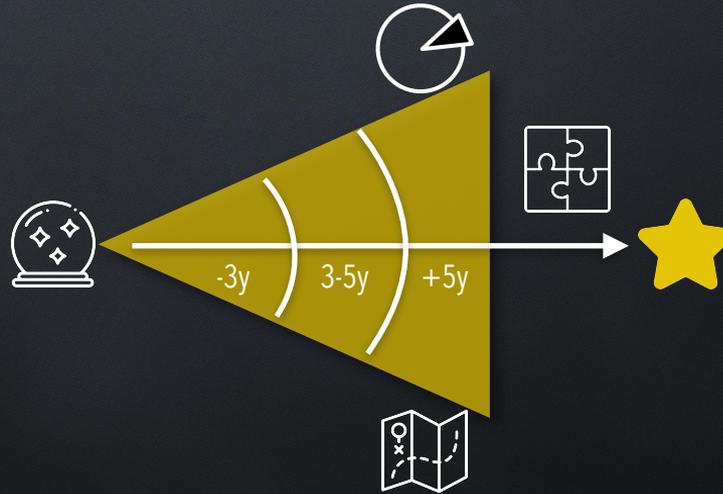
# SUPERCHANGE

MODEL





SEE  
UNDERSTAND  
Scan Your Industry   
Scan The World   
Define Impact   
**SUPERCHANGE**  
MODEL



SEE  
UNDERSTAND  
PLAN

Imagine The Future 

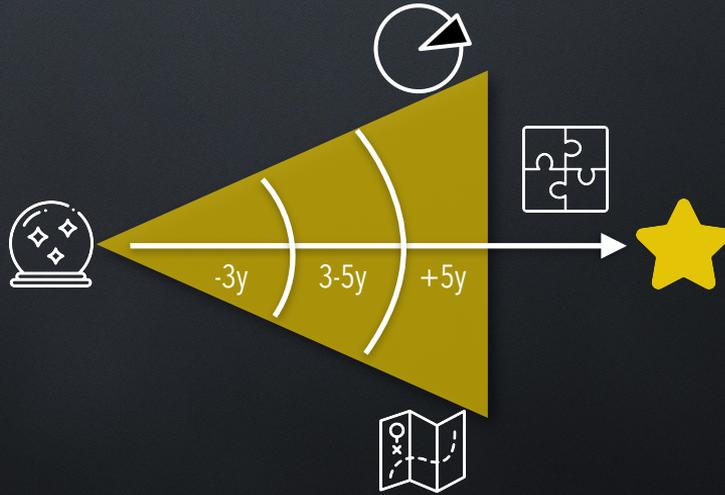
Define Your 45° 

Create Strategy 

Ideate Solutions 

Build Roadmap 

**SUPERCHANGE**  
MODEL



- ENABLE**
- RUN**
- Transformation Governance
  - Transformation Skills
  - Culture Change
  - Sell The Vision & Plan
  - Corporate Venturing
  - Partnerships & Ecosystems
  - Run new business models

# SUPER CHANGE MODEL

# SUPERCCHANGE

MODEL

WHERE ARE YOU?  
ARE YOU READY FOR  
DIGITAL TRANSFORMATION?  
AND WHAT ABOUT SOCIETY?  
WHERE DOES IT HURT?



**RE  
THINK**

**1. SEE  
CHANGE**

**2. UNDERSTAND  
IMPACT**

**3. PLAN  
FOR THE FUTURE**

DIGITAL  
INDUSTRY  
**CHANGE**  
SOCIETY  
TRANSFOR-  
MATION

**4. ENABLE  
YOUR  
ORGANISATION**

**RE  
WIRE**

**5. RUN  
YOUR CHANGE**

# THE METASTORM

*A STORY OF DISRUPTION AND HOPE  
BEYOND DIGITAL TRANSFORMATION*

**MAIL ME TO GET THE SLIDES!**

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