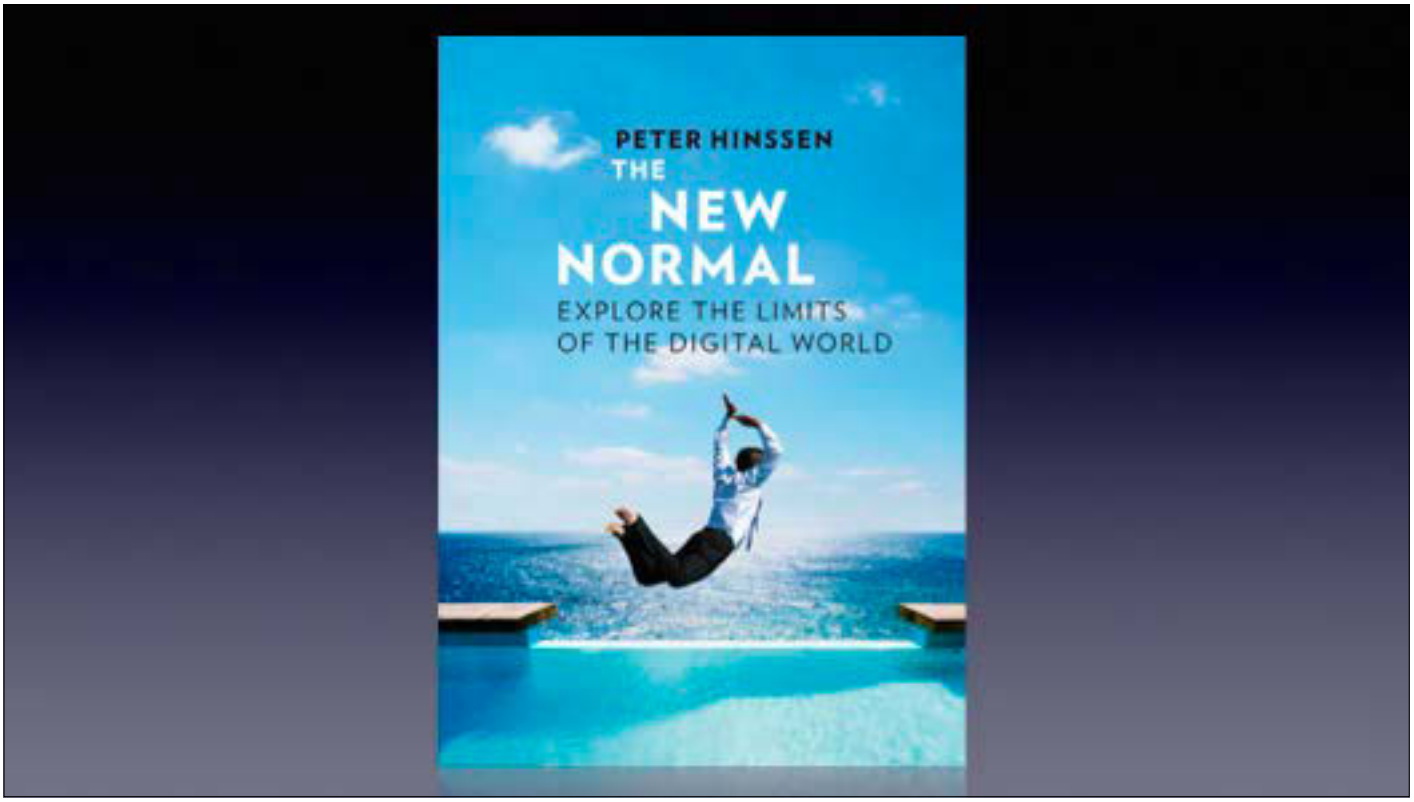
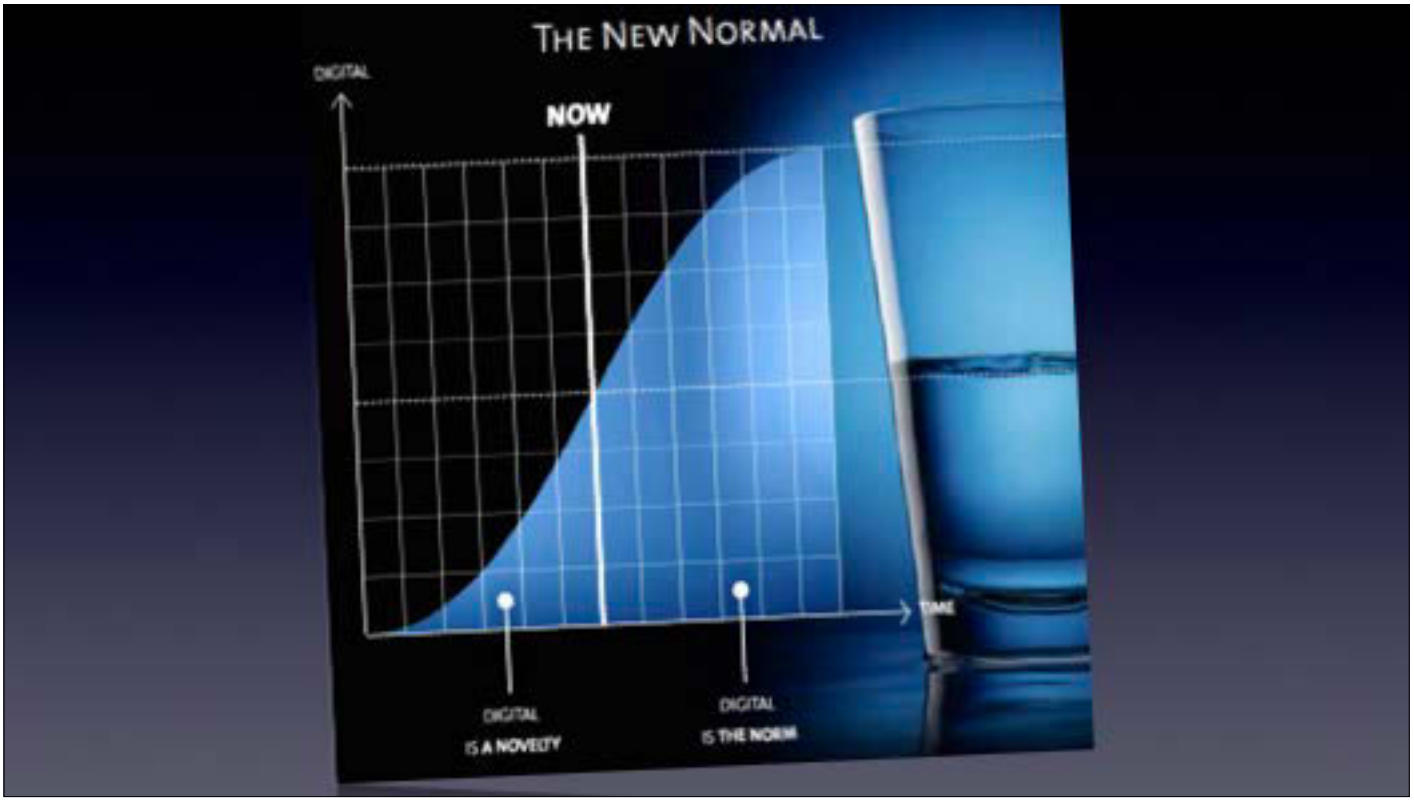
THE
NEVER
NORMAL


PETER HINSSEN
THE
NEW
NORMAL
EXPLORE THE LIMITS
OF THE DIGITAL WORLD

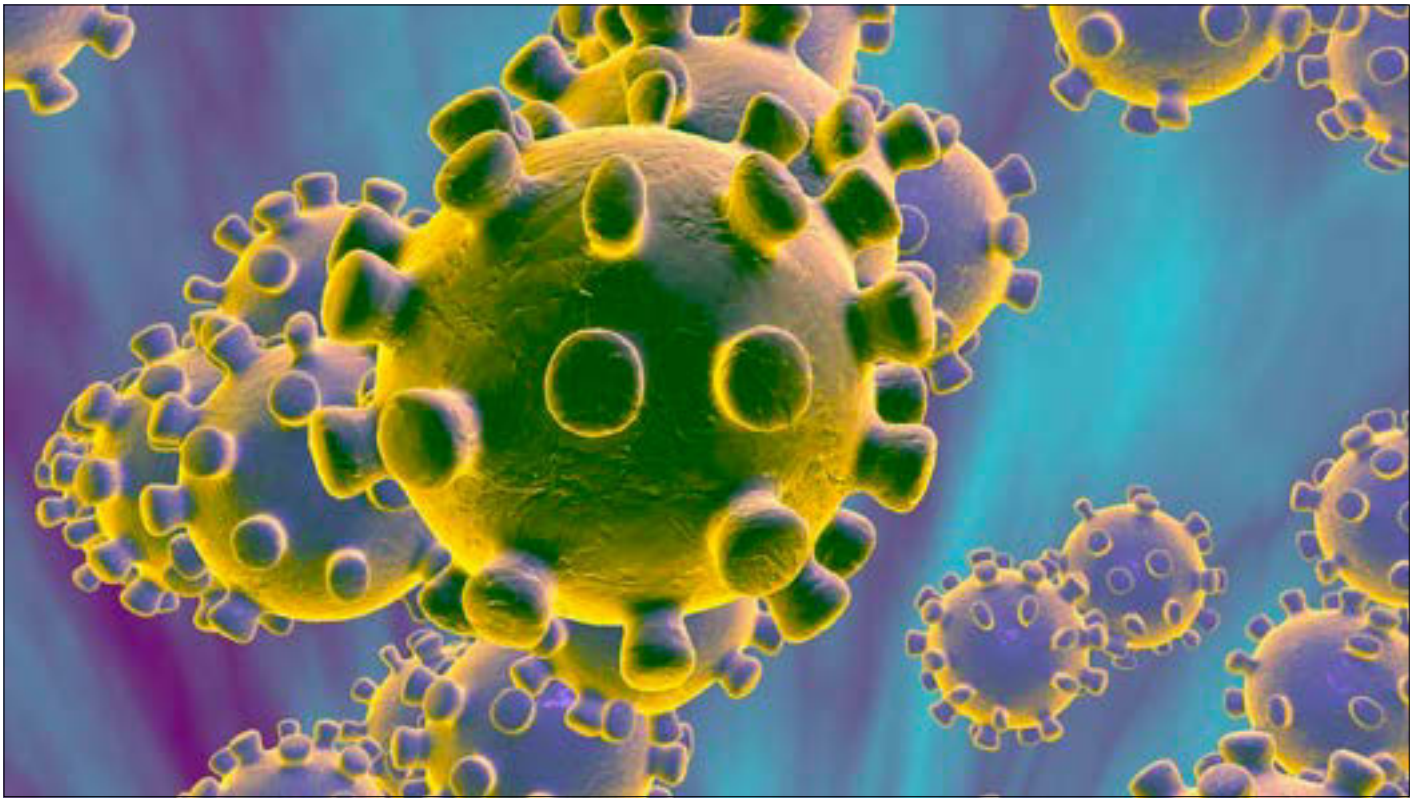

THE NEW NORMAL
DIGITAL
NOW
TIME
DIGITAL
IS A NOVELTY
DIGITAL
IS THE NORM

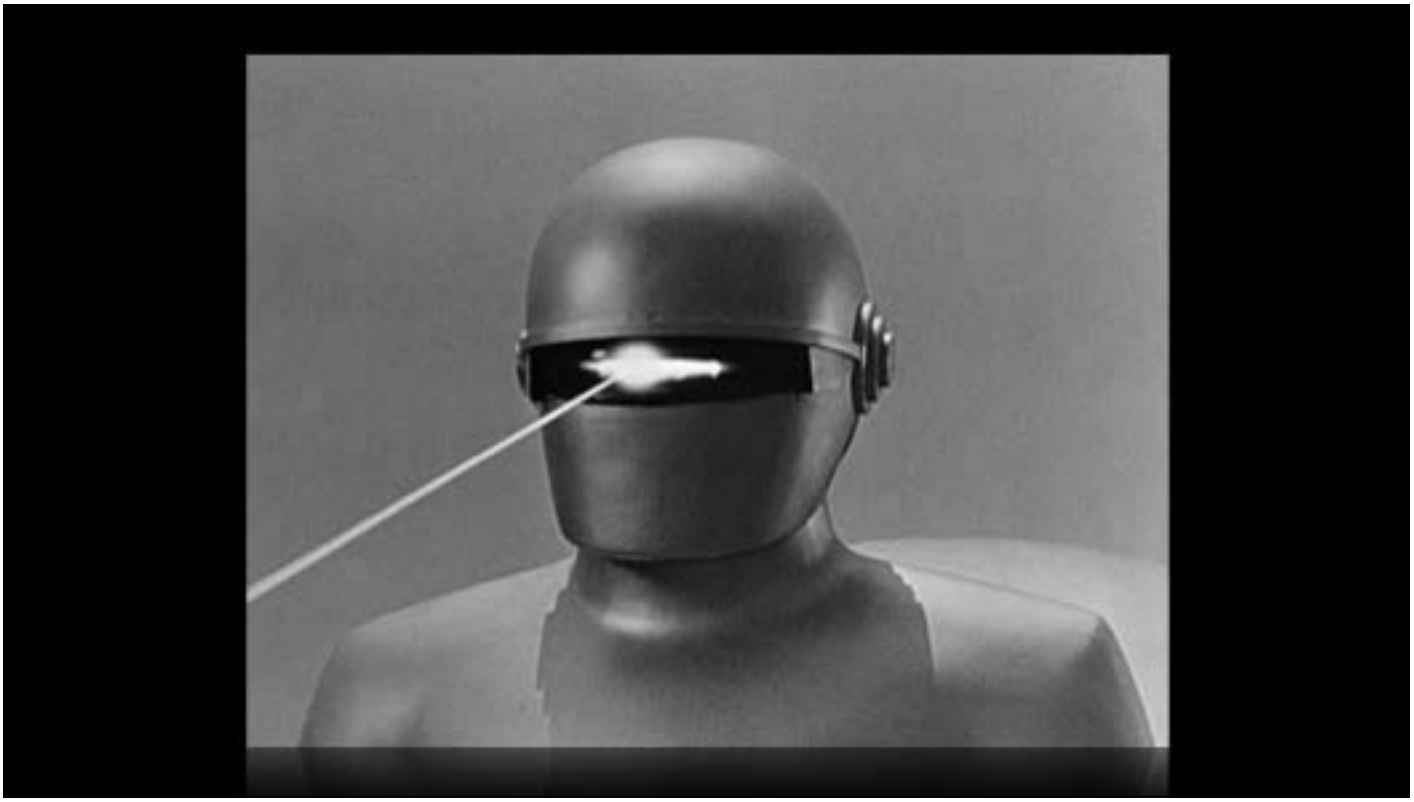
2016

2020

TIME
Never
Offline.
The Apple Watch is just the start.
How wearable tech will change
your life—like it or not

New Normal

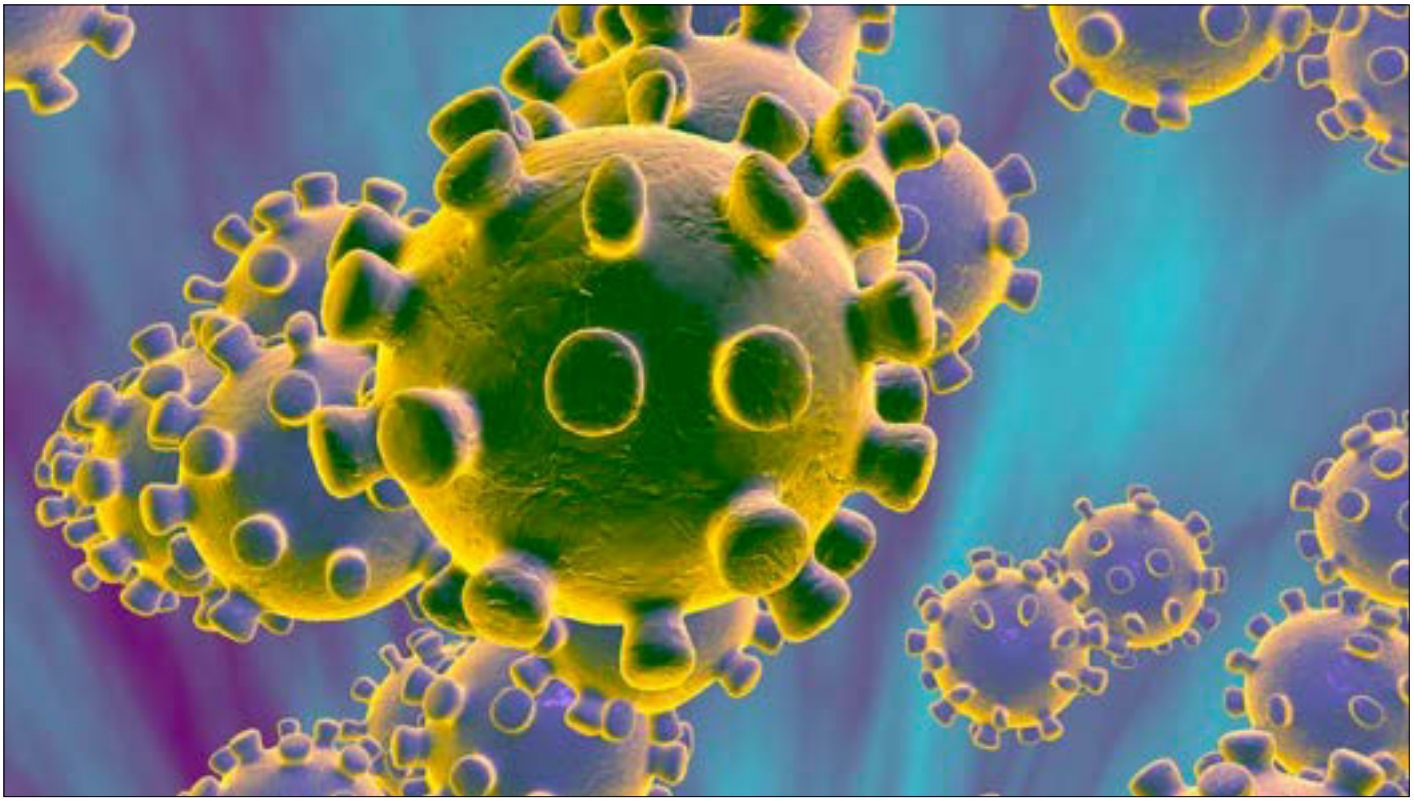




FROM OUT OF SPACE .... A WARNING AND AN ULTIMATUM!
THE DAY THE EARTH STOOD STILL

TWENTIETH CENTURY-FOX
PRESENTS
THE DAY THE EARTH
STOOD STILL

TWENTIETH CENTURY-FOX
PRESENTS
YEAR
THE EARTH
STOOD STILL



The 2020 DIGITAL STRESS Test

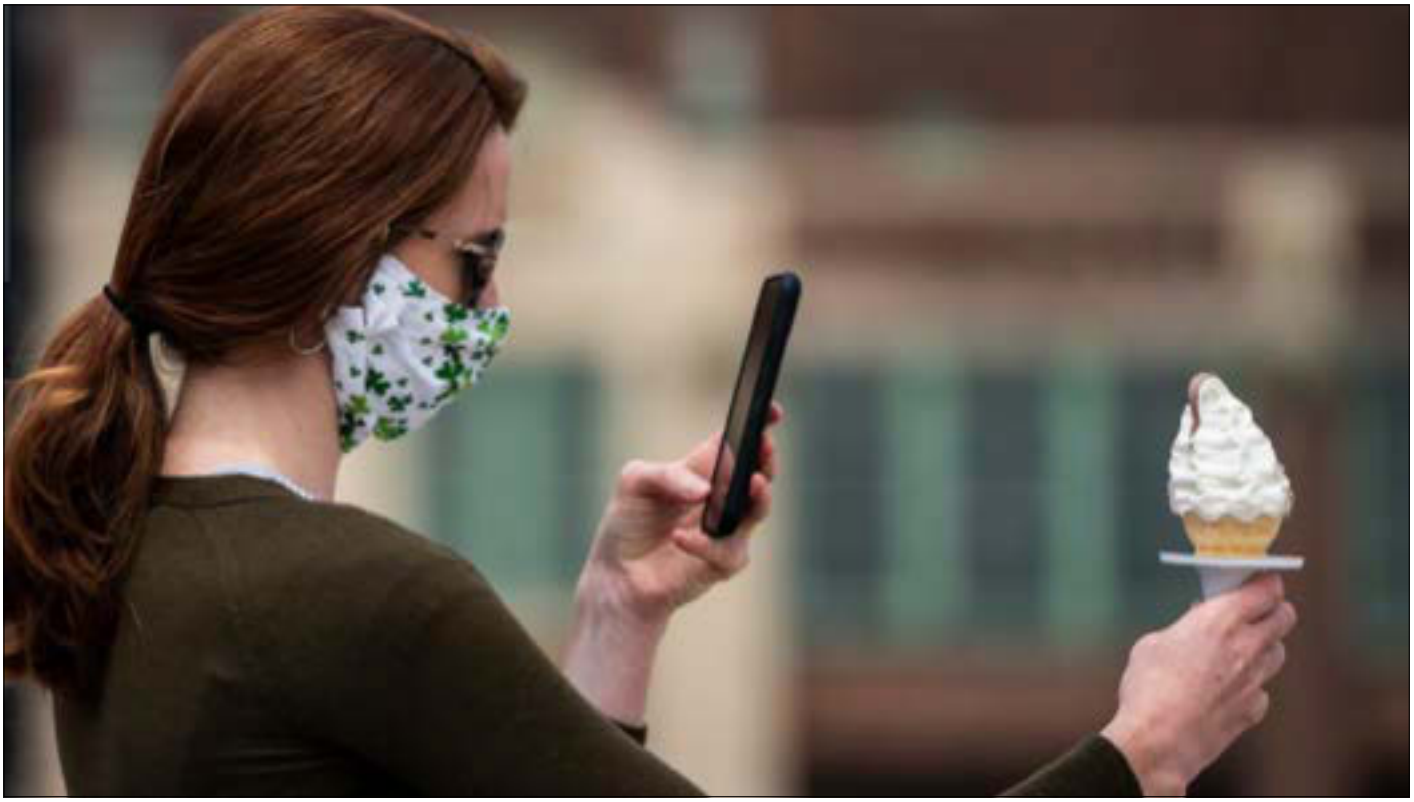
95.5 °F
FLIR
Sprite

COVID-19 PANDEMIC
Four-legged robot at Bishan-Ang Mo Kio Park tells you to keep a distance
cna
OVID-19
Processes at COVID-19 community care facilities under review after several healt

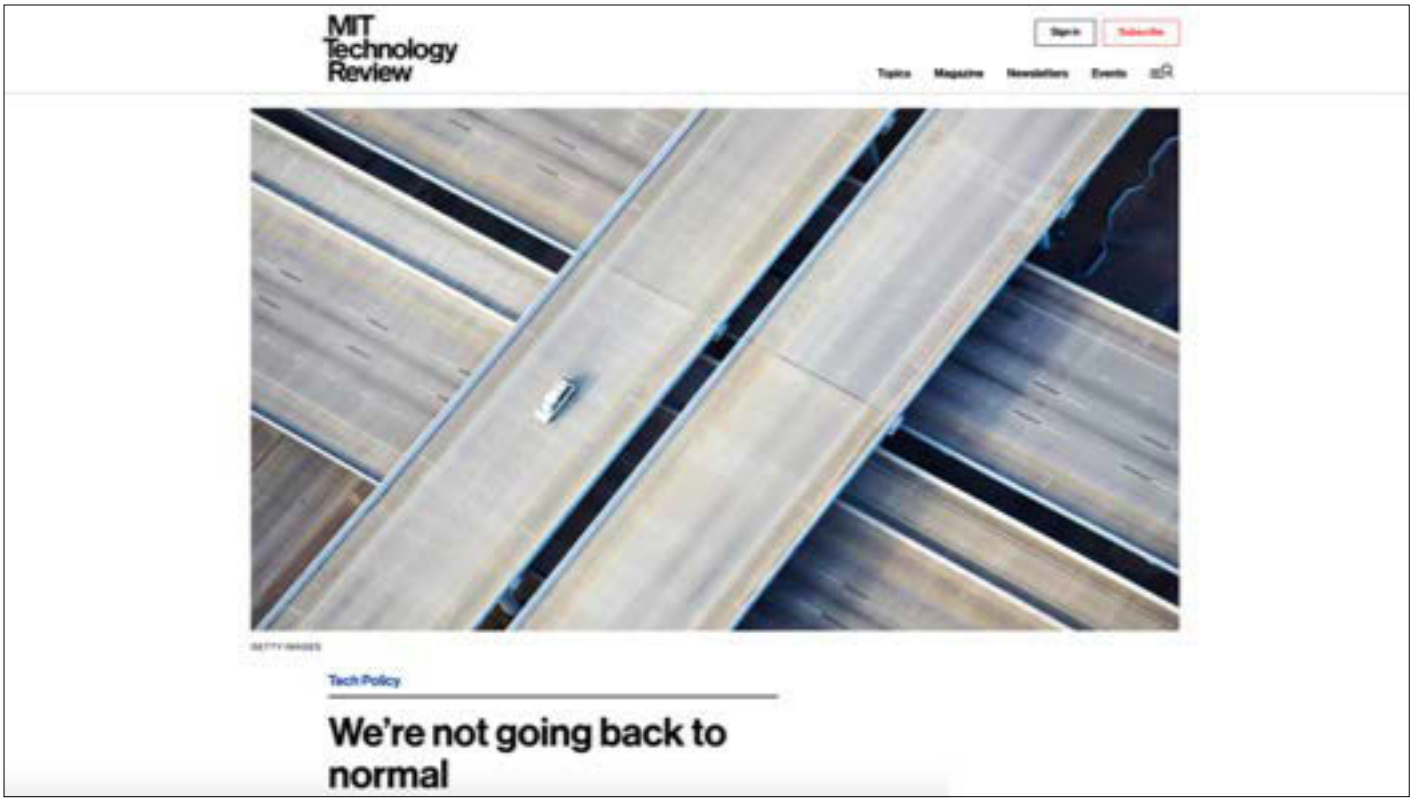
The
2020 DIGITAL
STRESS
Test

BC/AC

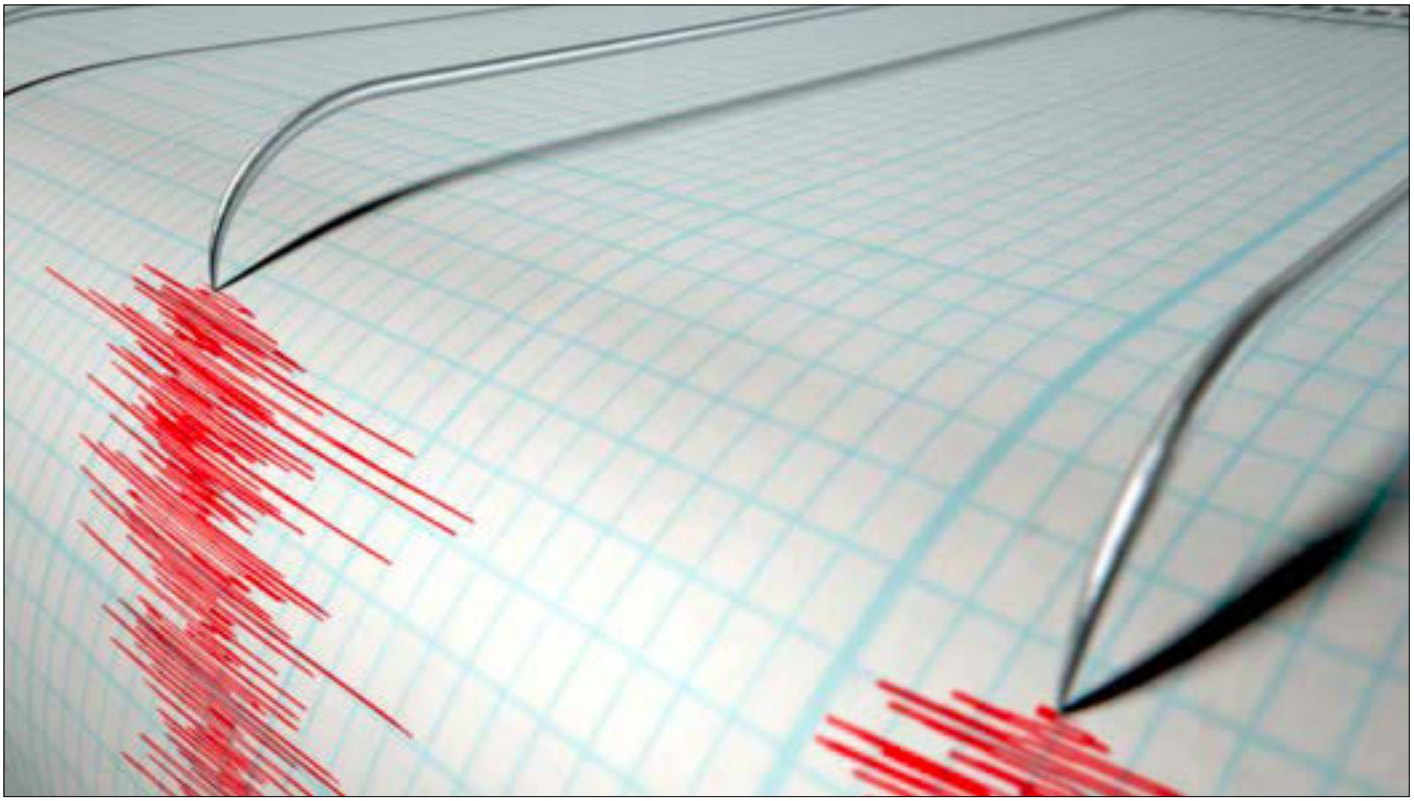
BC/AC
BEFORE CORONA
AFTER CORONA

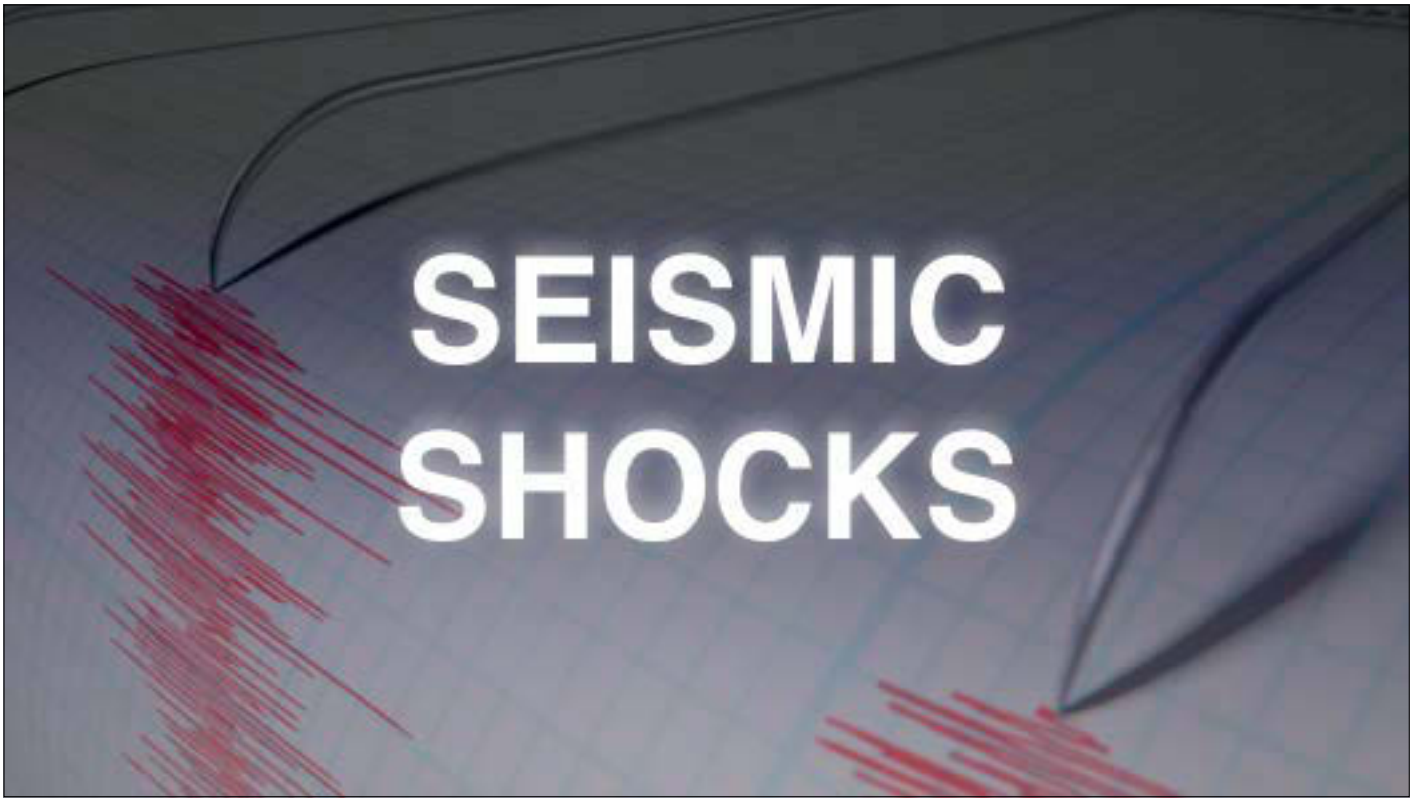


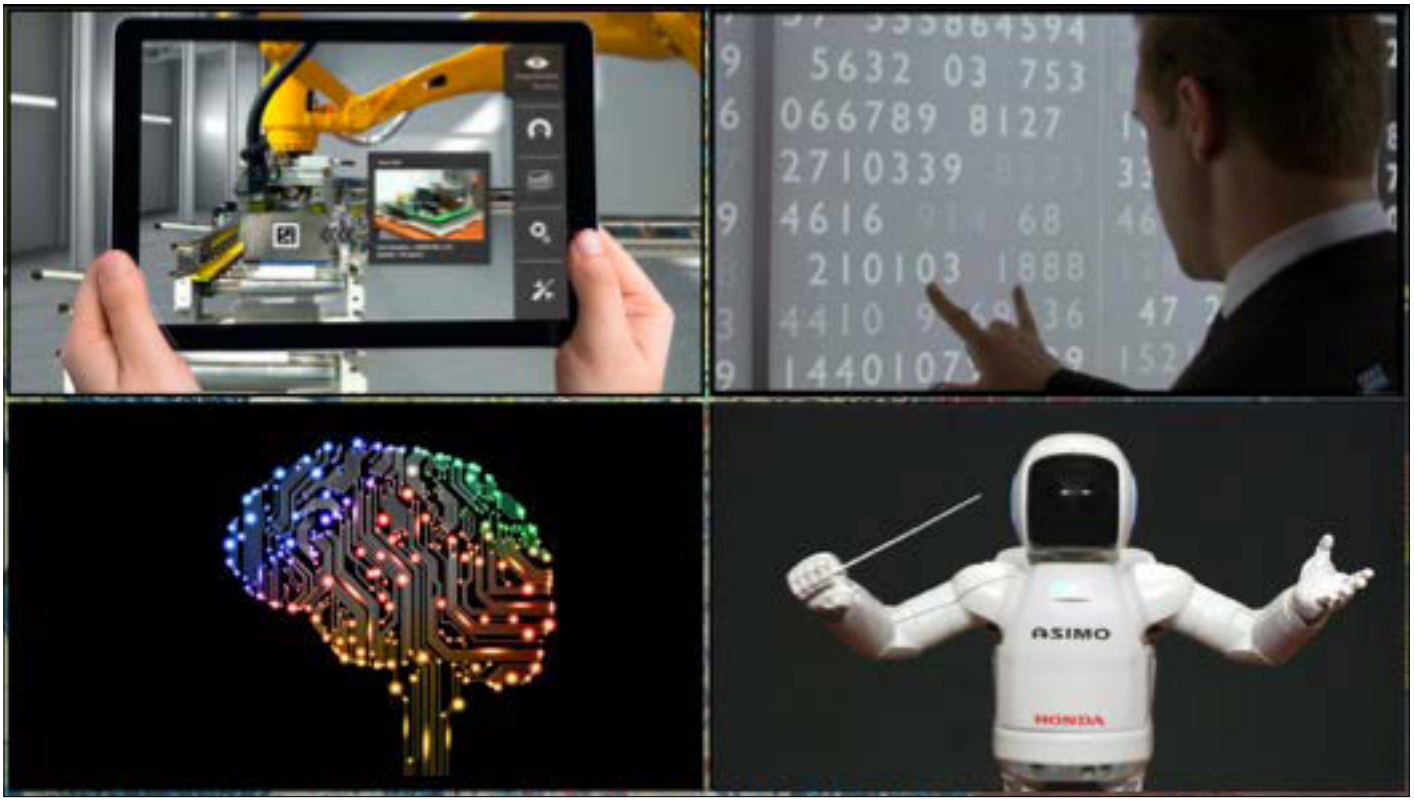
MAYBE IF I CLOSE MY EYES AND OPEN THEM AGAIN, EVERYTHING WILL COME BACK TO NORMAL!

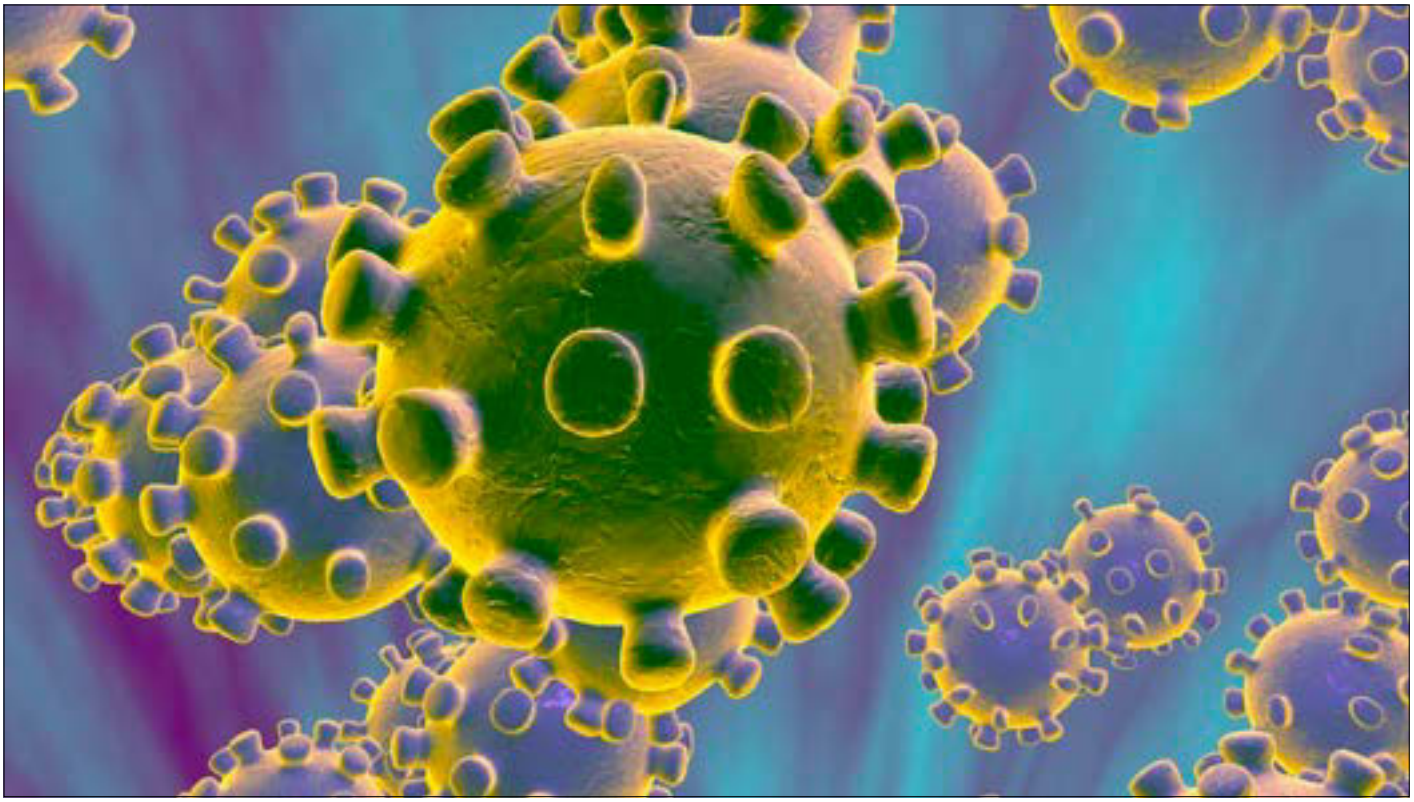

MIT
Technology
Review
Topics
Magazine
Newsletters
Events
Tech Policy
We're not going back to
normal

WE REALLY DON'T KNOW.



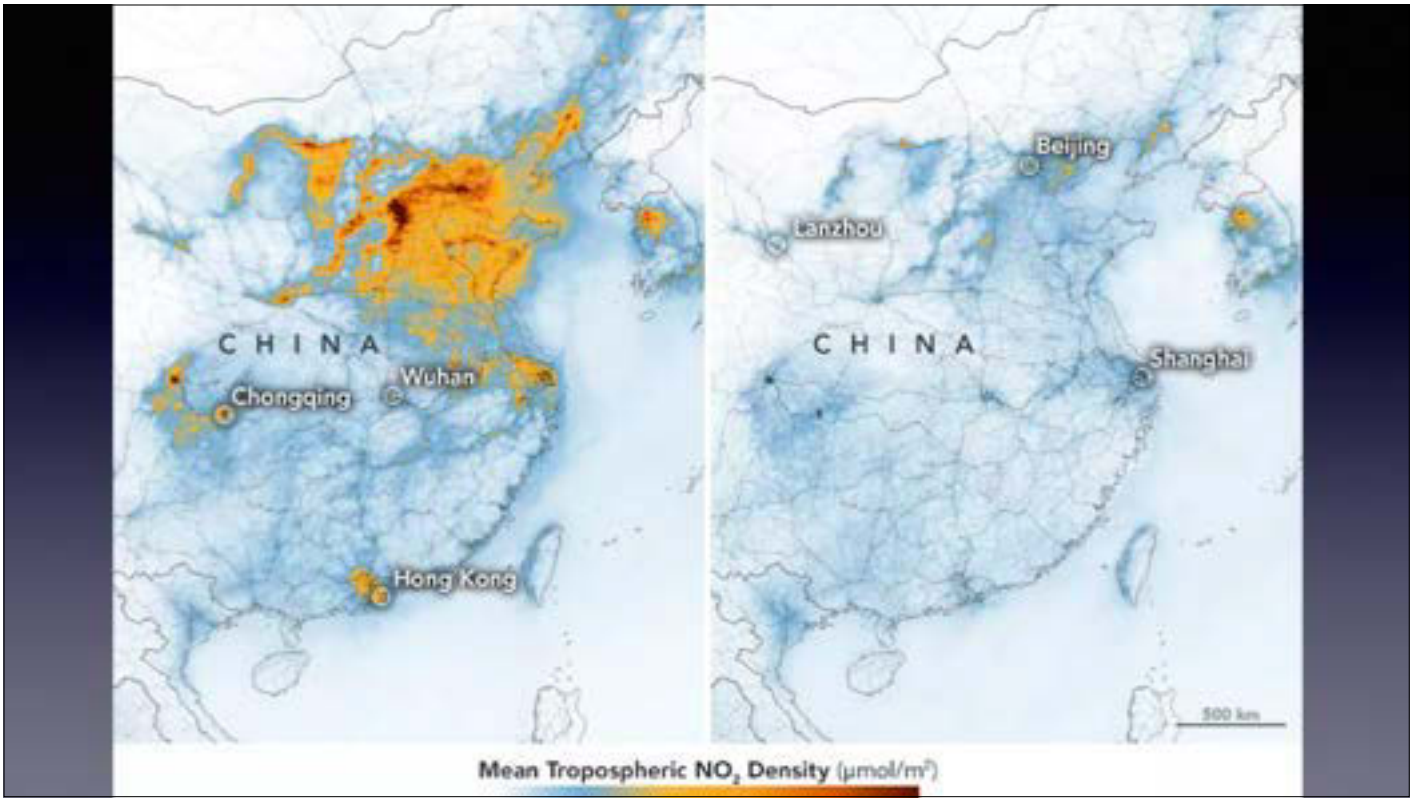

SEISMIC
SHOCKS


ASIMO
HONDA



BIOLOGICAL
SEISMIC SHOCK

ECOLOGICAL
SEISMIC SHOCK

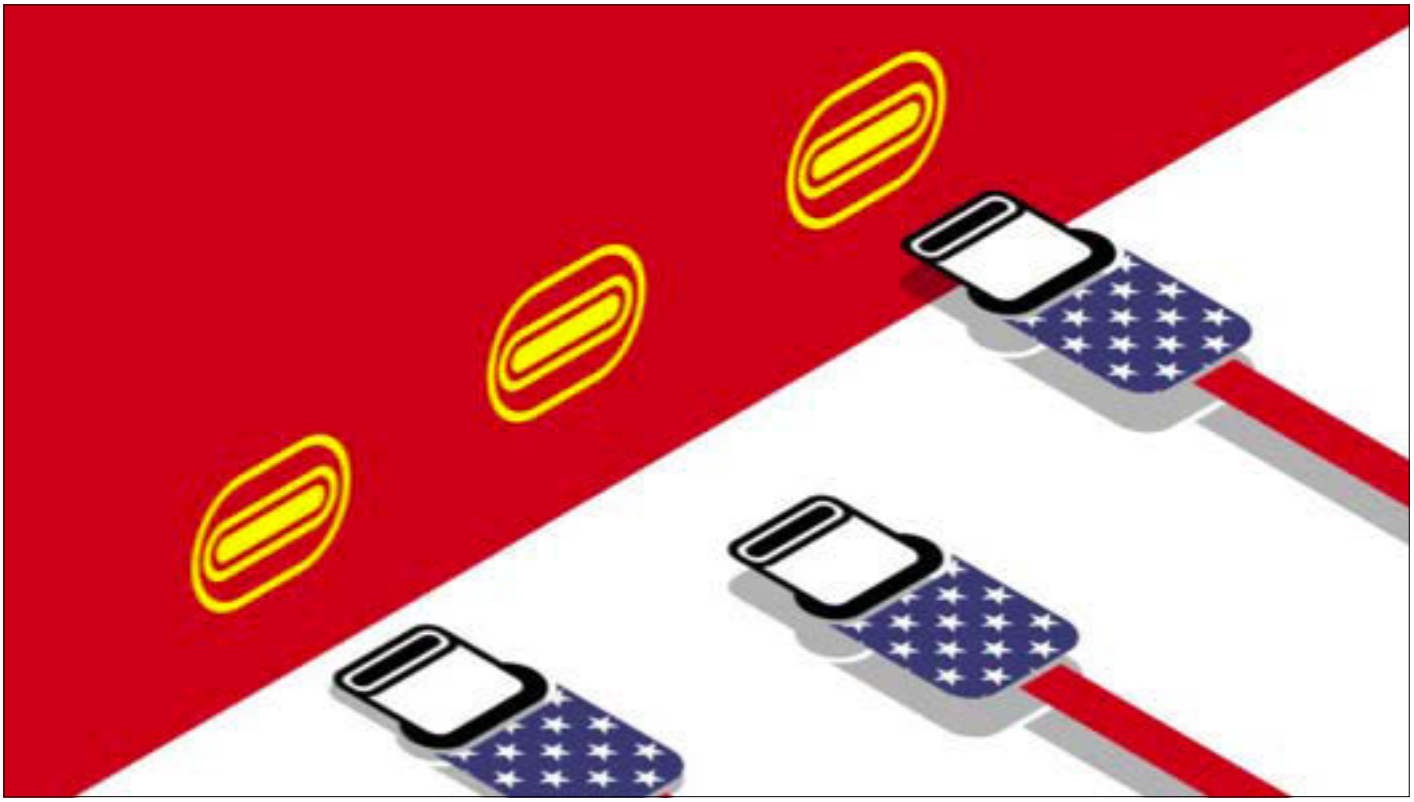

CHINA
Wuhan
Chongqing
Hong Kong
Beijing
Lanzhou
CHINA
Shanghai
500 km
Mean Tropospheric NO2 Density (µmol/m²)

The Economist
Today
Weekly edition
Menu
A greener horizon
China says it will cut its net carbon emissions to zero by 2060

PEOPLE'S
RISE
PEOPLE'S

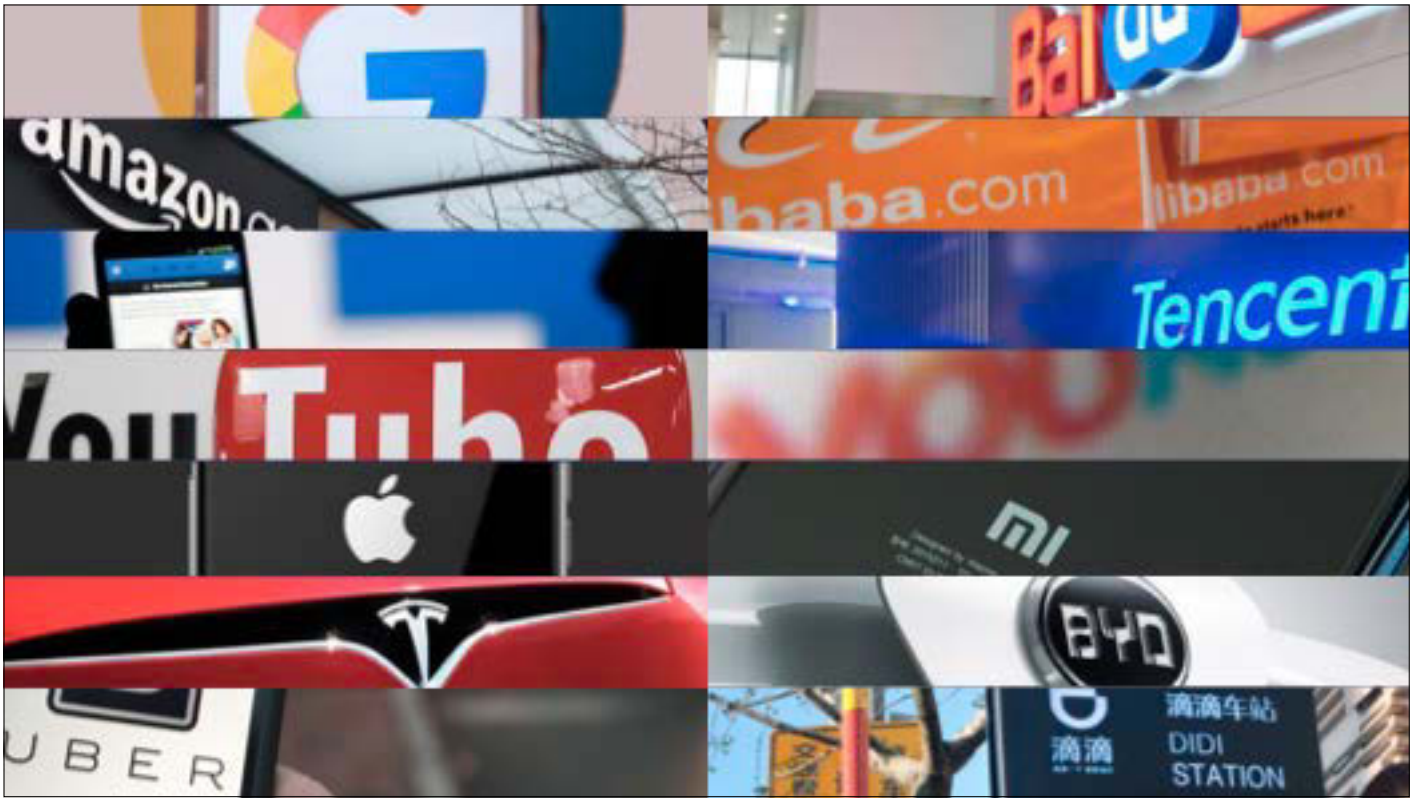
BLACK LIVES MATTER
BLACK LIVES MATTER
Justice For

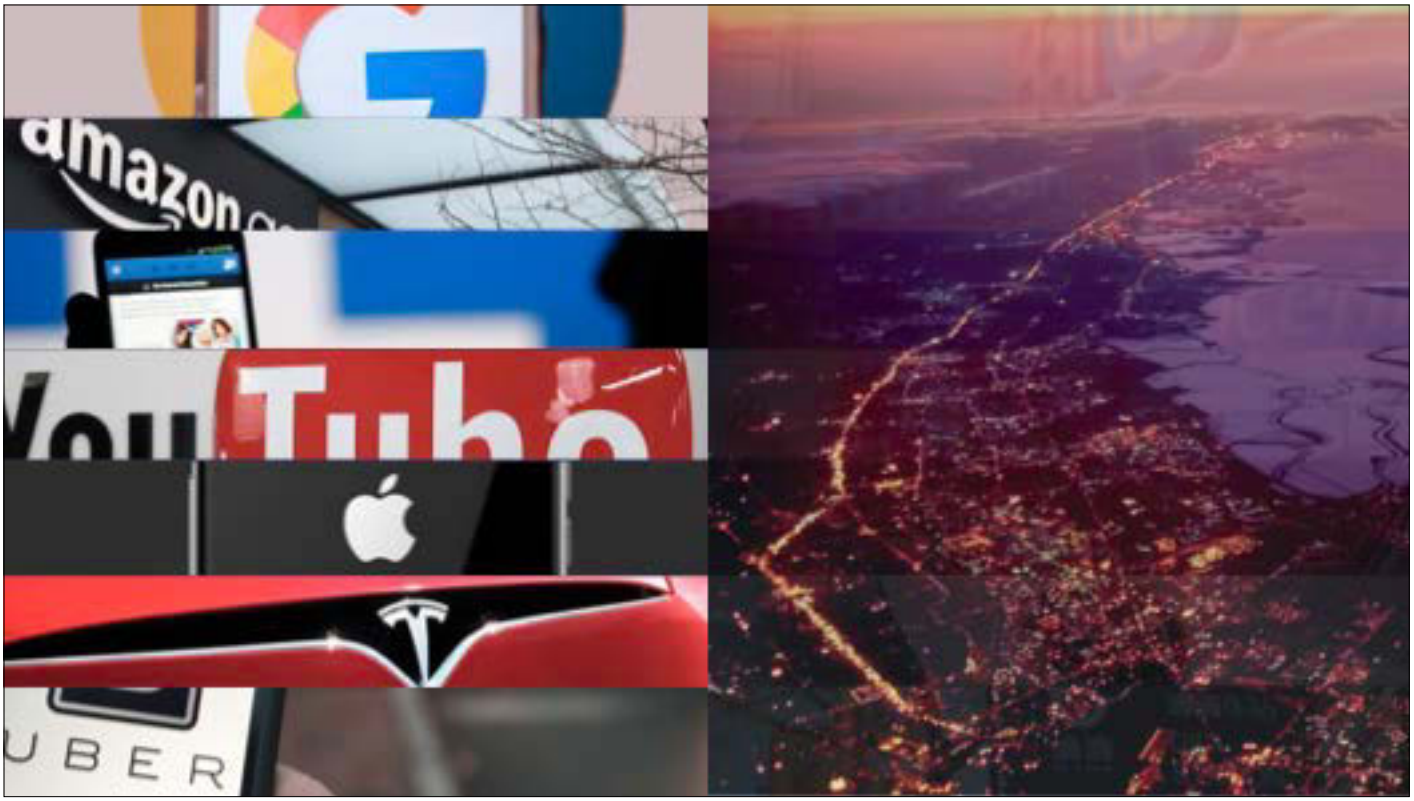
SOCIAL
SEISMIC SHOCK



GEOPOLITICAL
SEISMIC SHOCK

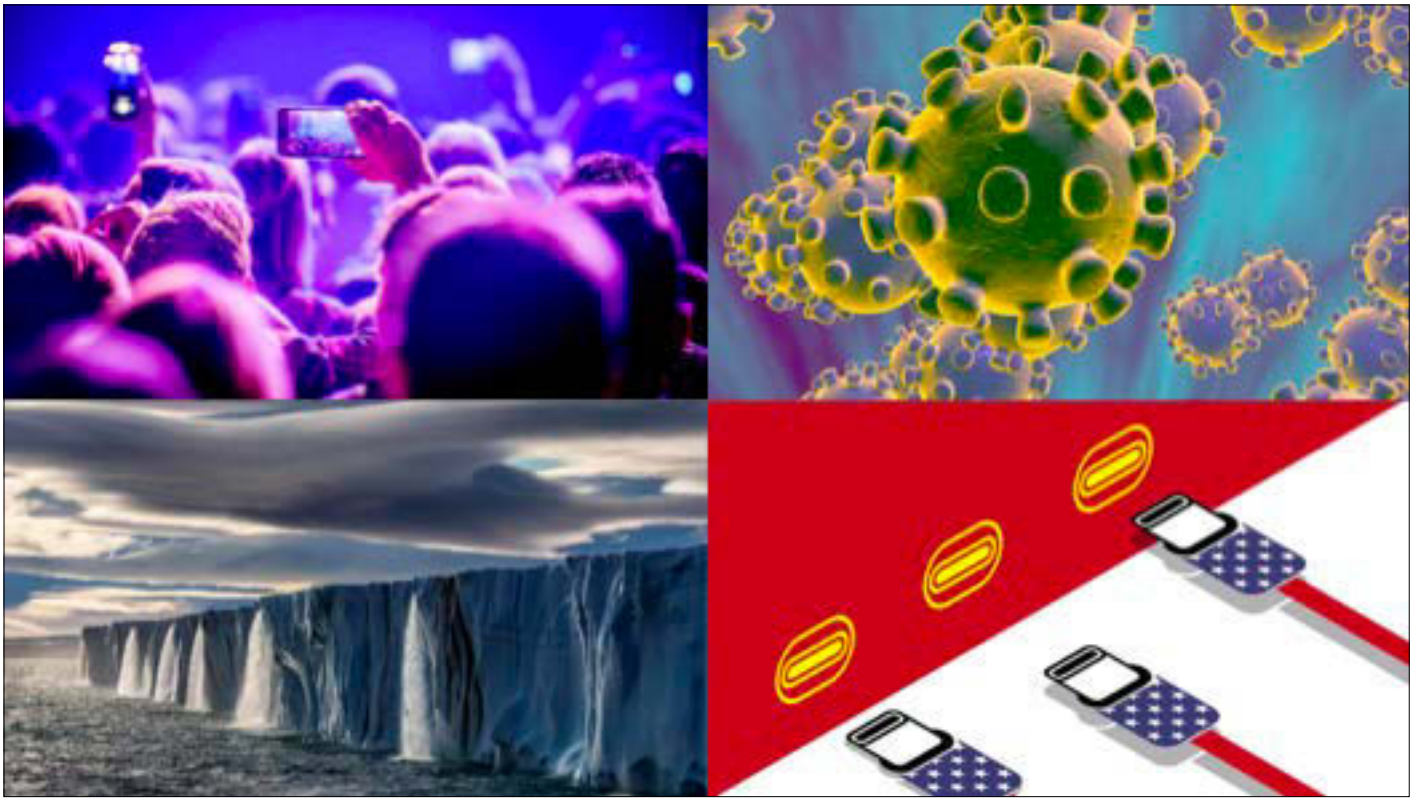
TikTok
WeChat


amazon
baba.com
Tencent
滴滴
DIDI
STATION


amazon

Tencent
BYD
滴滴
滴滴车站
DIDI
STATION

The Economist
Britain's pitiful pandemic
Amazon's day after
The trouble with green finance
Free the merchant seamen
The new world disorder
A SPECIAL REPORT

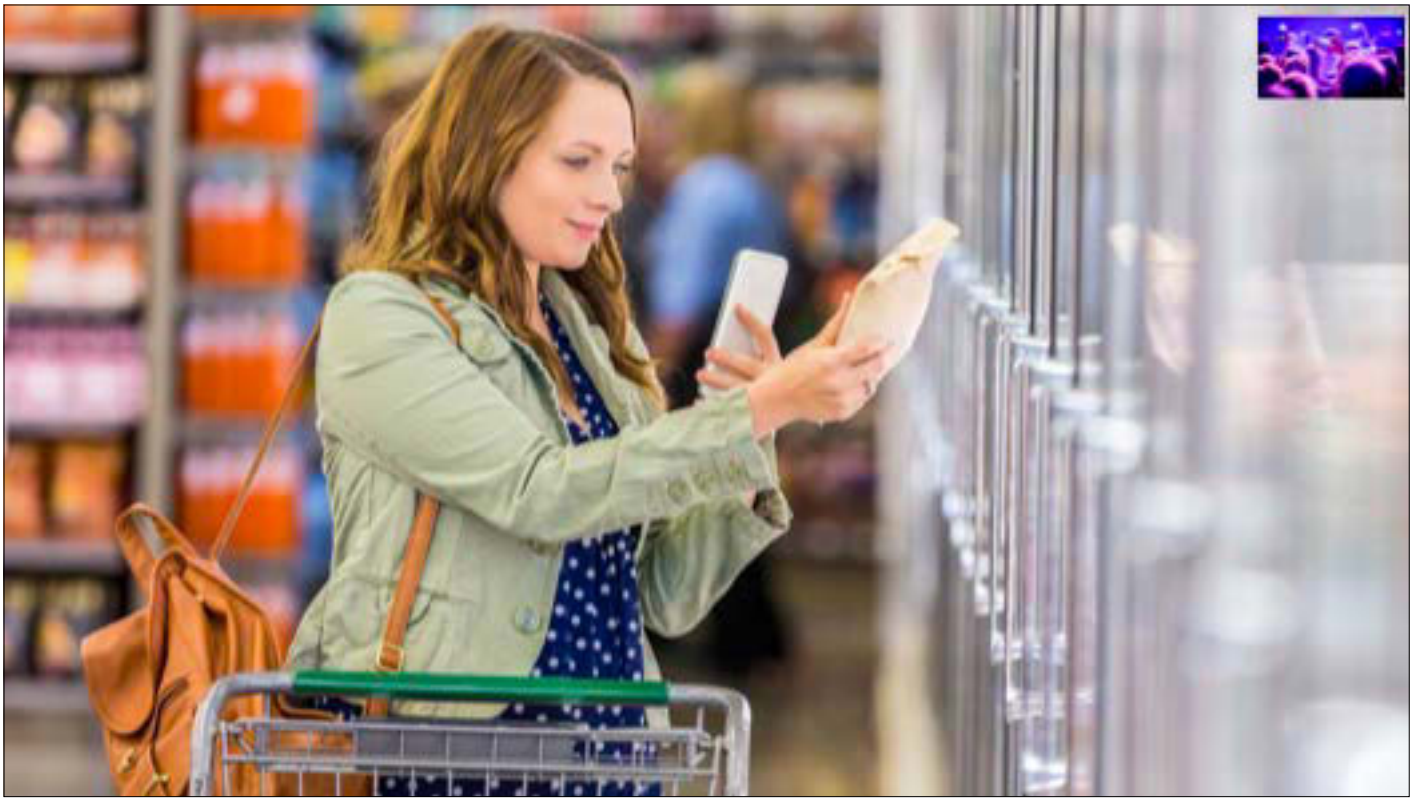


TECHNOLOGICAL
SEISMIC SHOCK
BIOLOGICAL
SEISMIC SHOCK
ECOLOGICAL
SEISMIC SHOCK
GEOPOLITICAL
SEISMIC SHOCK

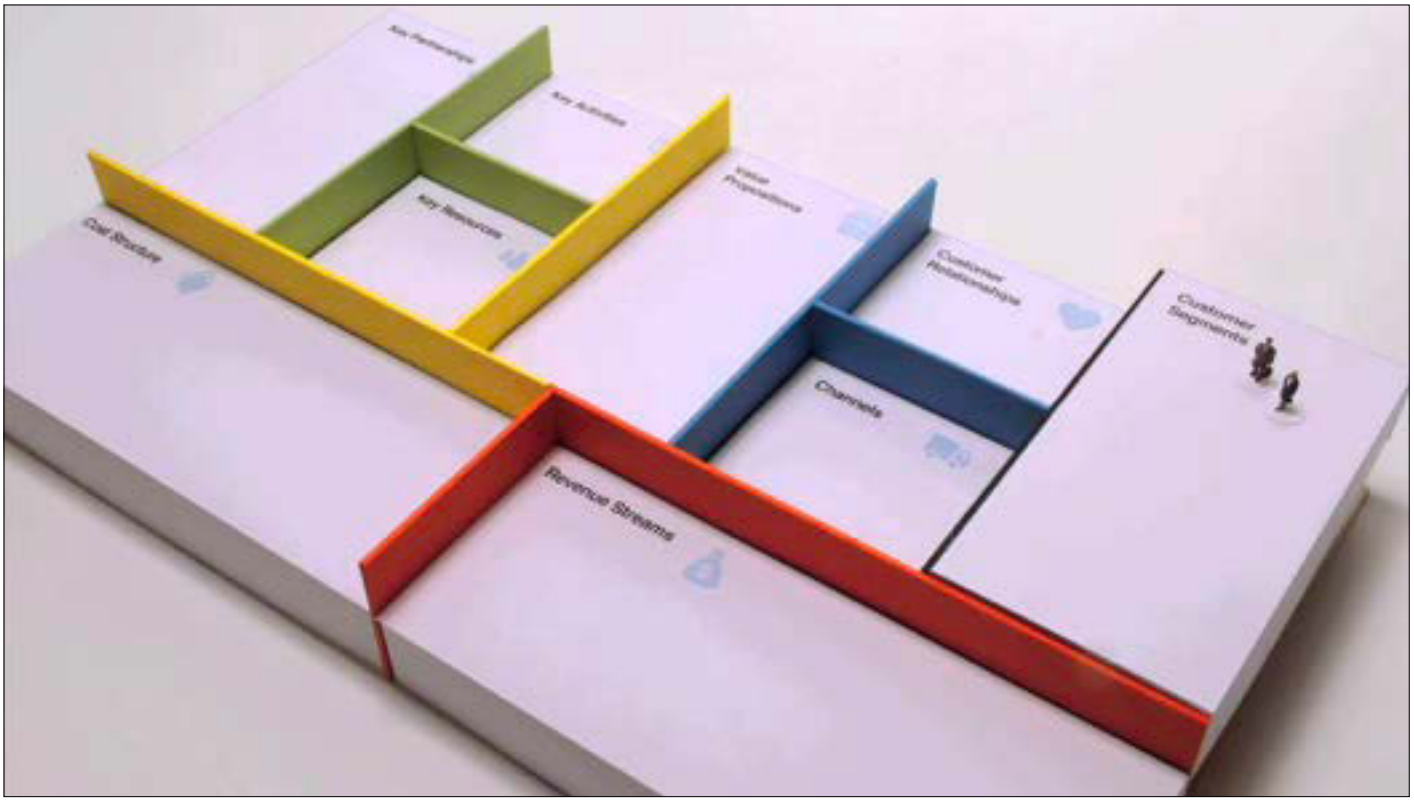
WE REALLY DON'T KNOW.

R
1
3
5
2
4
6

SYSTEMIC
SHIFTS



CONSUMER
BEHAVIOR
SHIFTS


Key Partnerships
Key Activities
Key Resources
Value Propositions
Cost Structure
Customer Relationships
Channels
Customer Segments
Revenue Streams

BUSINESS
MODEL
SHIFTS

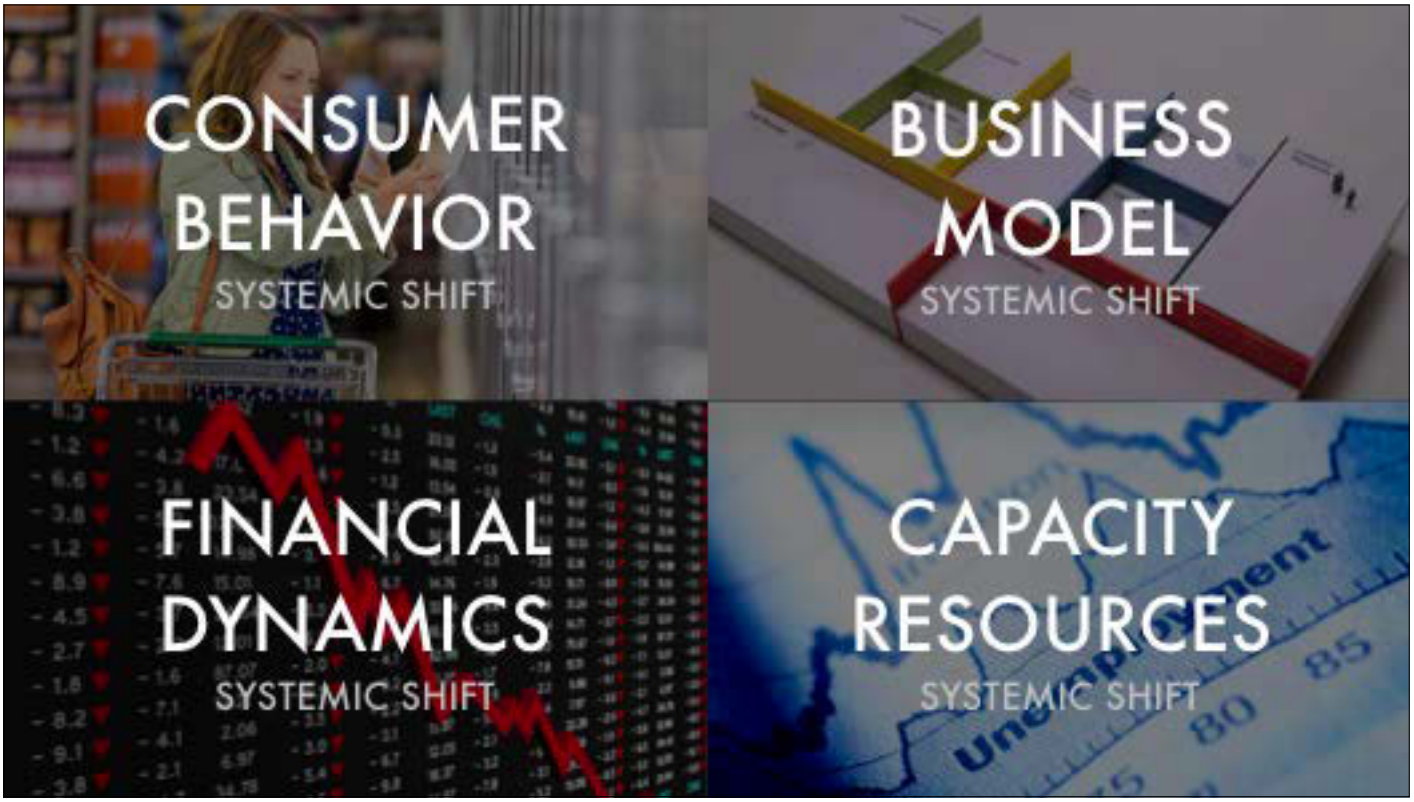
Inflation
Unemployment
85
80

CAPACITY
RESOURCES
SHIFTS

LAST
CHG

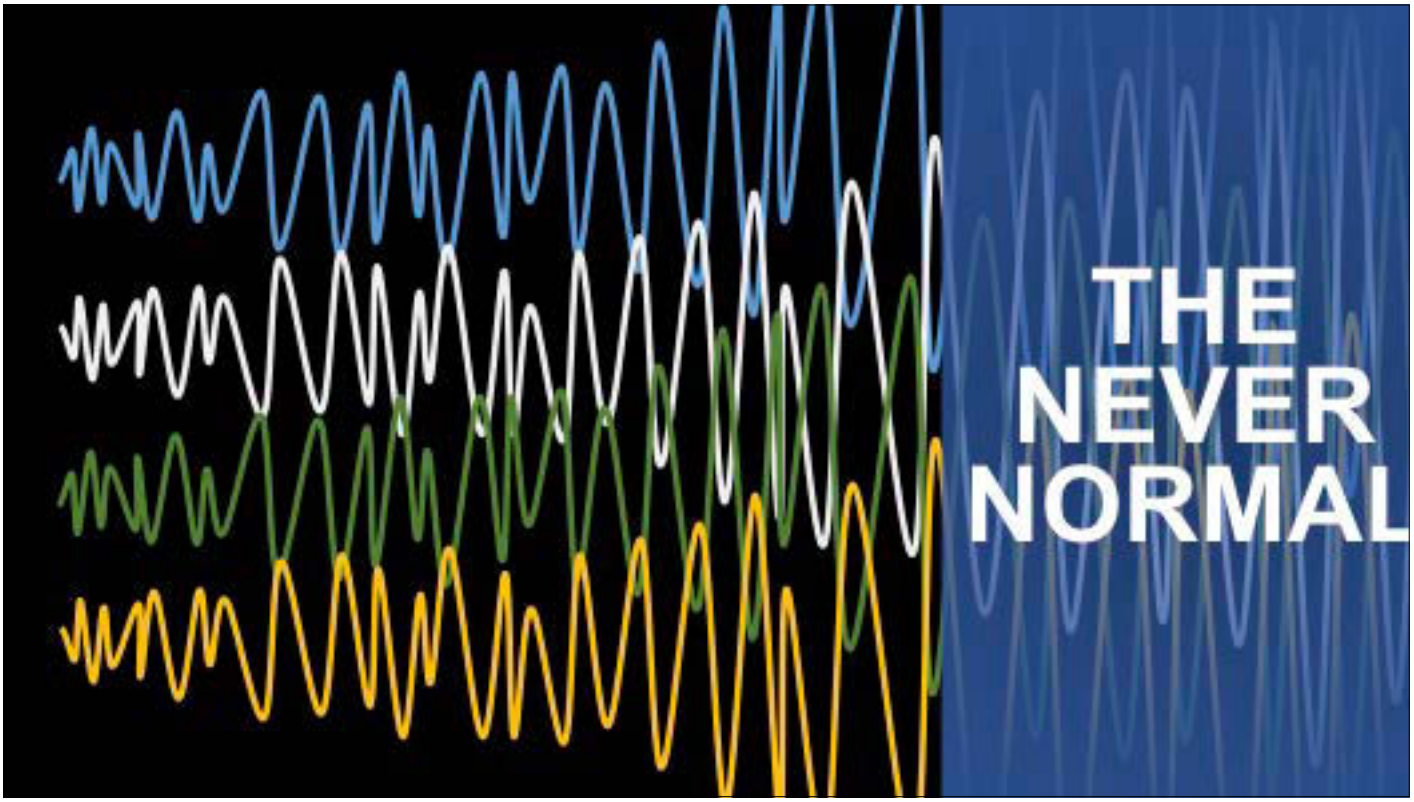
FINANCIAL
PERFORMANCE
SHIFTS

BUDGET

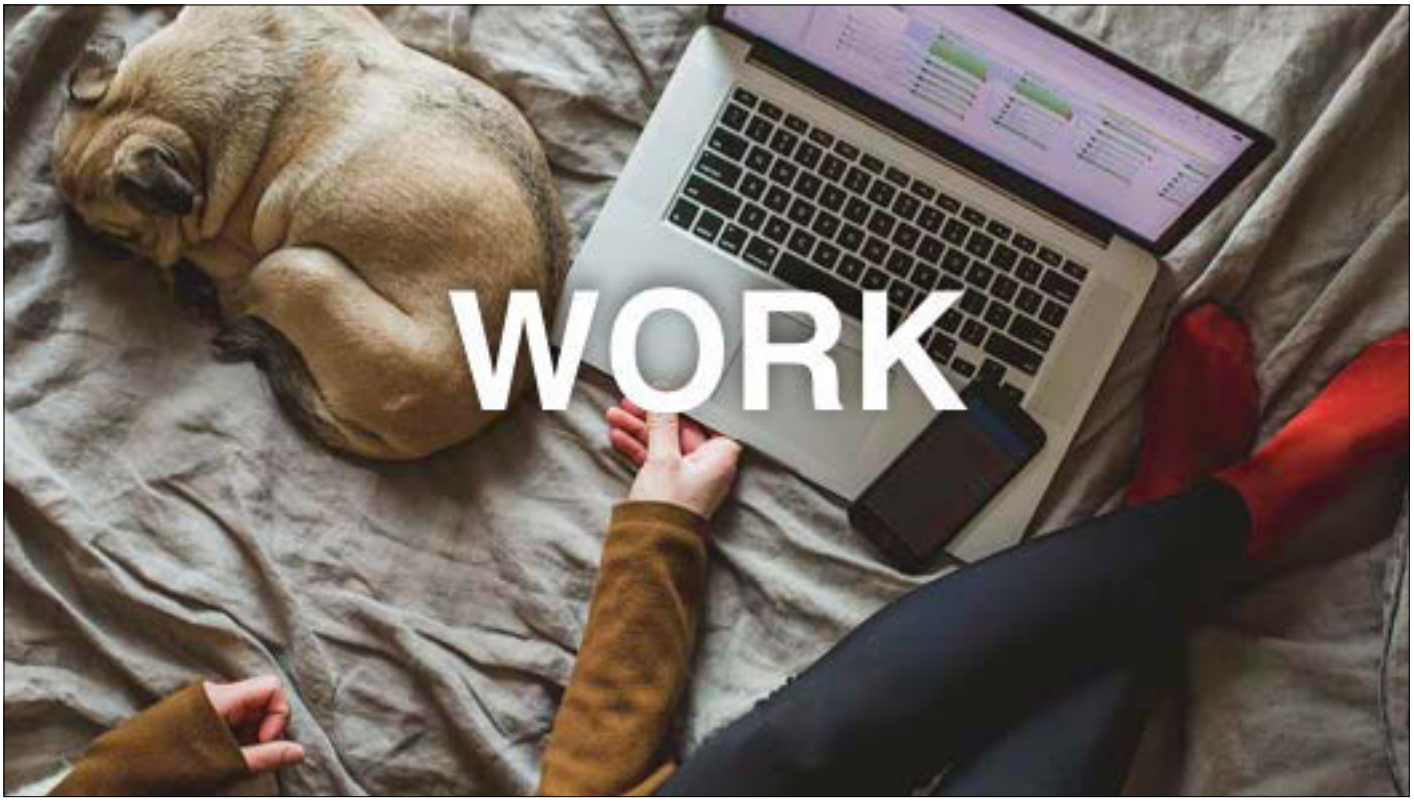

CONSUMER
BEHAVIOR
SYSTEMIC SHIFT
BUSINESS
MODEL
SYSTEMIC SHIFT
FINANCIAL
DYNAMICS
SYSTEMIC SHIFT
CAPACITY
RESOURCES
SYSTEMIC SHIFT

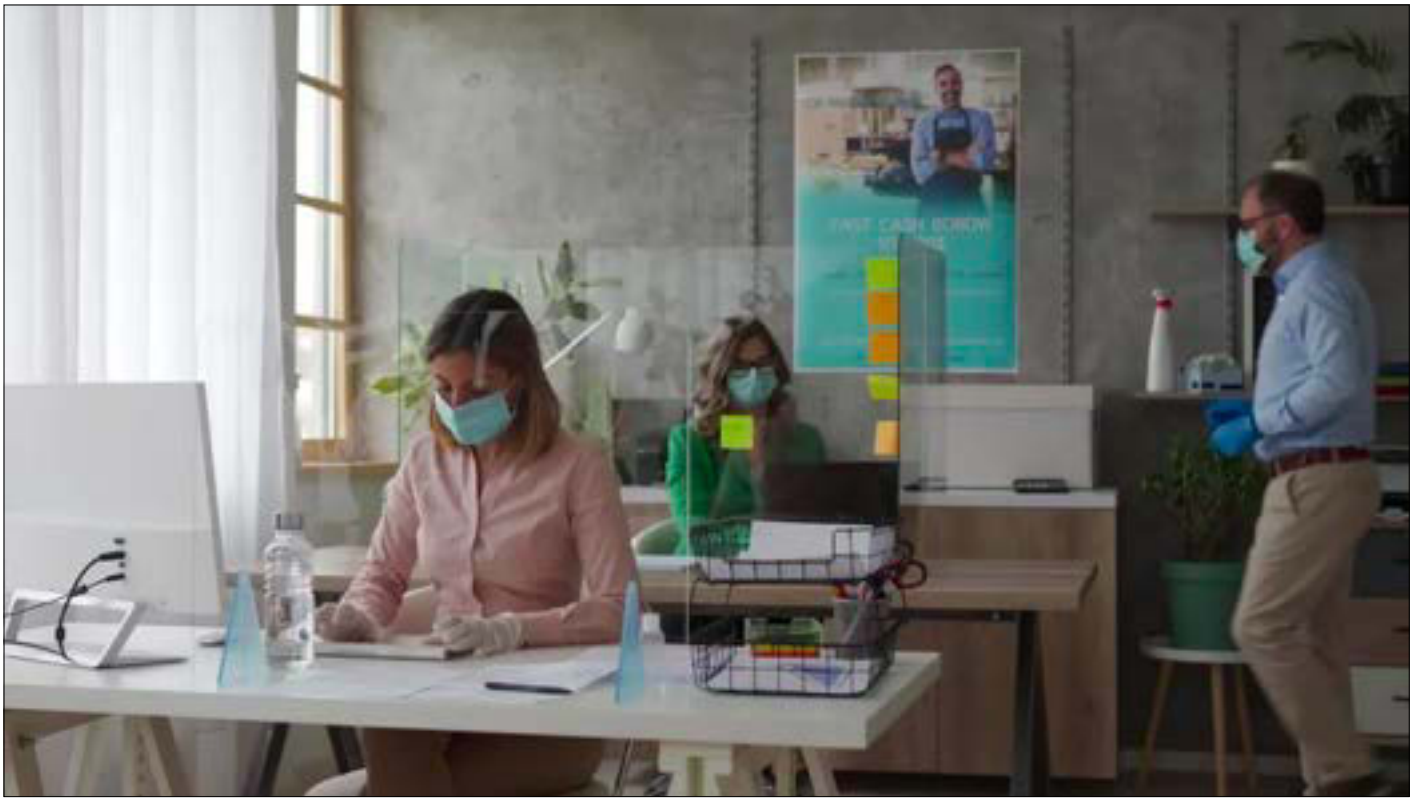
HEALTHCARE
DISRUPTION
ENERGY
DISRUPTION
FOOD
DISRUPTION
AGRICULTURE
DISRUPTION

KEEP
CALM
IT'S
THE NEW
BUSINESS
AS USUAL


THE
NEVER
NORMAL

SUPER
FLUID


WORK



THE VERGE TECH REVIEWS SCIENCE CREATORS ENTERTAINMENT VIDEO MORE

Google will keep employees working remotely until July 2021

Alphabet CEO Sundar Pichai emailed employees Monday to announce the plan

Forbes

Half Of Facebook's Employees May Permanently Work From Home By 2030, Zuckerberg Says

Rachel Sandler

TOPLINE CEO Mark Zuckerberg anticipates that half of Facebook's workforce will permanently work from home by 2030 as the company gradually shifts to allow for permanent remote work, Zuckerberg announced Thursday, signaling how the coronavirus pandemic is beginning to fundamentally change how we work.

NEWS

Home | US Election | Coronavirus | Video | World | UK | Business | Tech | Science | Stories | Entertainment & Arts

Tech

Coronavirus: Twitter allows staff to work from home 'forever'

13 May

Coronavirus pandemic

SOCIETY

BEST TIME EVER TO GET BRACES!
Smile at the World
ORTHODONTICS
SmileAtTheWorld.com
LAMAR

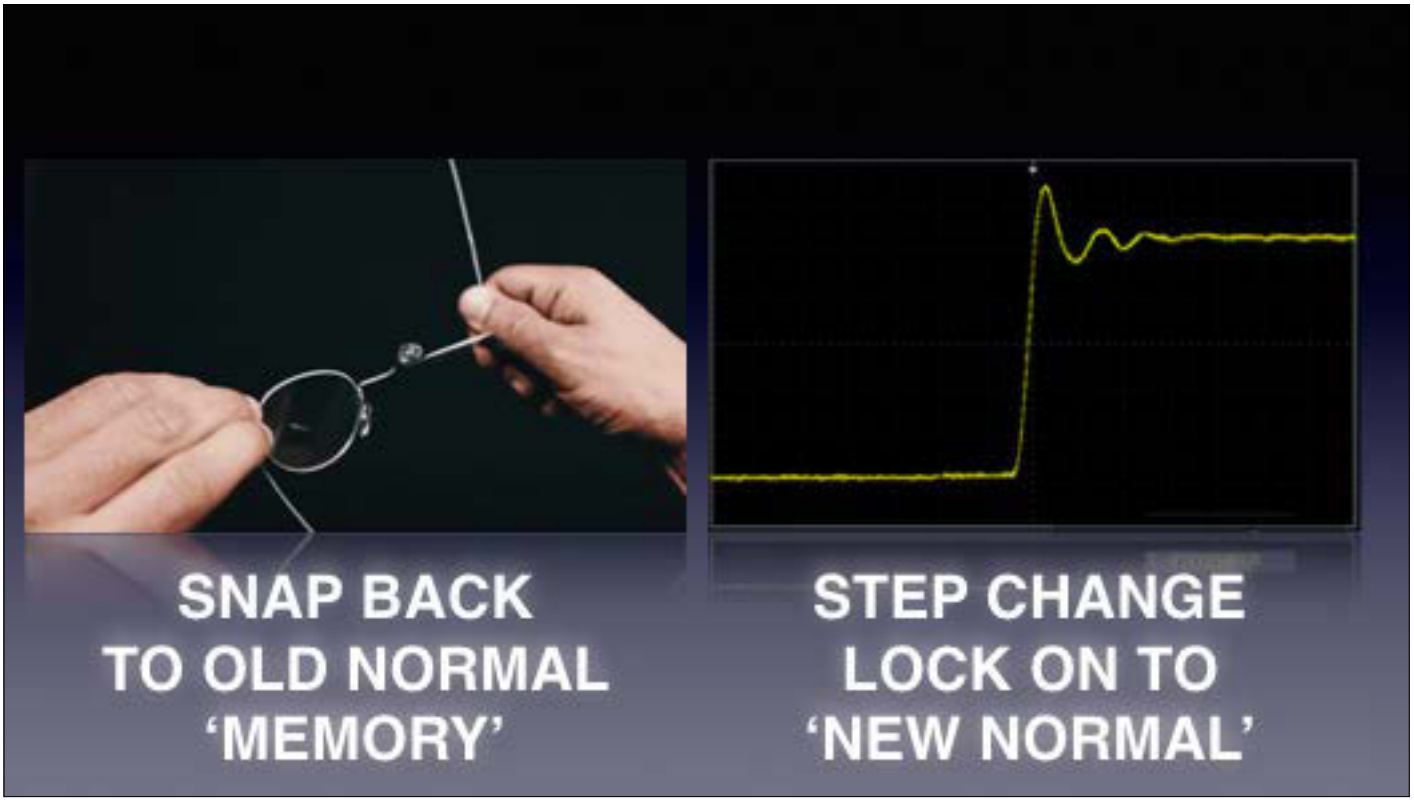
NEW YORK
Back to School

TRUST

A51

WHO / WHAT
IDENTIFICATION
WHY
AUTHENTICATION
WHERE
LOCATION
CONTEXT
AGGREGATION

Temp: 36.6
Coughing


SNAP BACK
TO OLD NORMAL
'MEMORY'
STEP CHANGE
LOCK ON TO
'NEW NORMAL'

Intelligence is the ability
to adapt to change.
Stephen Hawking

SUPER
FLUID

LINEAR

VISION-S

TOYOTA
WOVEN CITY

aws

中国平安人寿保险
PING AN LIFE INSURANCE OF CHINA
中国平安 PING A

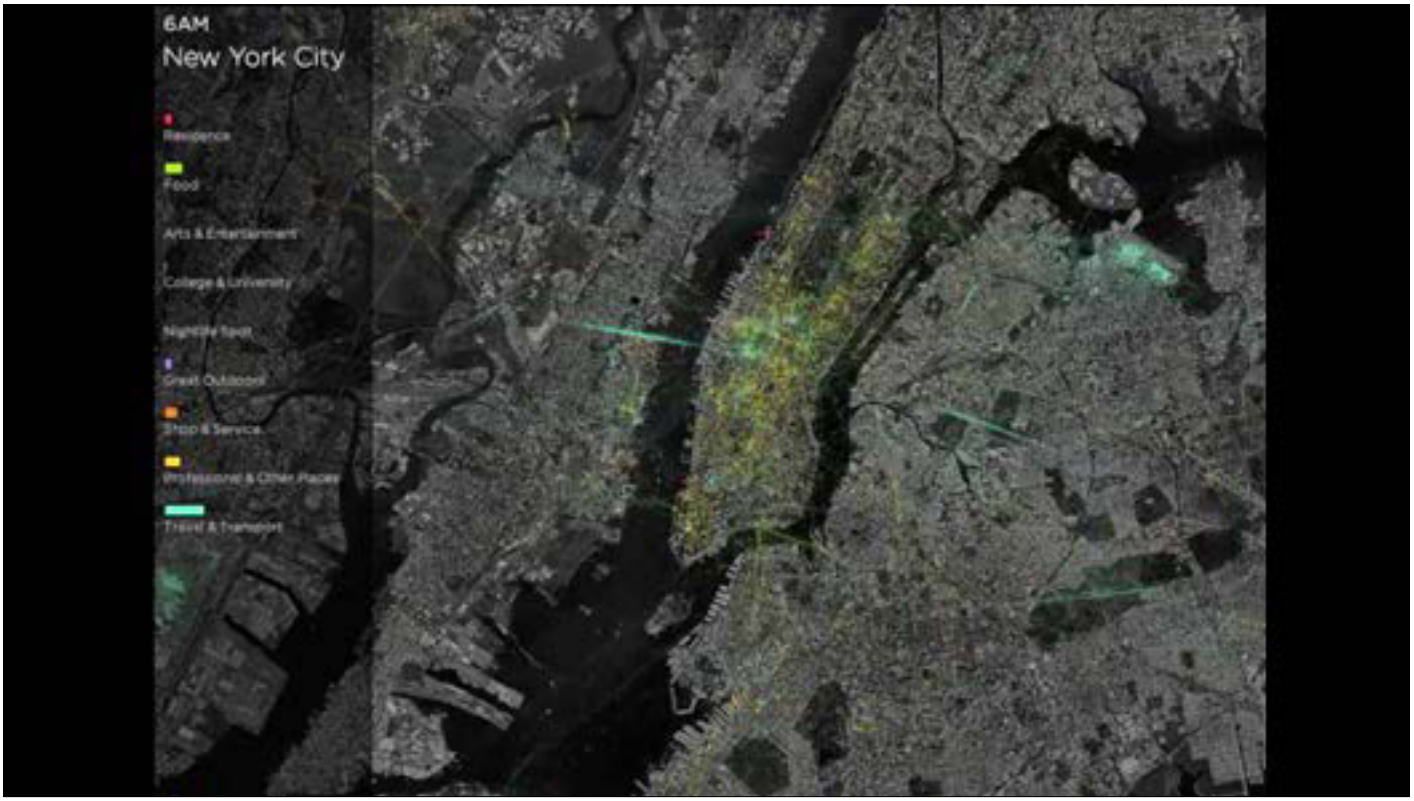
平安好医生
一分钟诊所
取物口

FLUX.

CHARACTERISTICS

HYPER
CONNECTED

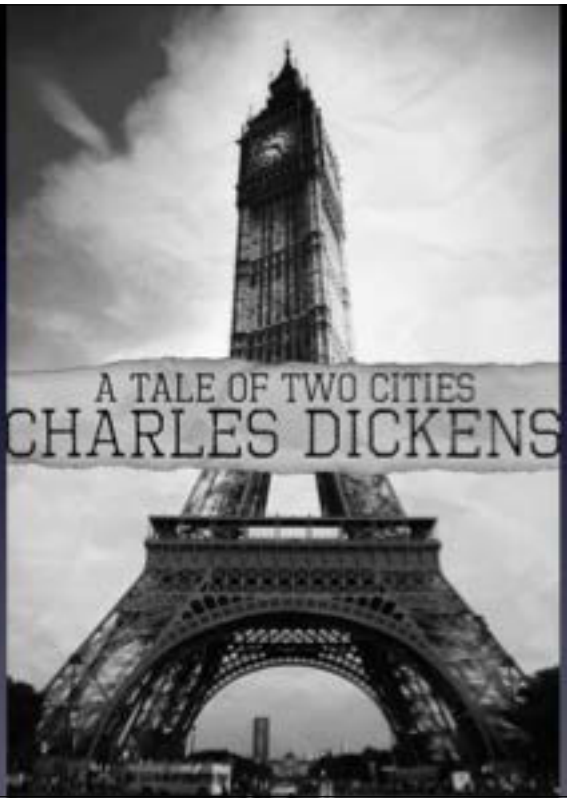
EVERYTHING
IS
CONNECTED


6AM
New York City
Residence
Food
Arts & Entertainment
College & University
Nightlife Spot
Great Outdoors
Shop & Service
Professional & Other Places
Travel & Transport

HYPER
CONNECTED

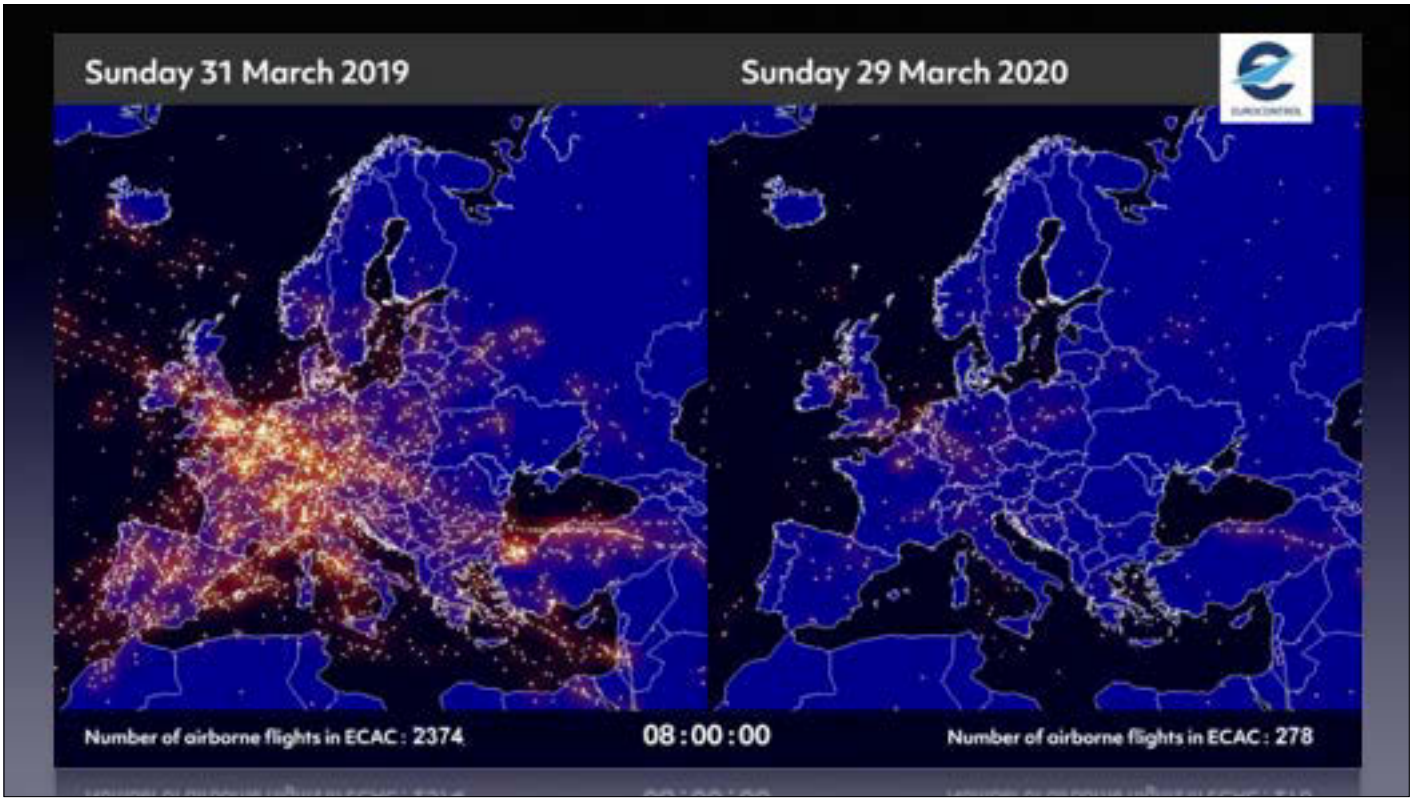
ULTRA
SPEED

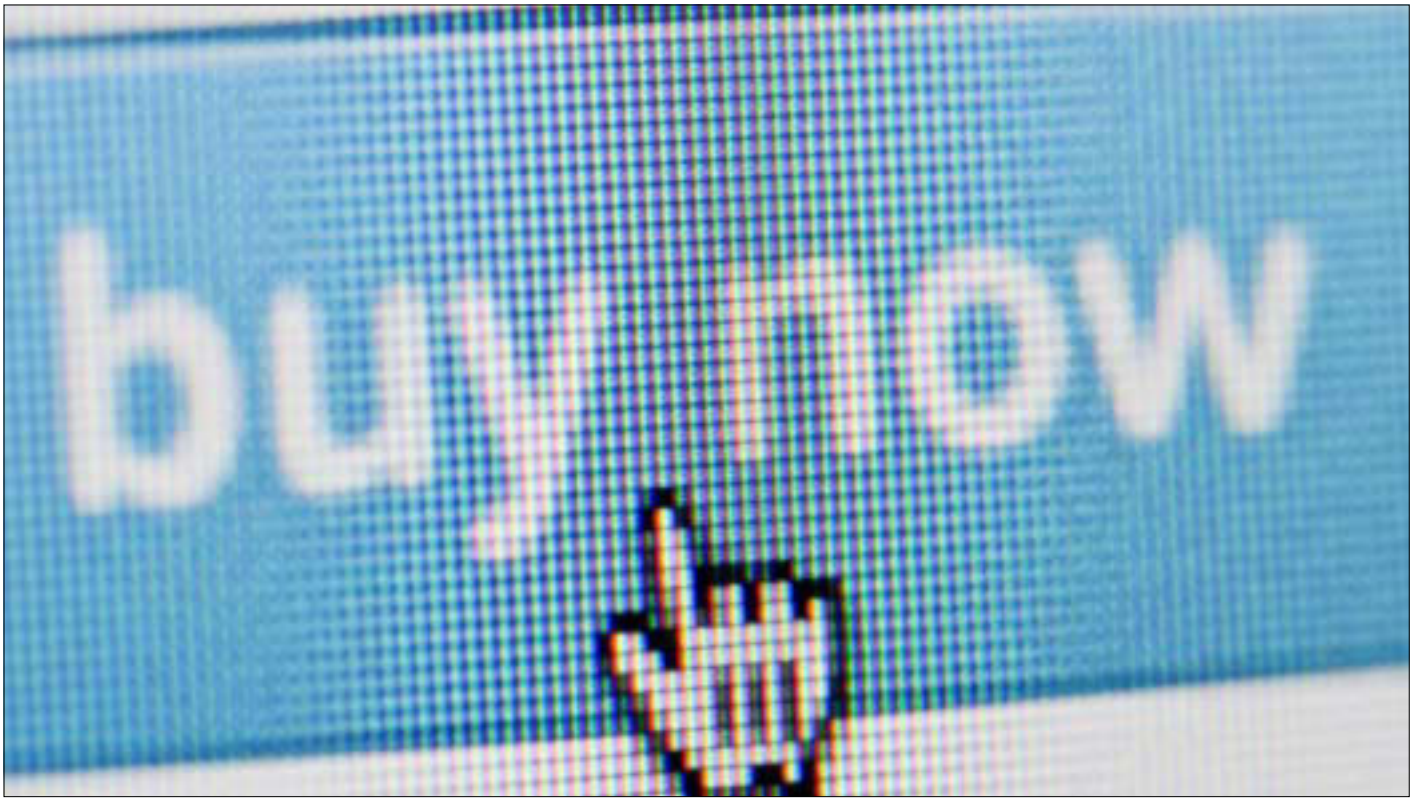
BUSINESS



It is the BEST of TIMES,
It is the WORST of TIMES.

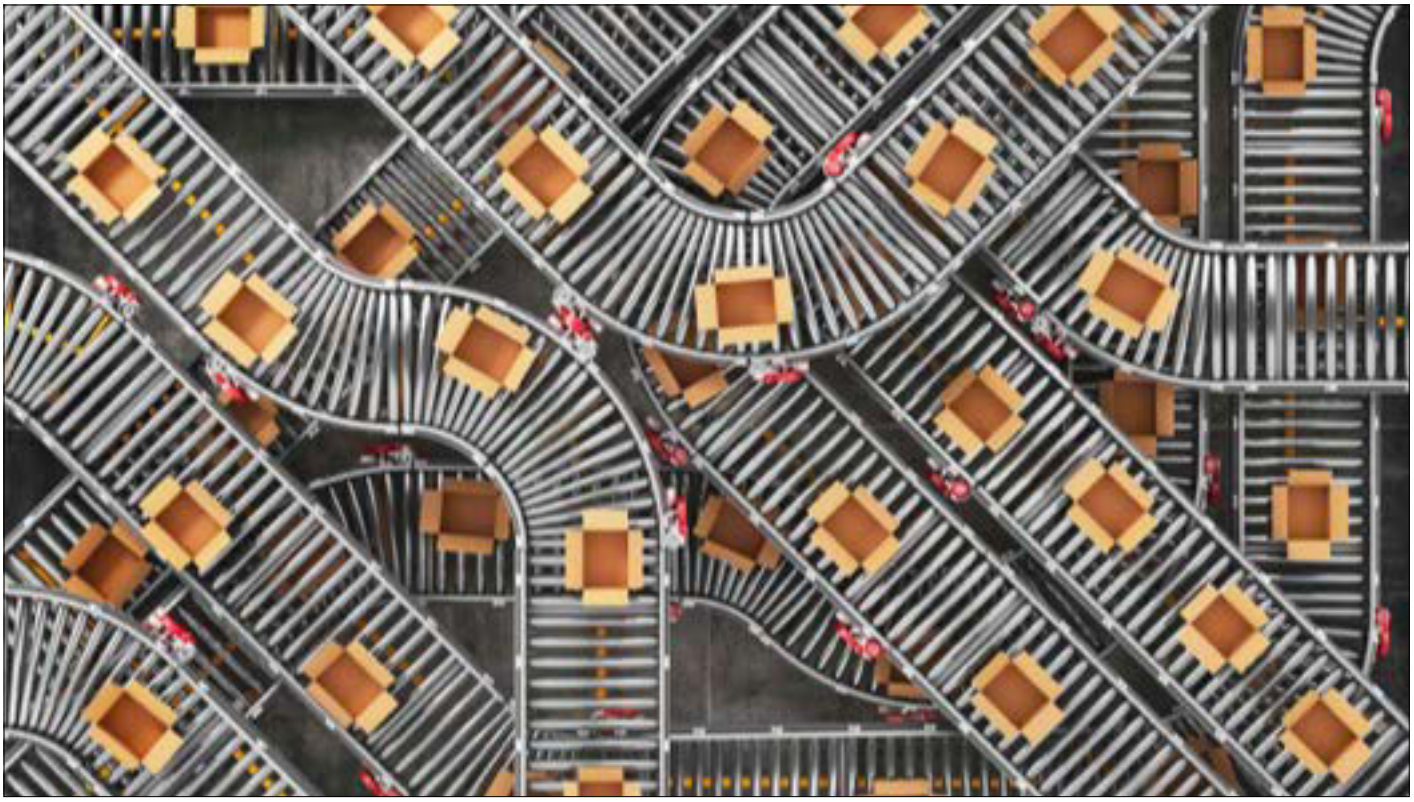
VISUAL CAPITALIST
Zoom is worth more than the top seven airlines combined.
zoom
Communications
Market Capitalization
$48.78B
ZOOM DAILY MEETING PARTICIPANTS (Millions)
10
Dec 2019
200
Mar 2020
300
Apr 2020
Southwest
$14.04B
DELTA
$12.30B
UNITED
$5.87B
IAG
$4.11B
Lufthansa
$3.87B
American Airlines
$3.89B
AIRFRANCEKLM
GROUP
$2.14B
Total Airlines
$46.21B


Sunday 31 March 2019
Sunday 29 March 2020
Number of airborne flights in ECAC : 2374
08 : 00 : 00
Number of airborne flights in ECAC : 278



Sell online with Shopify
Trusted by over 1,000,000 businesses worldwide
"The future we imagined for 2030
has been pulled forward to the present,
with everything going digital by default."
Tobias Lütke
CEO Shopify

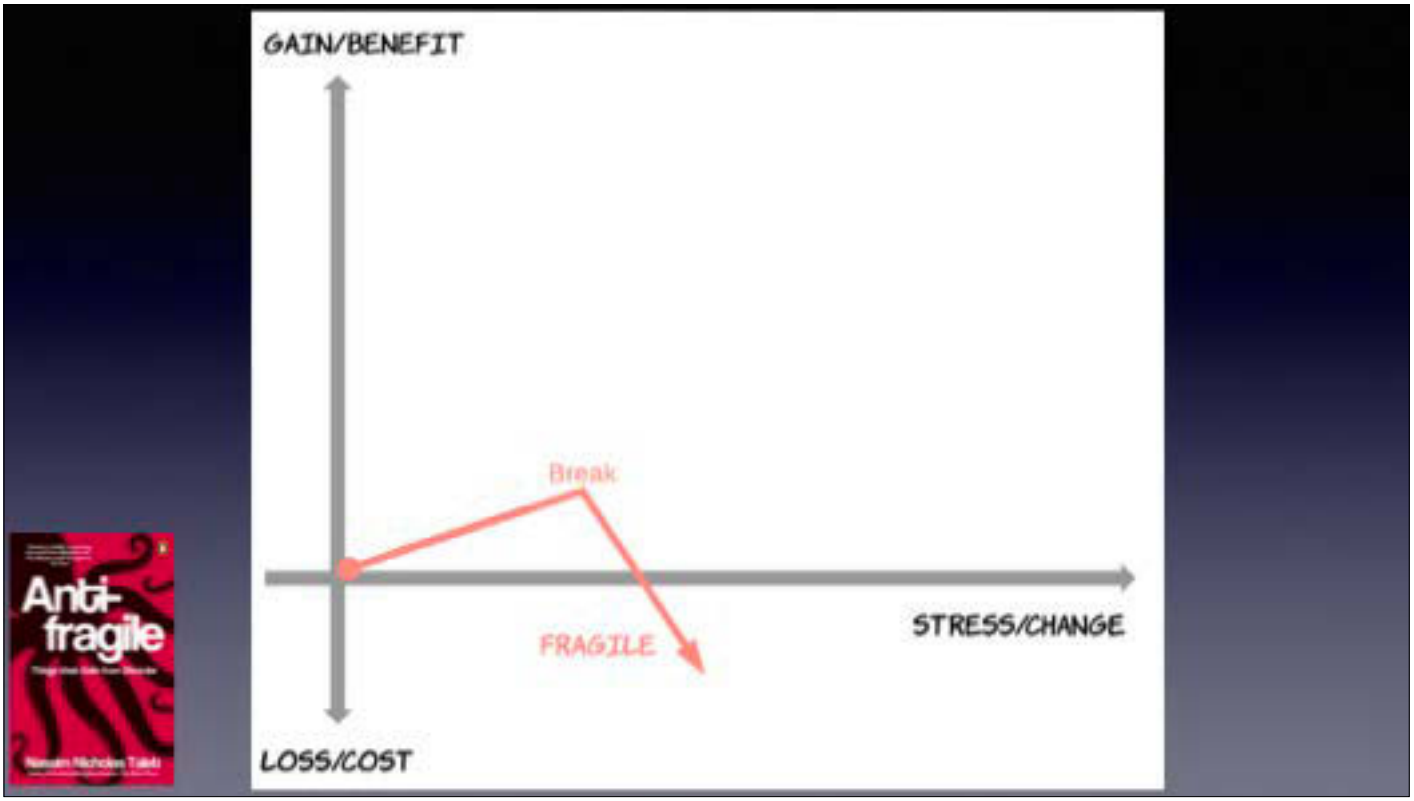
Online Shopping
Online Shopping
OPEN
SHOP

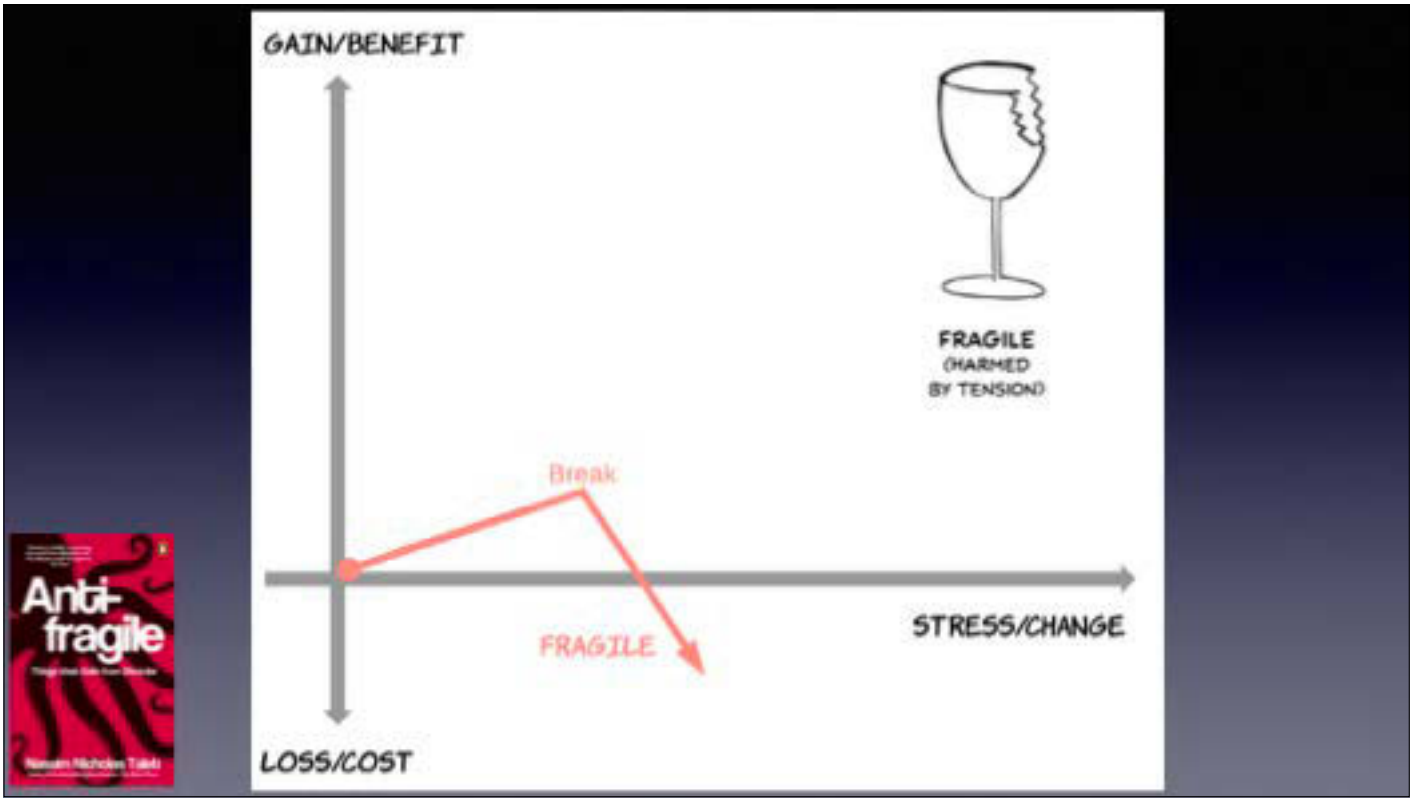


FINANCIAL TIMES

THE RESET IS HERE

ANTI
FRAGILE

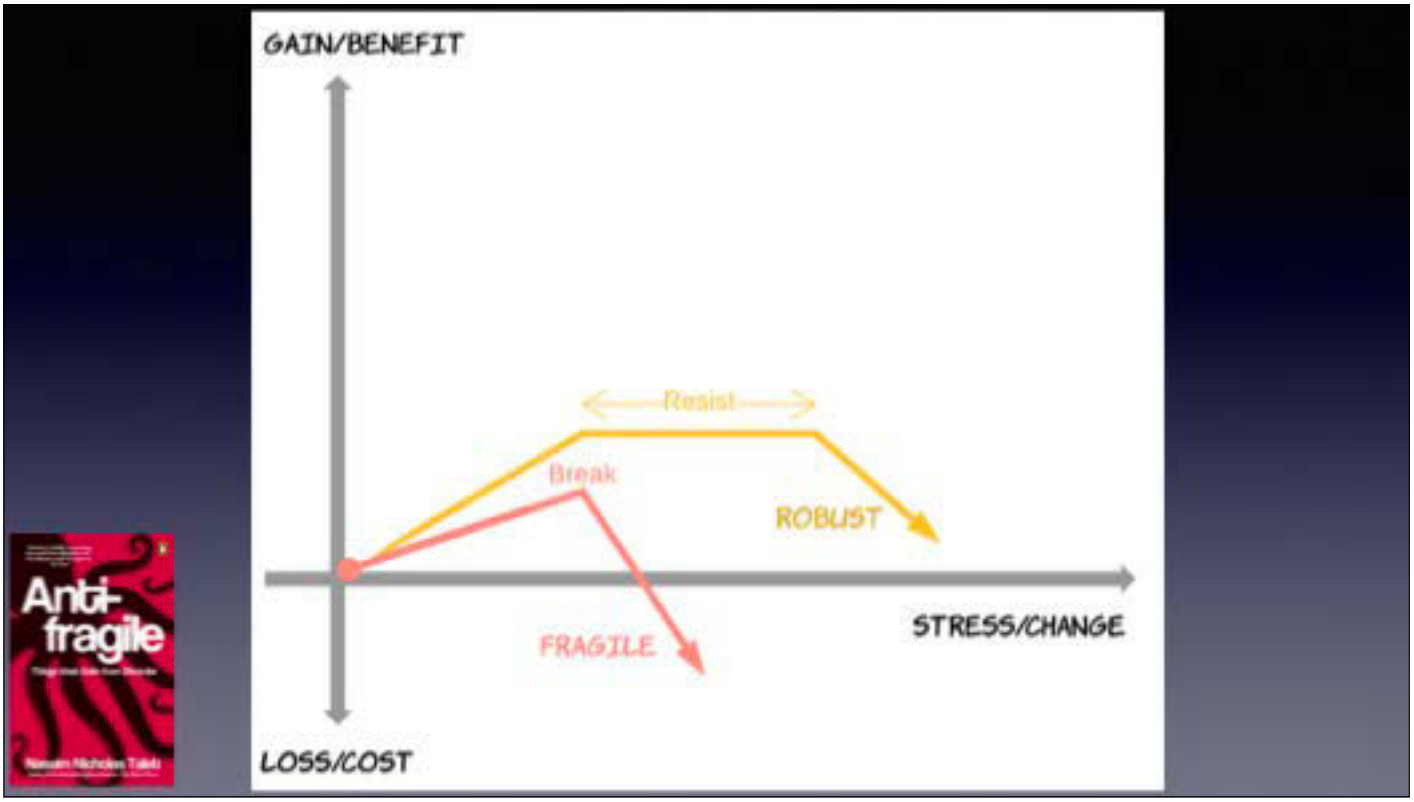

GAIN/BENEFIT
Break
FRAGILE
STRESS/CHANGE
LOSS/COST
Anti-
fragile

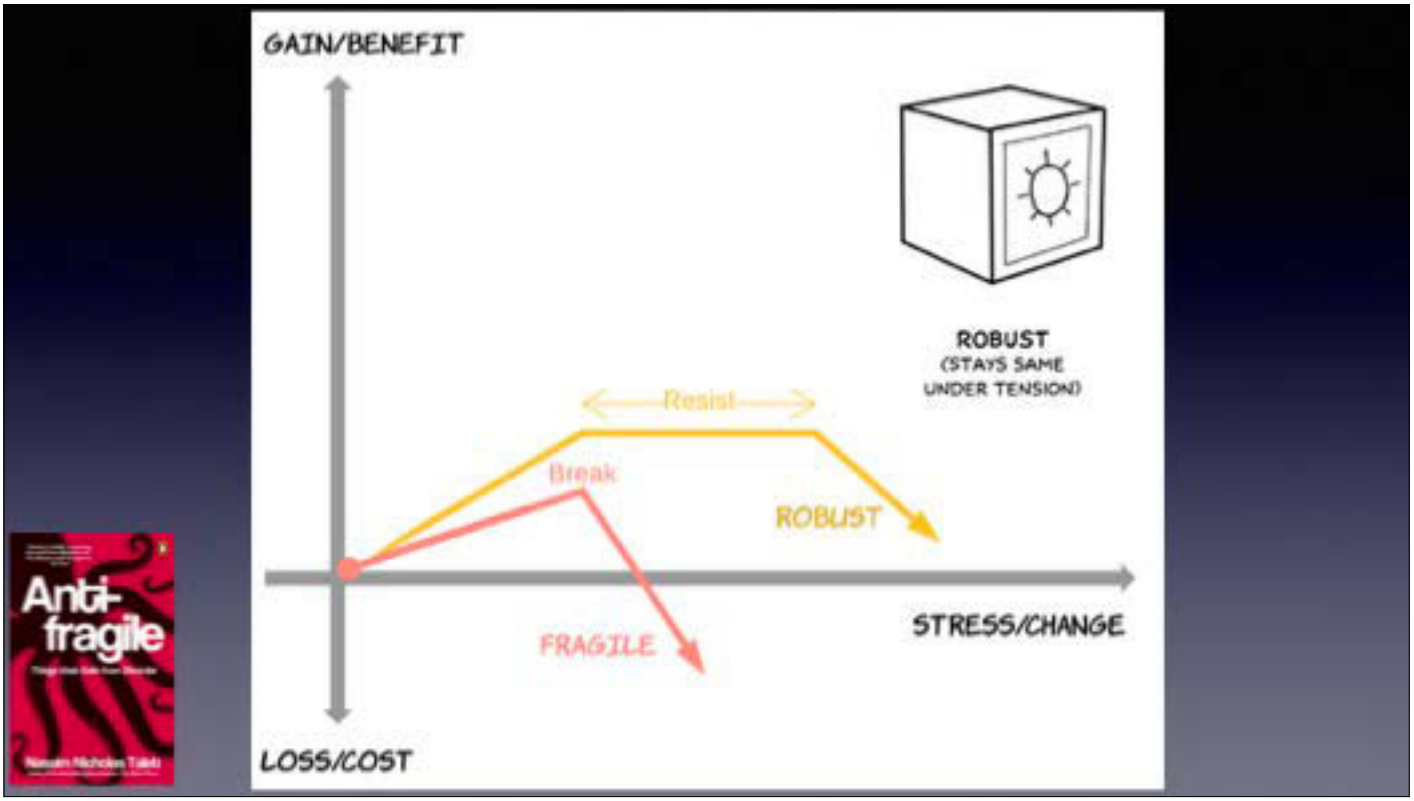

GAIN/BENEFIT
FRAGILE
(HARMED
BY TENSION)
Break
FRAGILE
STRESS/CHANGE
LOSS/COST
Anti-
fragile

Hertz

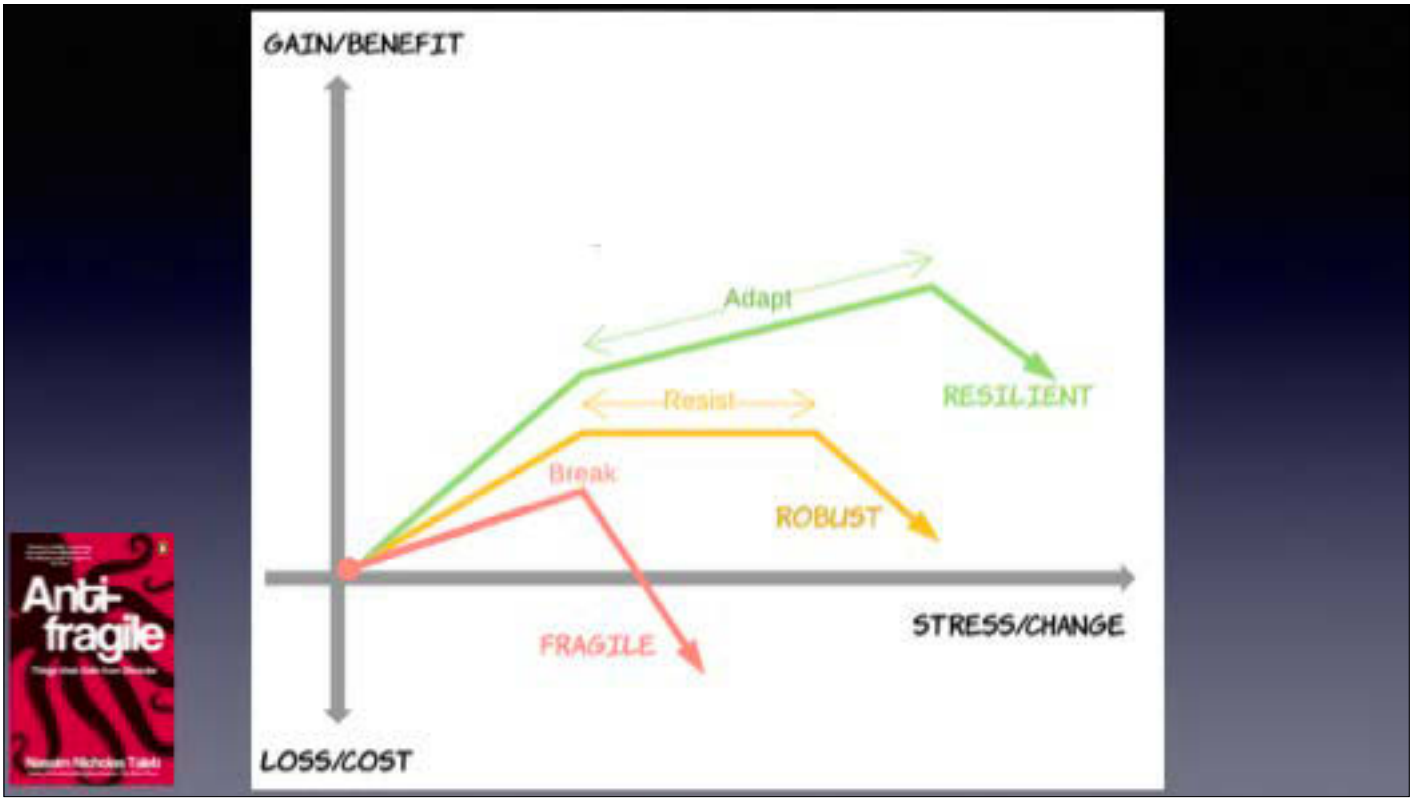
Shanghai
KLM

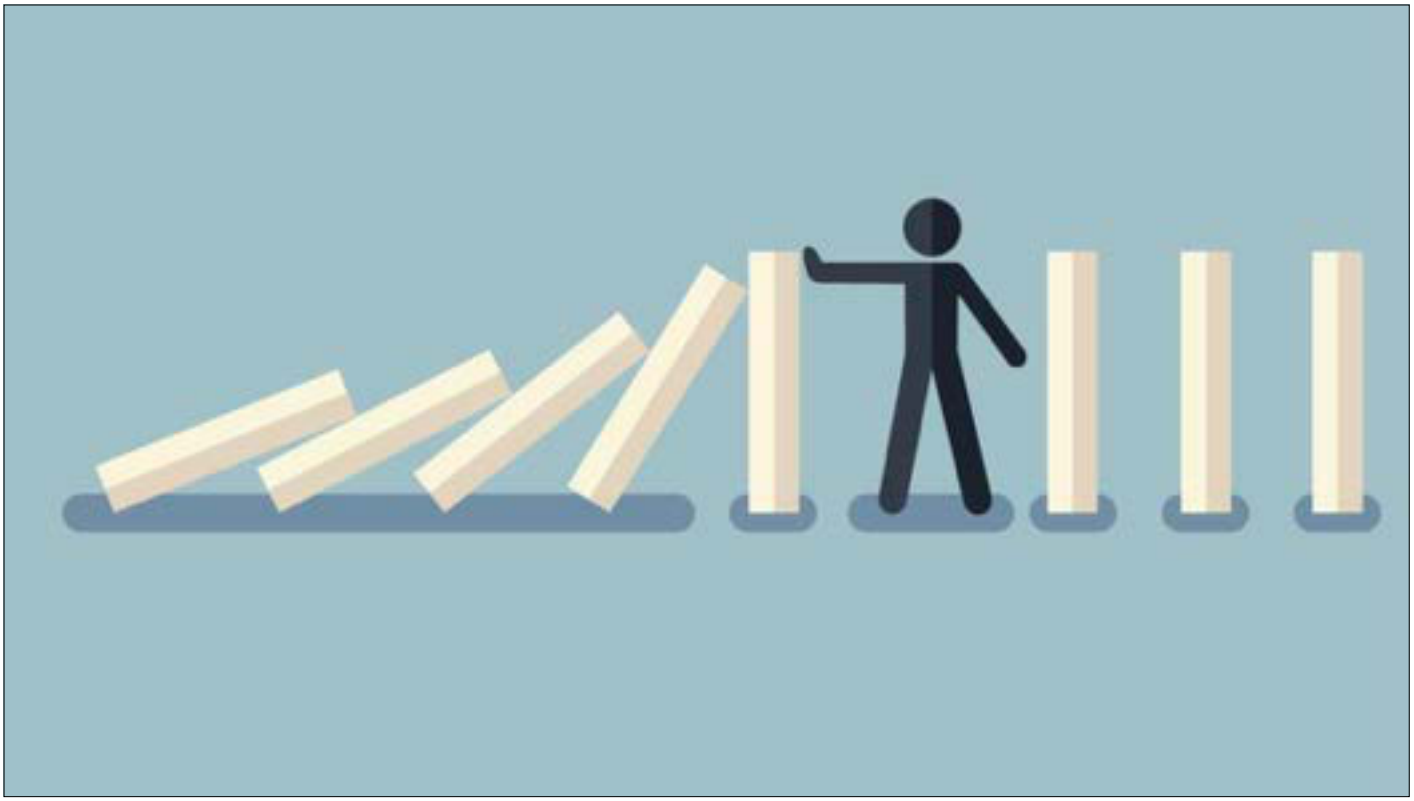
JCPenney
STORE CLOSINGS


GAIN/BENEFIT
Resist
Break
ROBUST
FRAGILE
STRESS/CHANGE
LOSS/COST
Anti-
fragile


GAIN/BENEFIT
ROBUST
(STAYS SAME
UNDER TENSION)
Resist
Break
ROBUST
FRAGILE
STRESS/CHANGE
LOSS/COST
Anti-
fragile

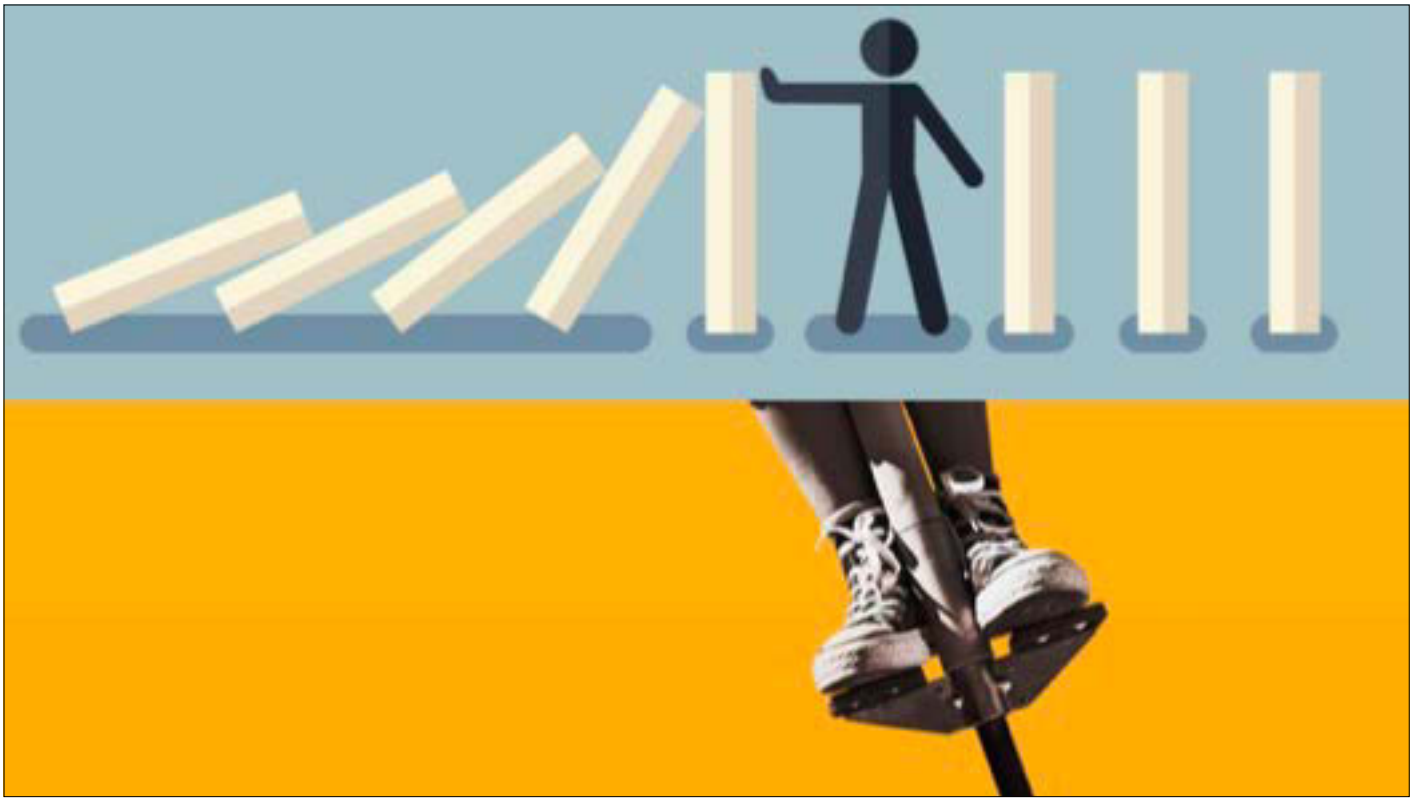
HSBC


GAIN/BENEFIT
Adapt
RESILIENT
Resist
Break
ROBUST
STRESS/CHANGE
FRAGILE
LOSS/COST
Anti-
fragile

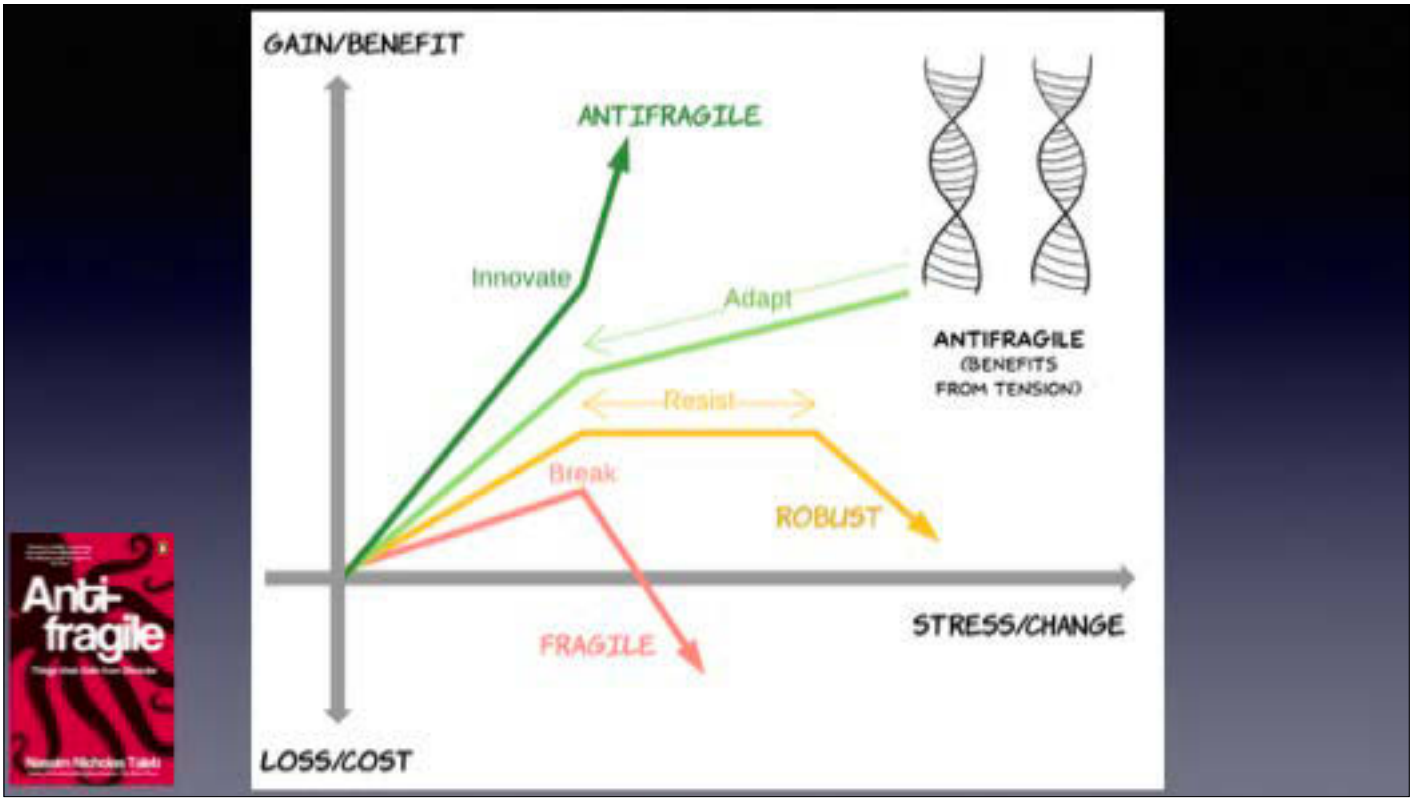


ROBUSTNESS
=
THE ABILITY TO
KEEP OPERATING

RESILIENCE
=
THE CAPABILITY
TO BOUNCE BACK



ROBUSTNESS
RESILIENCE


GAIN/BENEFIT
ANTIFRAGILE
Innovate
Adapt
Resist
Break
ROBUST
FRAGILE
STRESS/CHANGE
LOSS/COST
ANTIFRAGILE
(BENEFITS
FROM TENSION)
Anti-
fragile

zoom

FINANCIAL TIMES
myFT
HOME WORLD US COMPANIES TECH MARKETS GRAPHICS OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT
Coronavirus economic impact
+ Add to myFT
Prospering in the pandemic: the top 100 companies
The first in an FT series on corporate resilience in a year of human and economic devastation
MOUTAI
Tencent 腾讯
100

Prospering in the pandemic: the top 100 companies
1. Amazon
$401.1bn
Market cap added
2. Microsoft
$269.9bn
Market cap added
3. Apple
$219.1bn
Market cap added
4. Tesla
$108.4bn
Market cap added
5. Tencent
$93bn
Market cap added
6. Facebook
$85.7bn
Market cap added
7. Nvidia
$83.3bn
Market cap added
8. Alphabet
$68.1bn
Market cap added
9. PayPal
$65.4bn
Market cap added
10. T-Mobile
$59.7bn
Market cap added
11. Pinduoduo
$55.2bn
Market cap added
12. Netflix
$55.1bn
Market cap added
13. Meituan Dianping
$53.6bn
Market cap added
14. Shopify
$51.4bn
Market cap added
15. Zoom Video
$47.9bn
Market cap added

Prospering in the pandemic: the top 100 companies
1. Amazon
$401.1bn
Market cap added
2. Microsoft
$269.9bn
Market cap added
3. Apple
$219.1bn
Market cap added
4. Tesla
$108.4bn
Market cap added
5. Tencent
$93bn
Market cap added
6. Facebook
$85.7bn
Market cap added
7. Nvidia
$83.3bn
Market cap added
8. Alphabet
$68.1bn
Market cap added
9. PayPal
$65.4bn
Market cap added
10. T-Mobile
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Market cap added
11. Pinduoduo
$55.2bn
Market cap added
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$55.1bn
Market cap added
13. Meituan Dianping
$53.6bn
Market cap added
14. Shopify
$51.4bn
Market cap added
15. Zoom Video
$47.9bn
Market cap added

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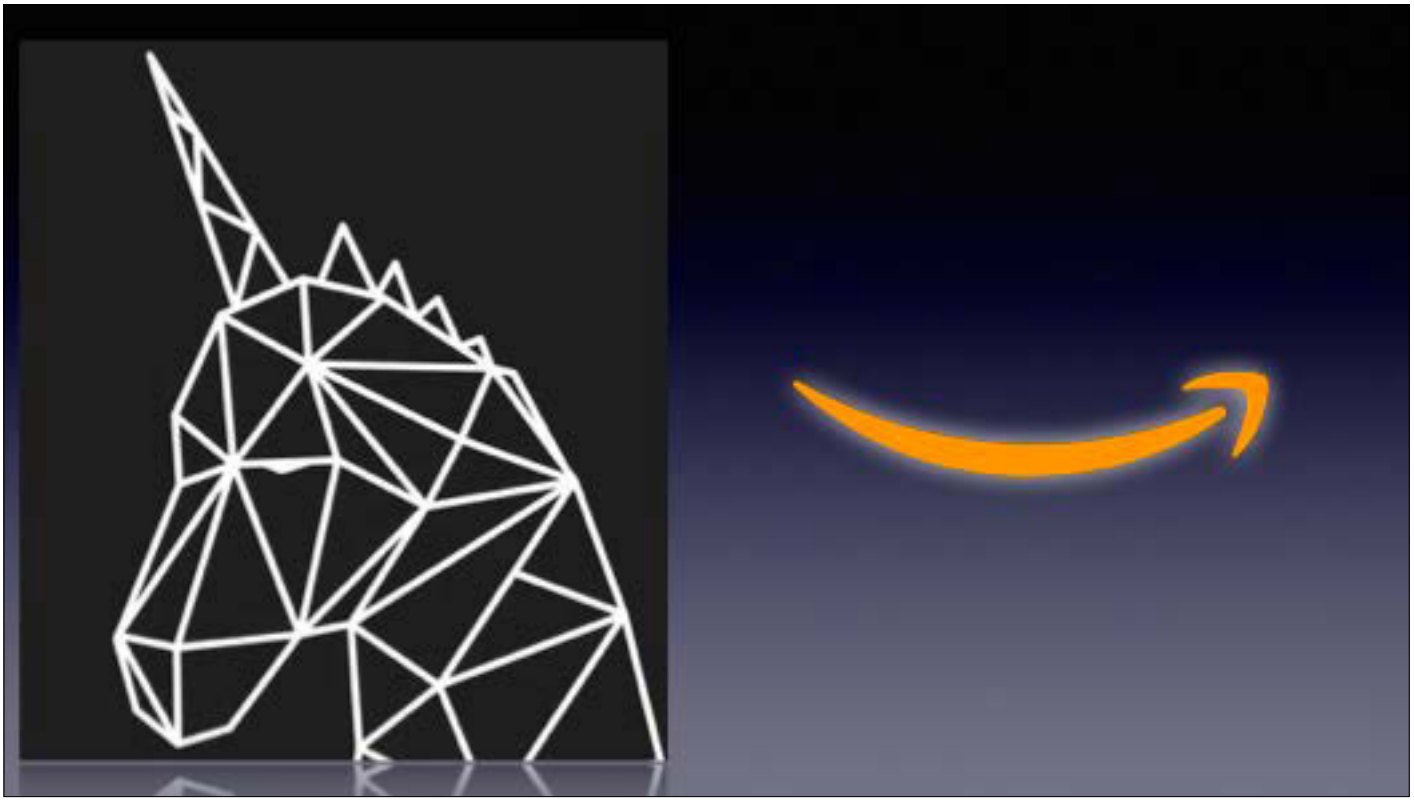
Peter Hinssen
THE PHOENIX AND THE UNICORN



Pickup
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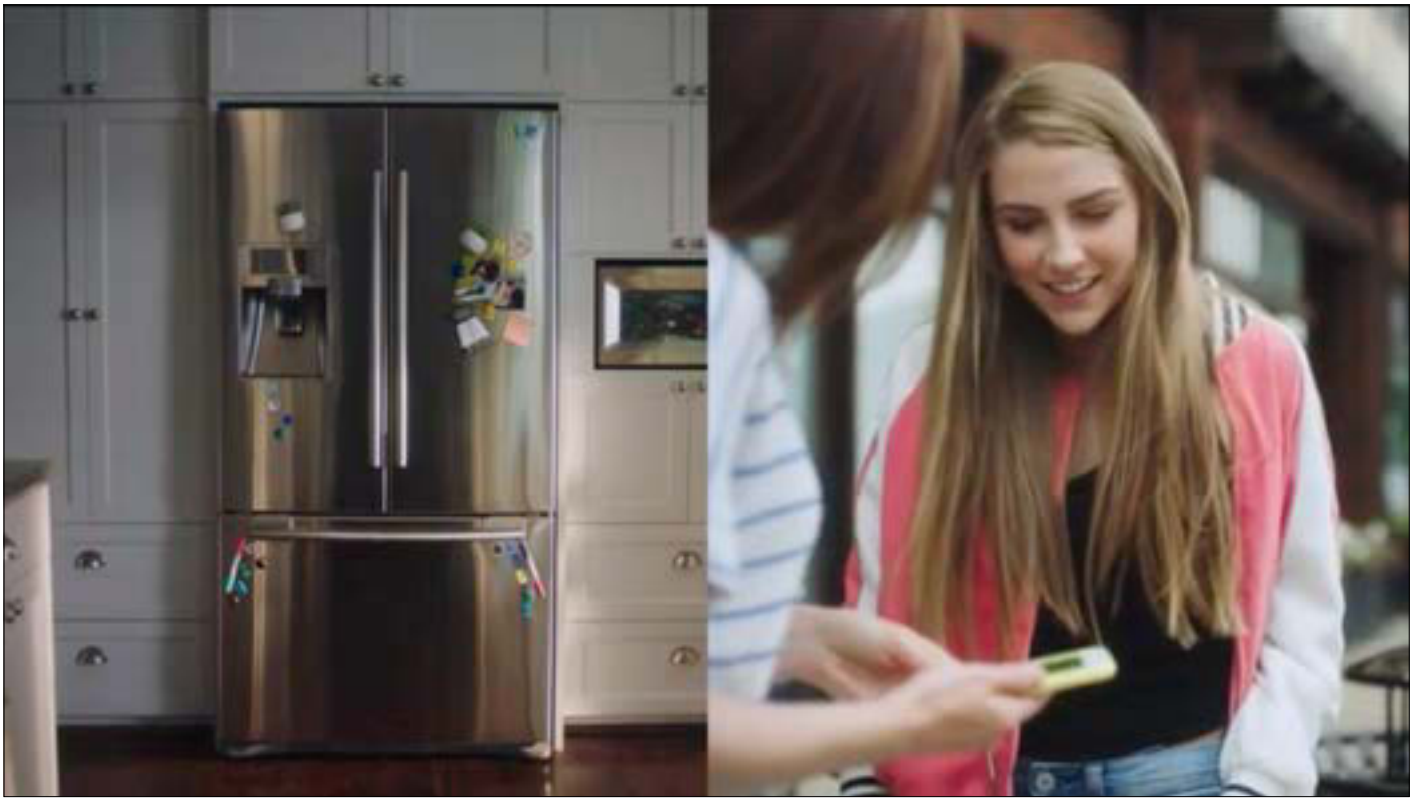
Pickup



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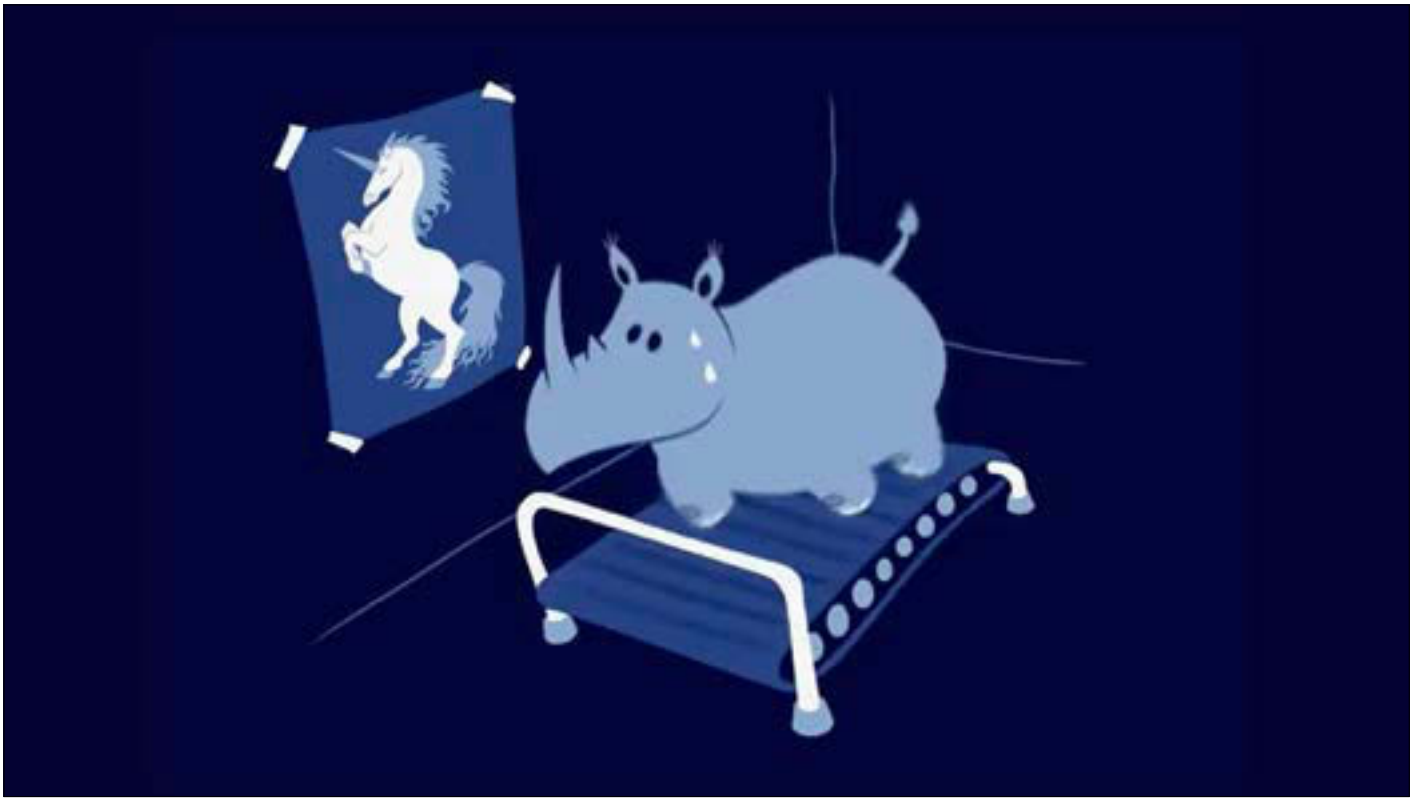
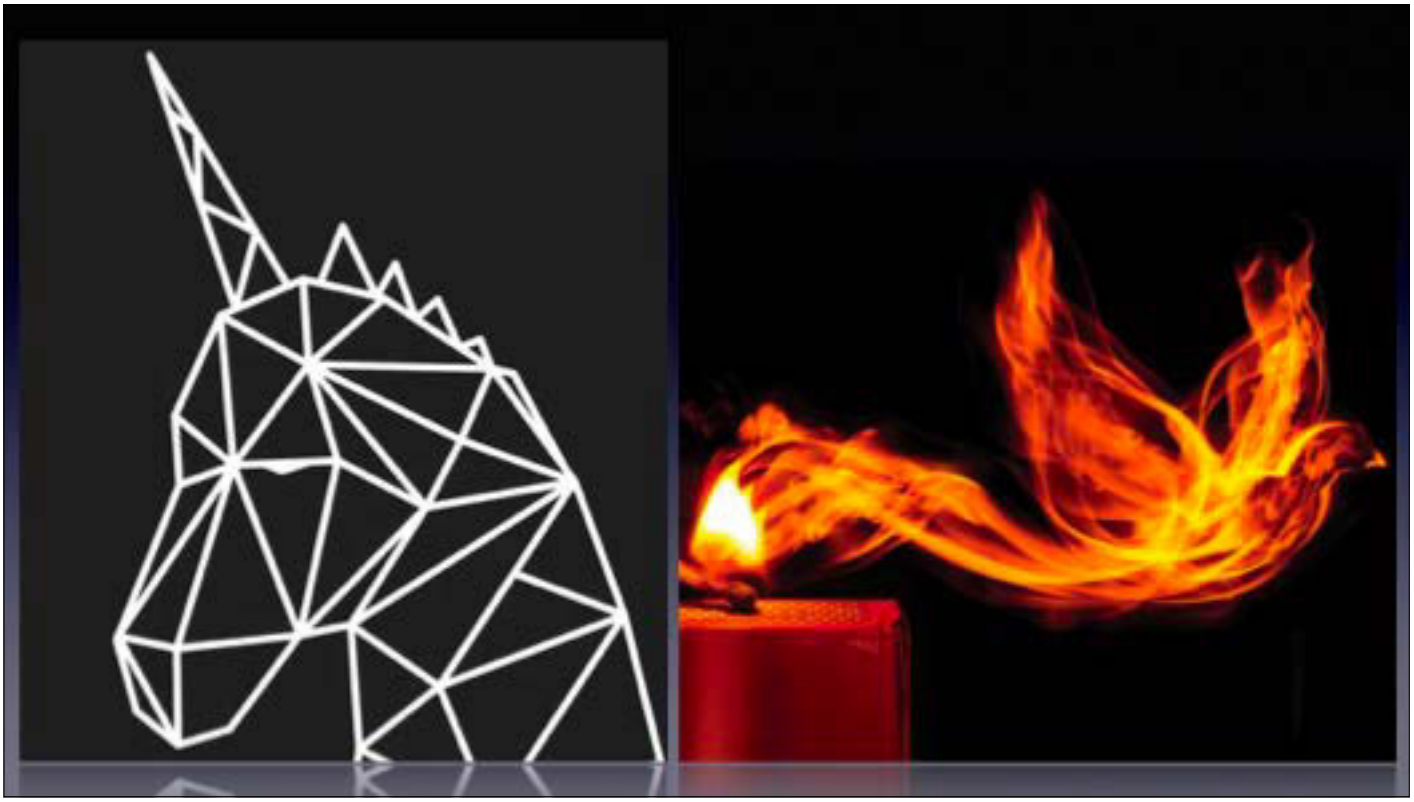




Horse vs. Automobile

BEFORE you discard your horse and buy an auto it is well to think of the cost.
Figure how much you spend for harness and then think of what new tires amount to.
Figure up what it takes to feed Dobbin in a year and then think of gasoline, repairs and storage charges.
Dobbin is worth what you paid for him two years ago, where's the man with an auto that can say the same?
Come in and get a new harness instead of a new car and remember that Dobbin will take you through snow and mud as well as on good roads and that his carburetor is never out of order.

Ed. Klein

732 Massachusetts Street

amazon
Uber
Booking.com
Stays
Flights
We understand

OLYMPIC
MINIMUM

RKYC

REALLY KNOW YOUR

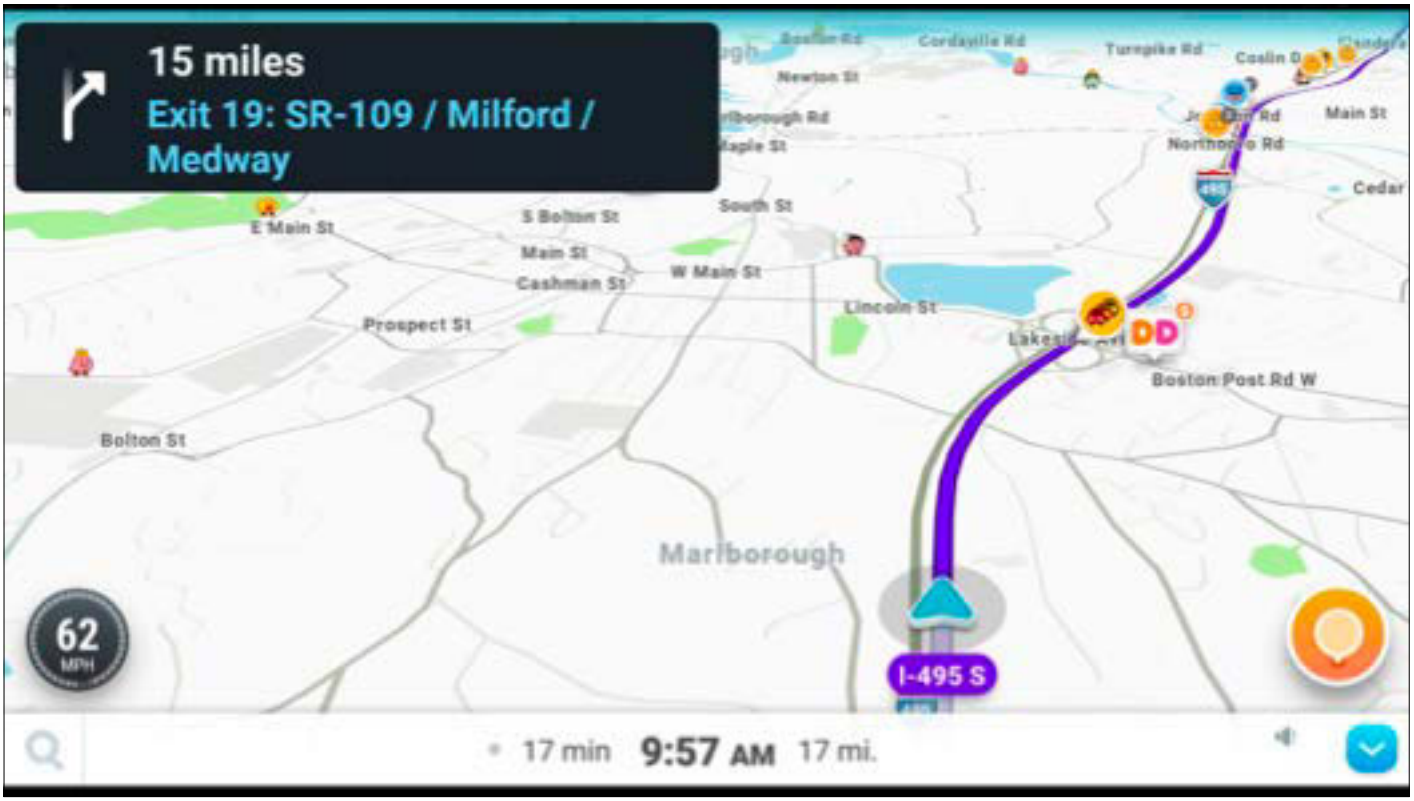
ESSENTIAL

RELEVANT

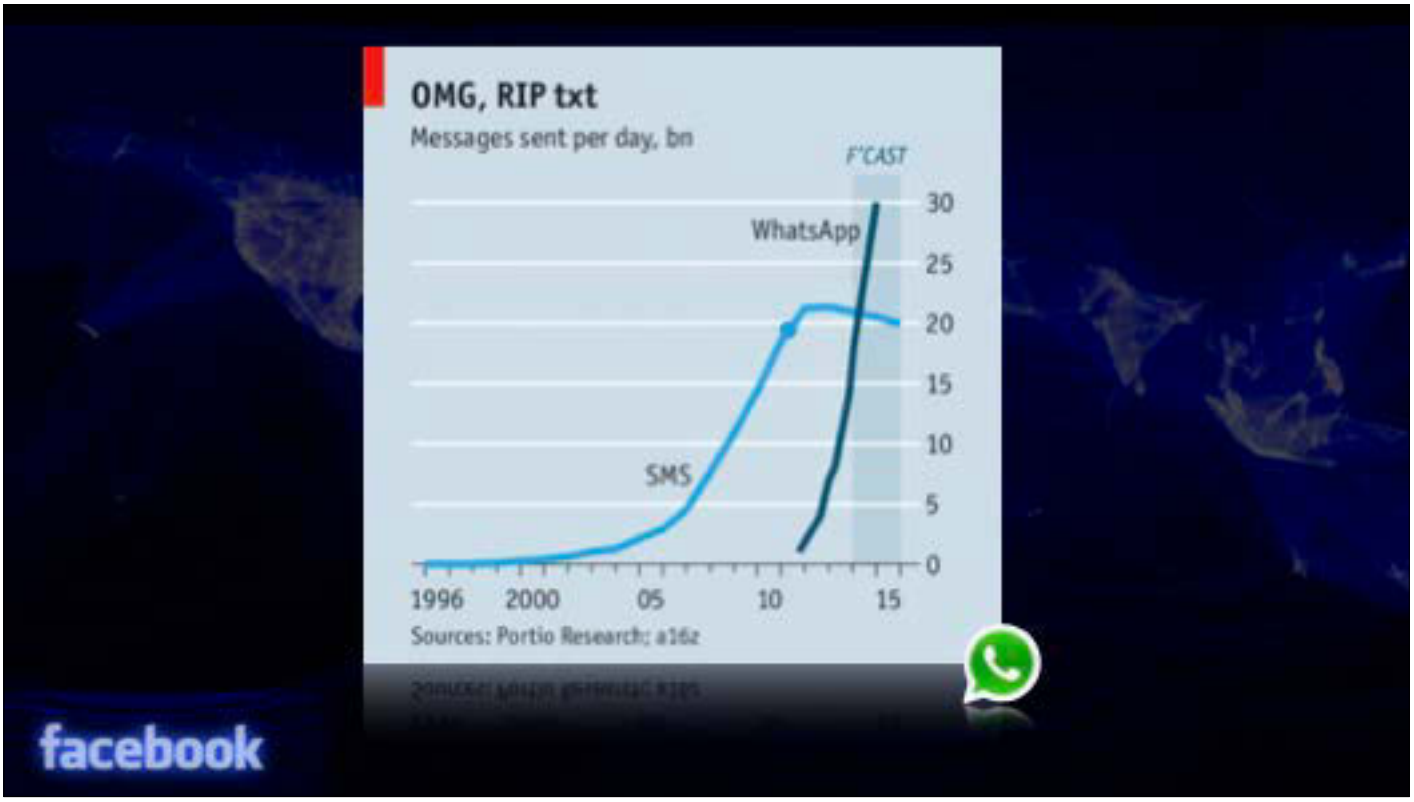
PLATFORMS ARE THE NEW 21st CENTURY REALITY

FEED *the* BEAST

Waze
Maps


15 miles
Exit 19: SR-109 / Milford / Medway
Cordaville Rd
Turnpike Rd
Newton St
Main St
Maple St
South St
E Main St
S Bolton St
Main St
Cashman St
W Main St
Prospect St
Lincoln St
Boston Post Rd W
Bolton St
Marlborough
62 MPH
I-495 S
17 min
9:57 AM
17 mi.

FEED *the* BEAST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Sources: Portio Research; a16z
facebook

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Sources: Portio Research; a16z
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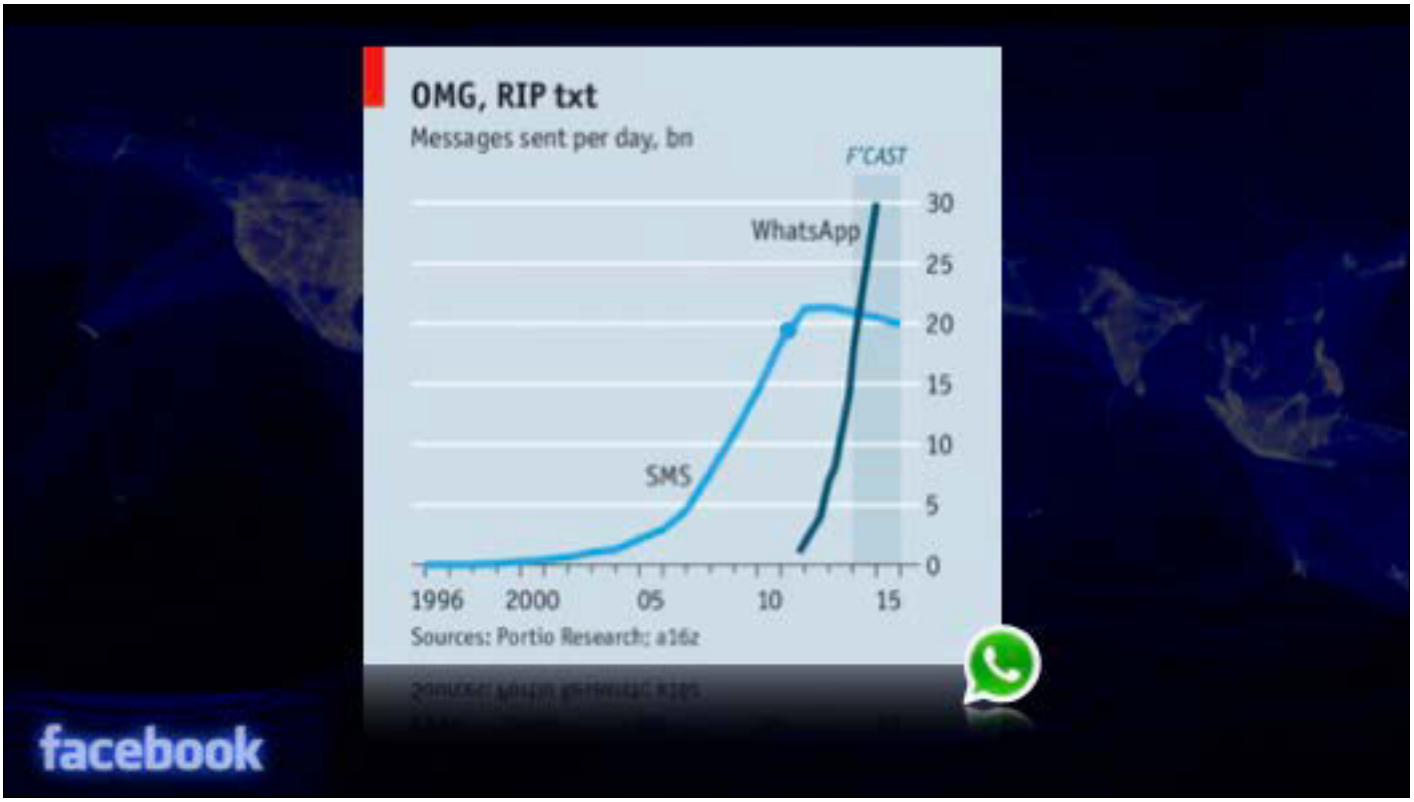
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Sources: Portio Research; a16z
facebook

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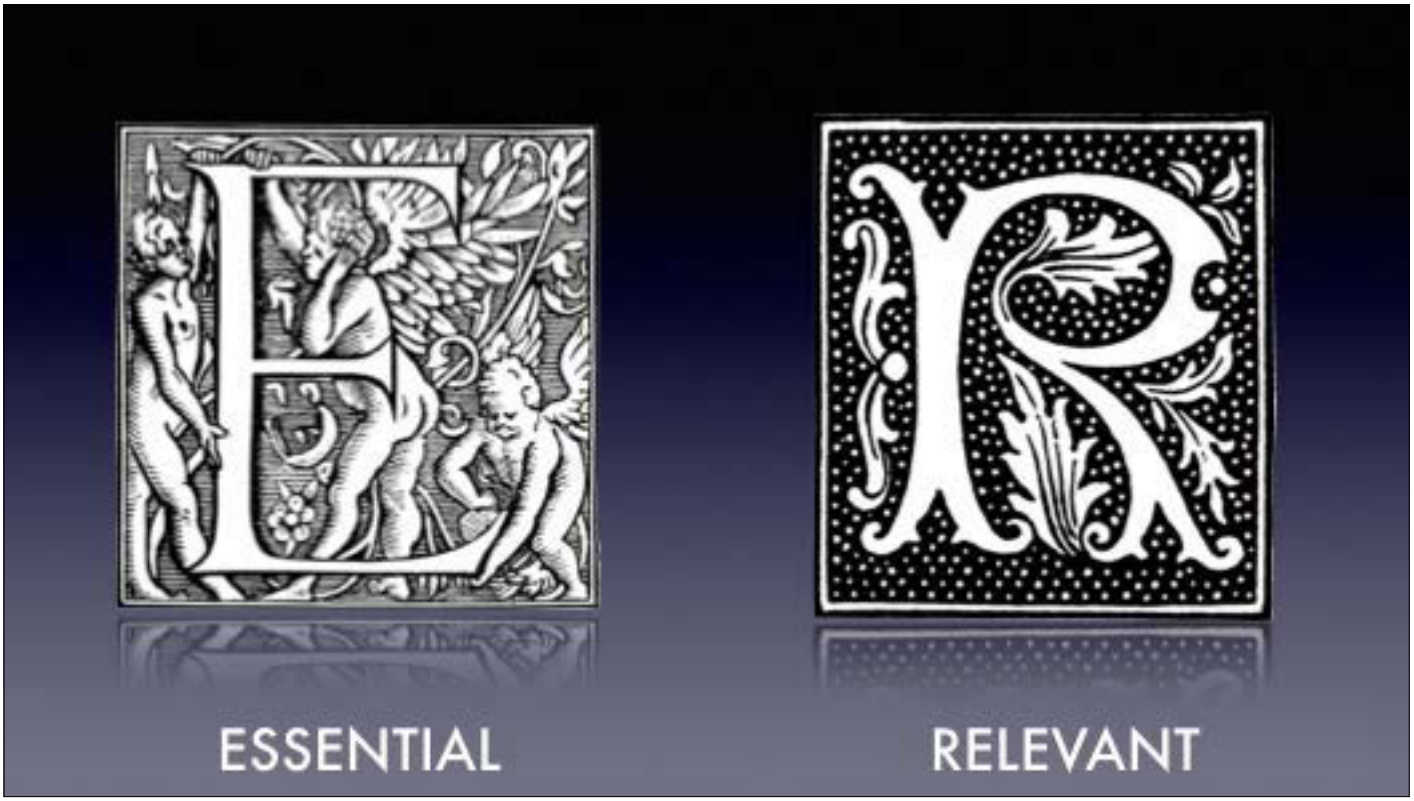
dumb pipe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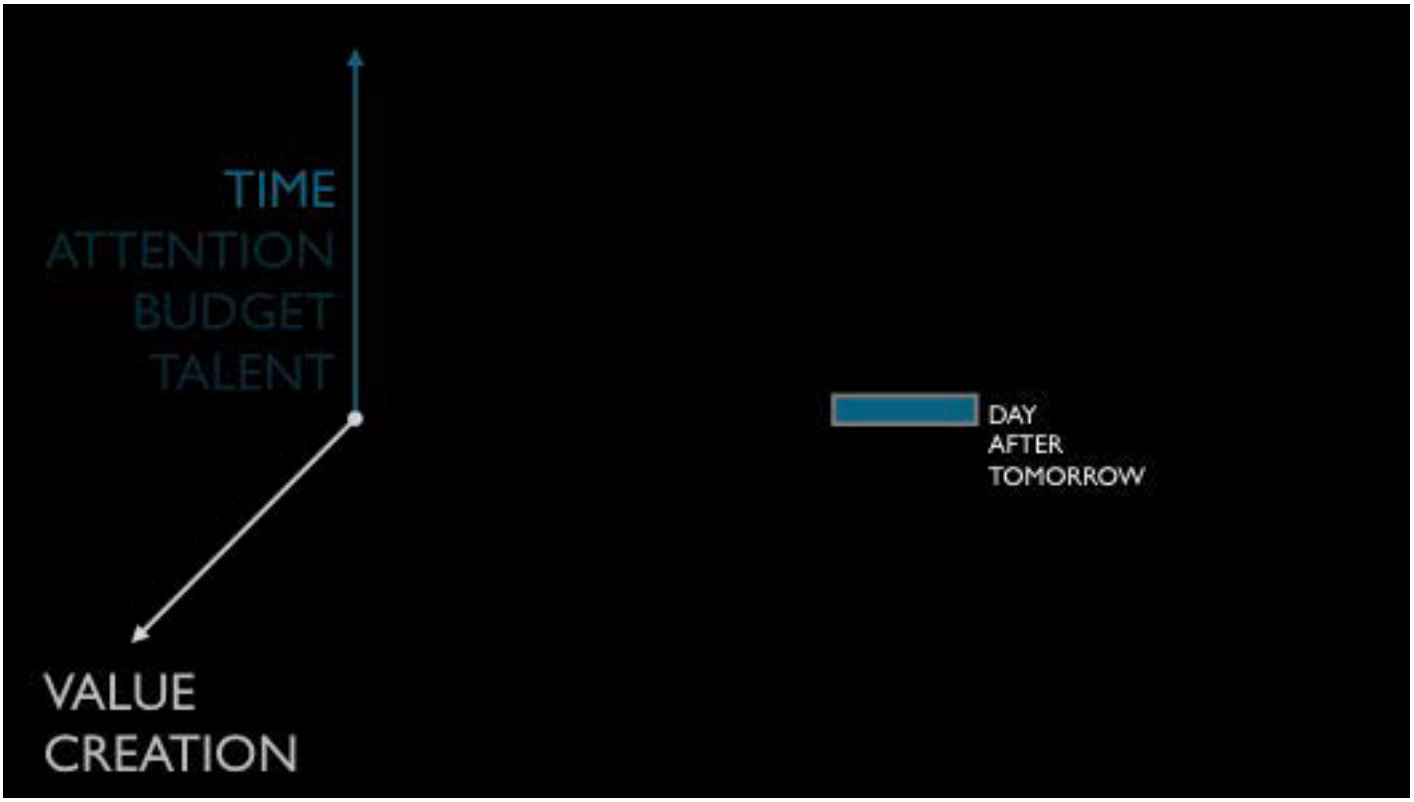
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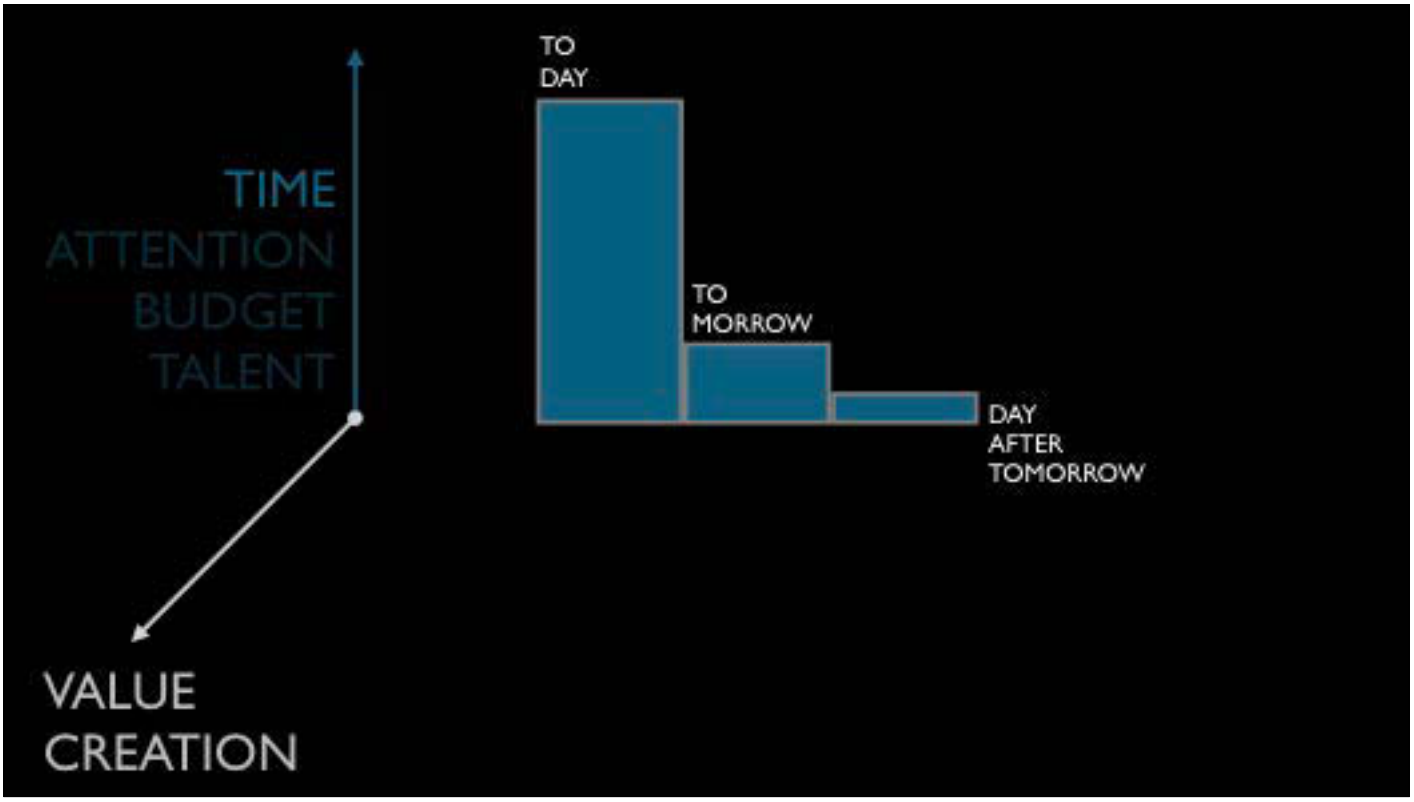
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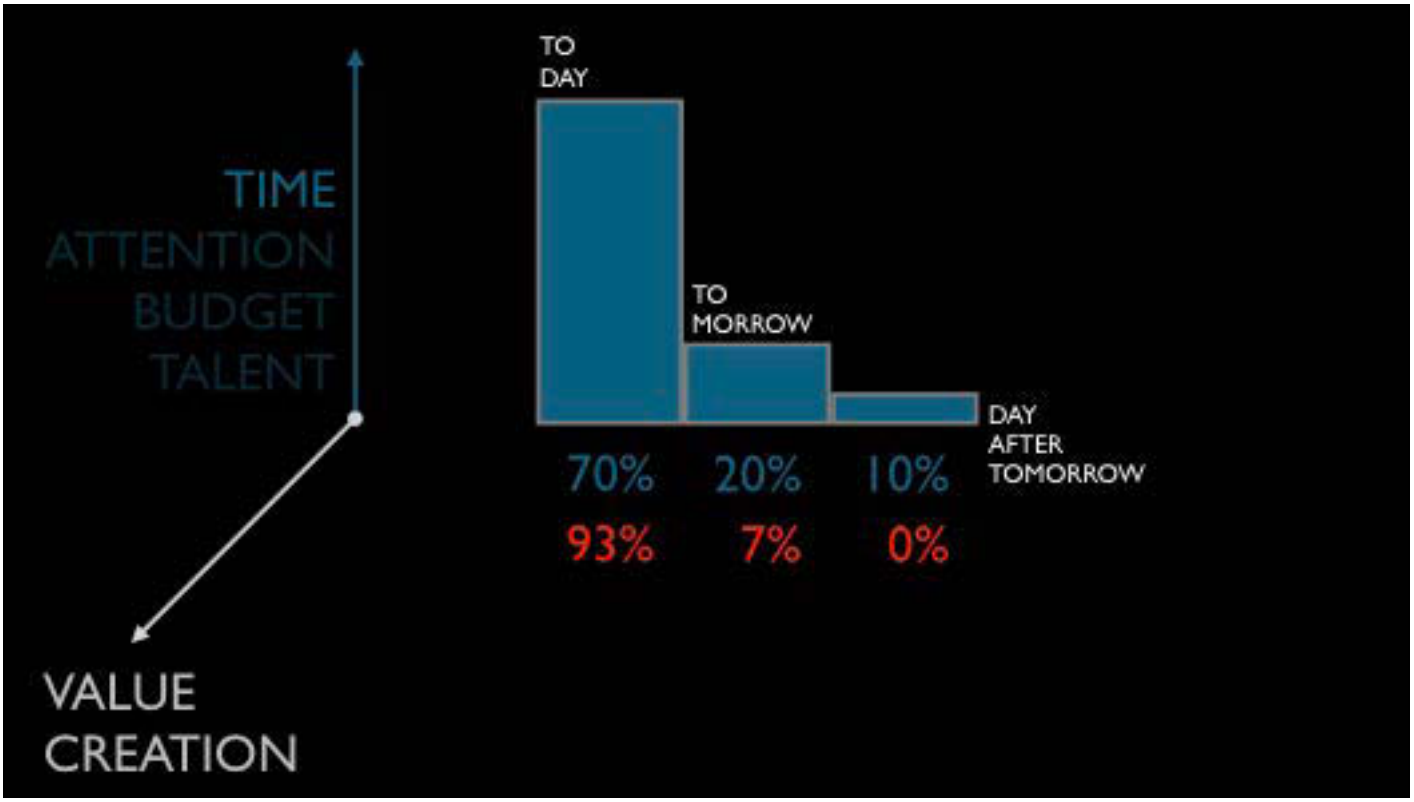
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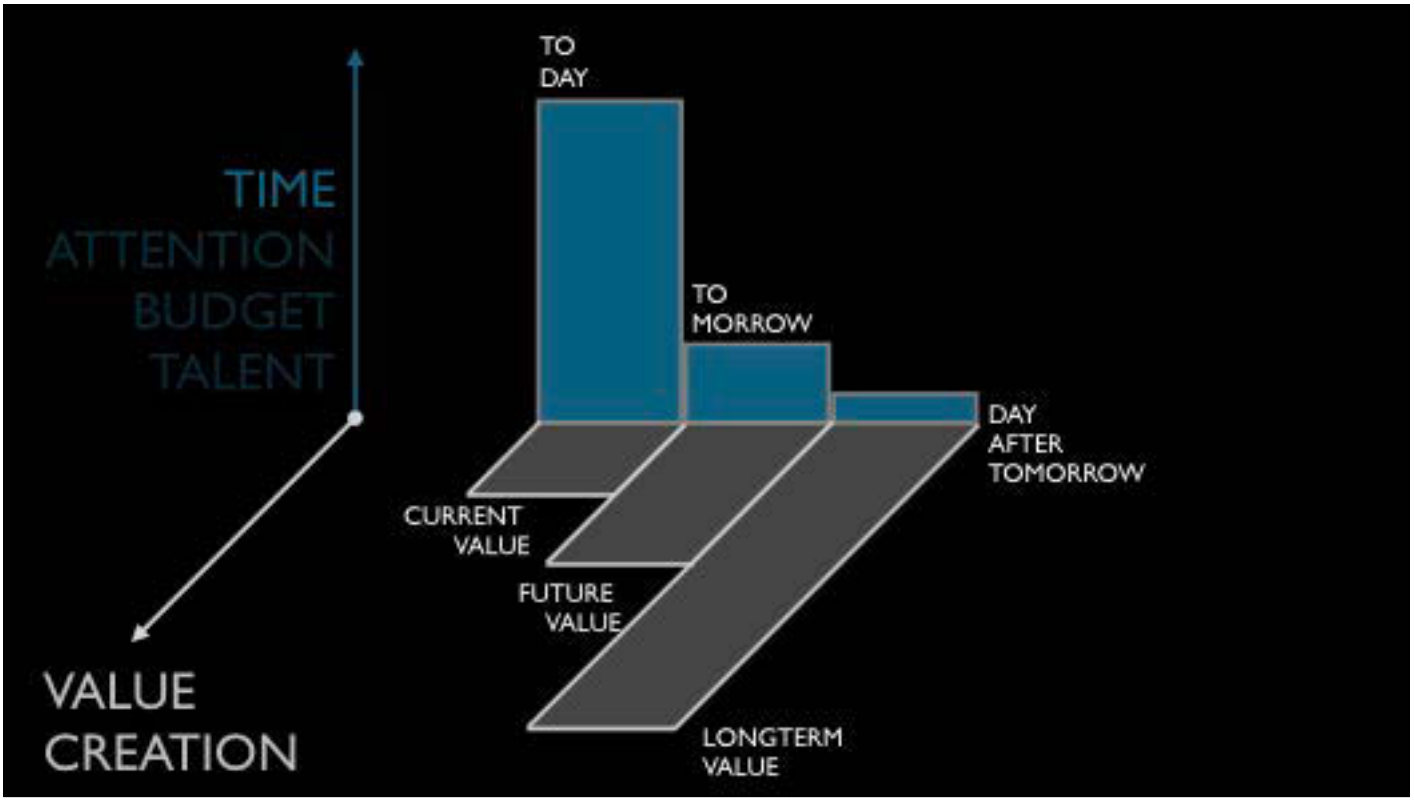
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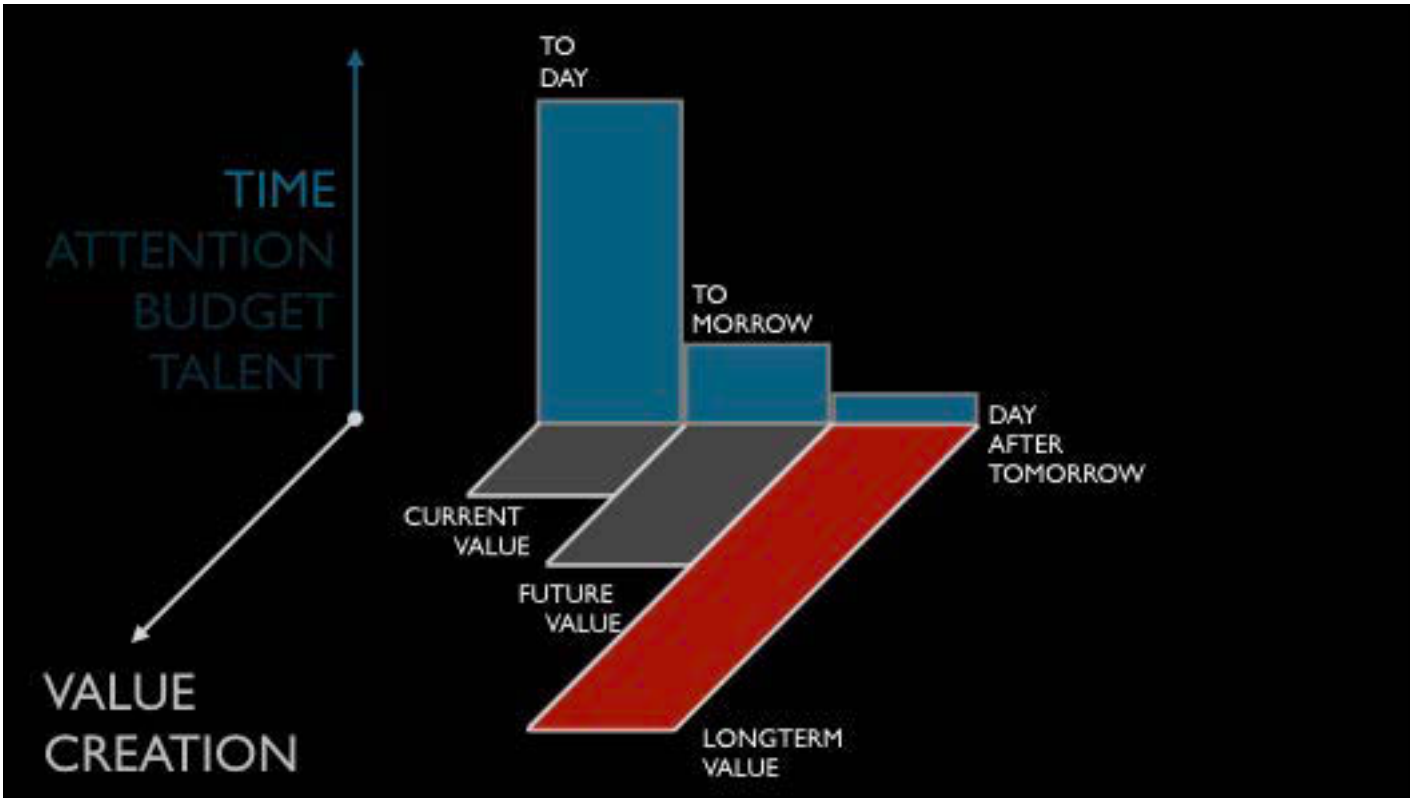
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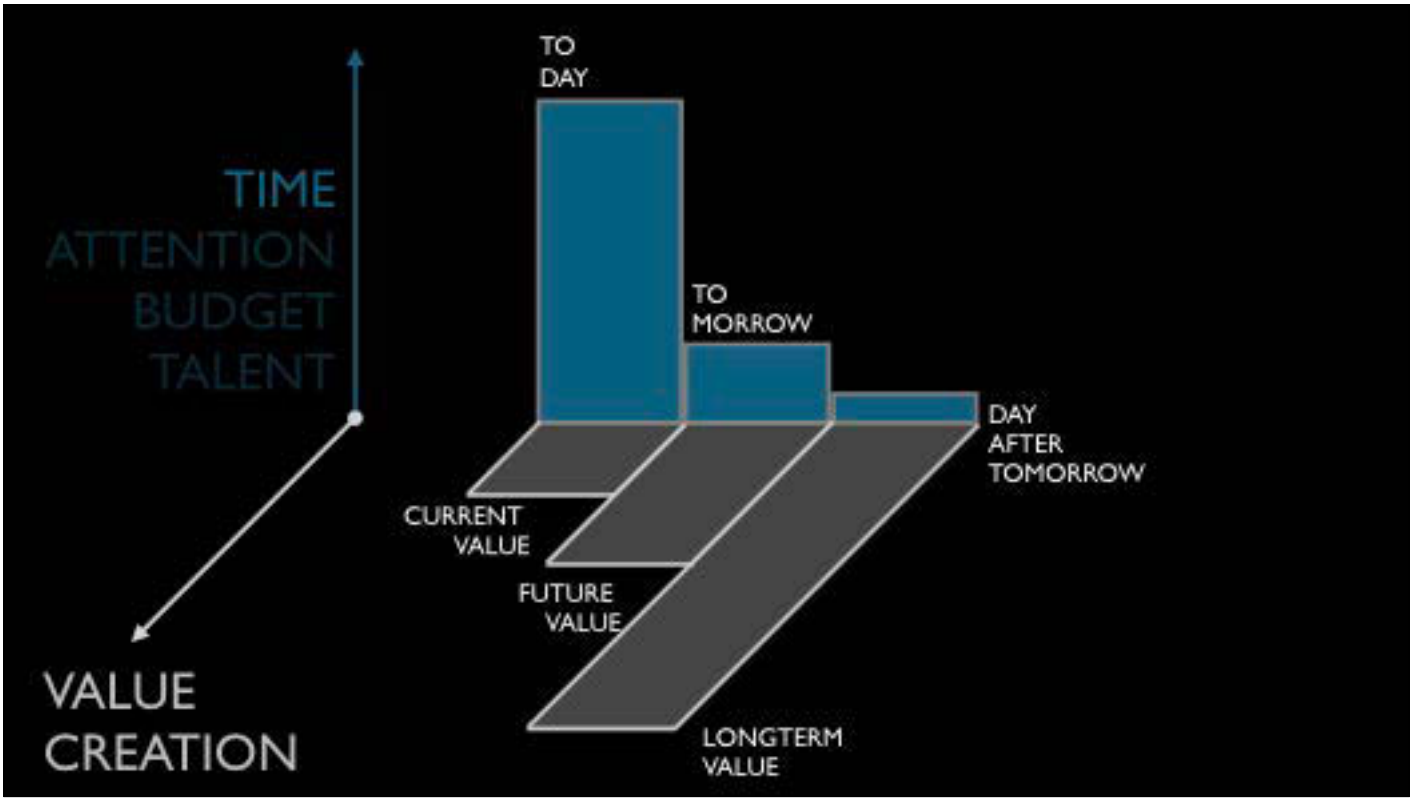
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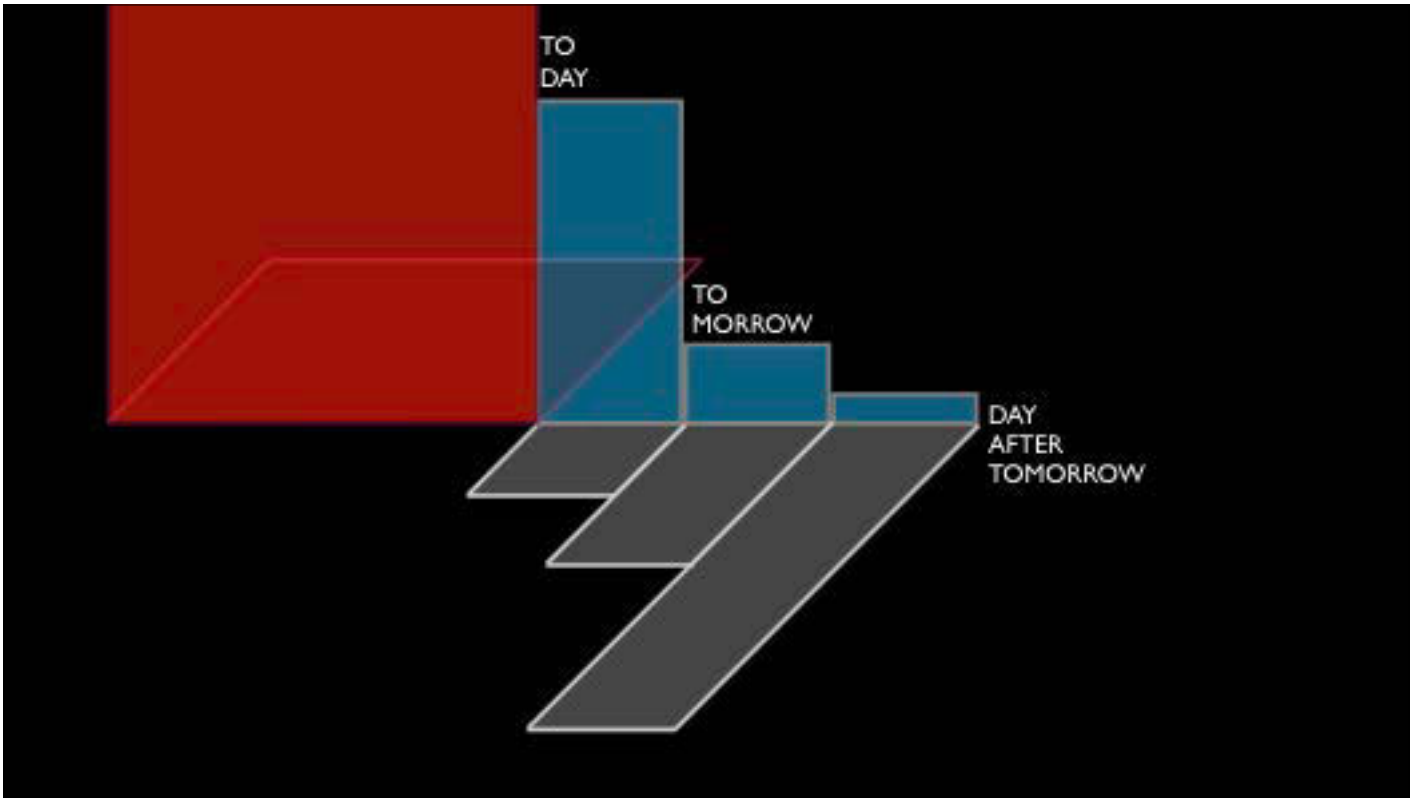
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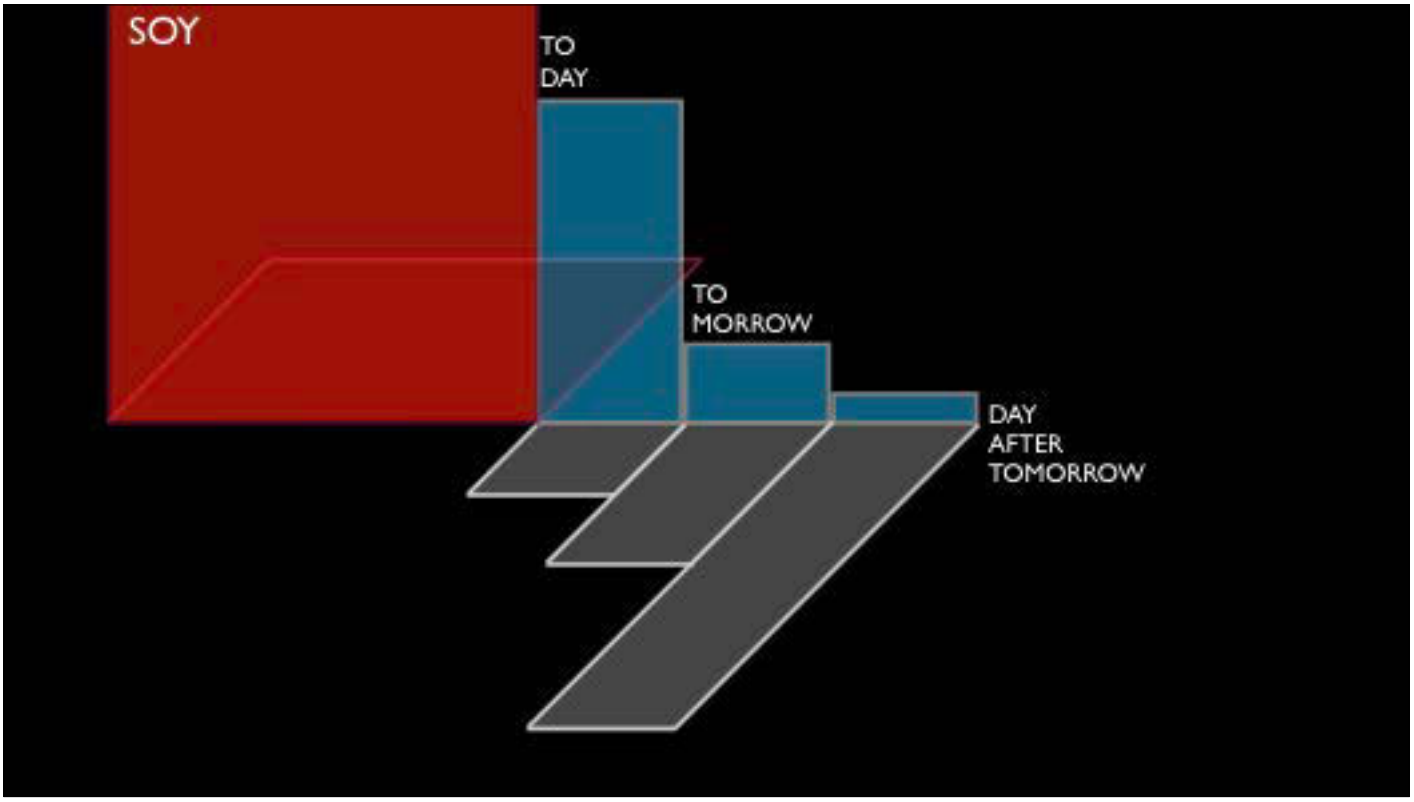
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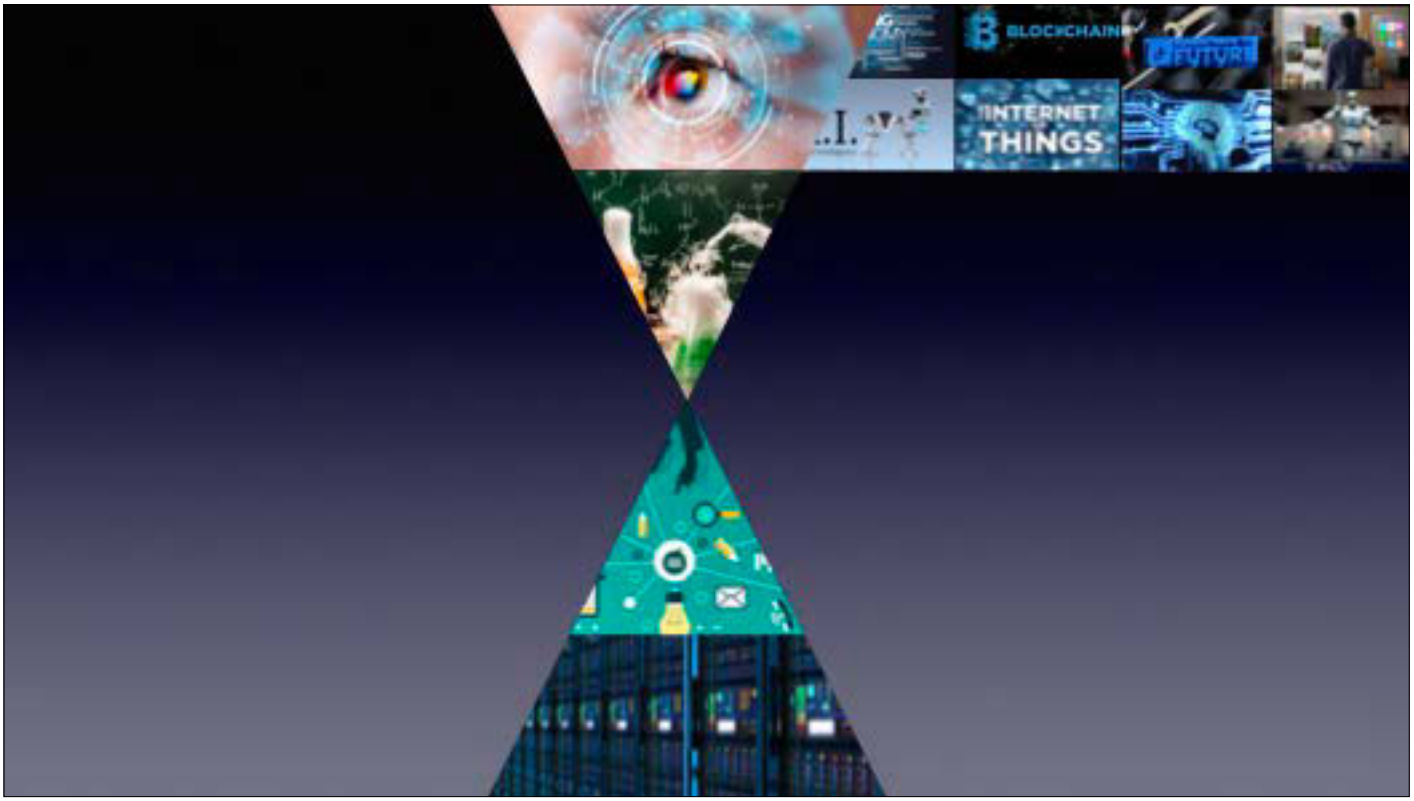
BLOCKCHAIN
FUTURE
INTERNET
THINGS

SENSE
BLOCKCHAIN
INTERNET
THINGS

SENSE
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BLOCKCHAIN
INTERNET
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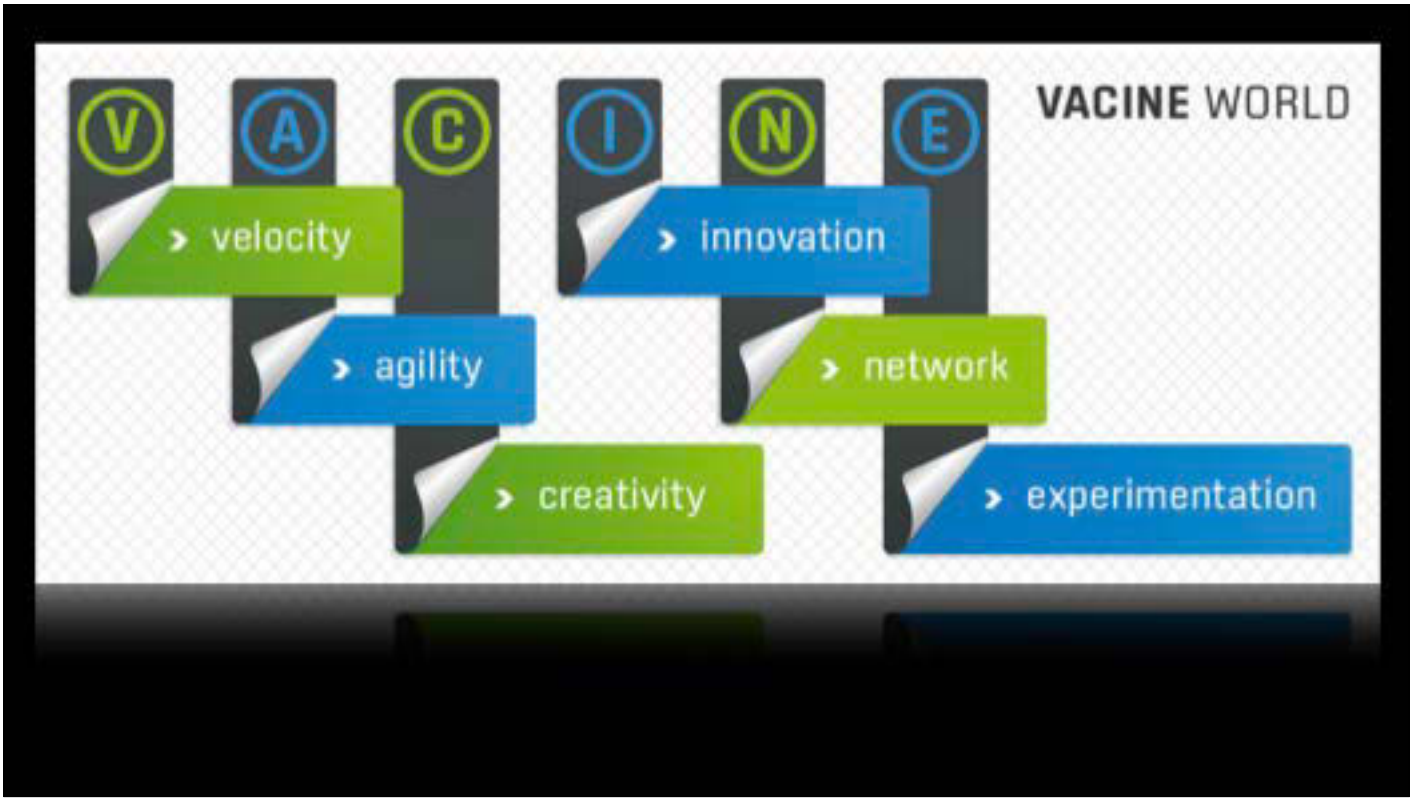
BOLD
ON VISION
FLEXIBLE
ON DETAILS

SCALE
RUN

What future are you building?

VACINE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› creativity
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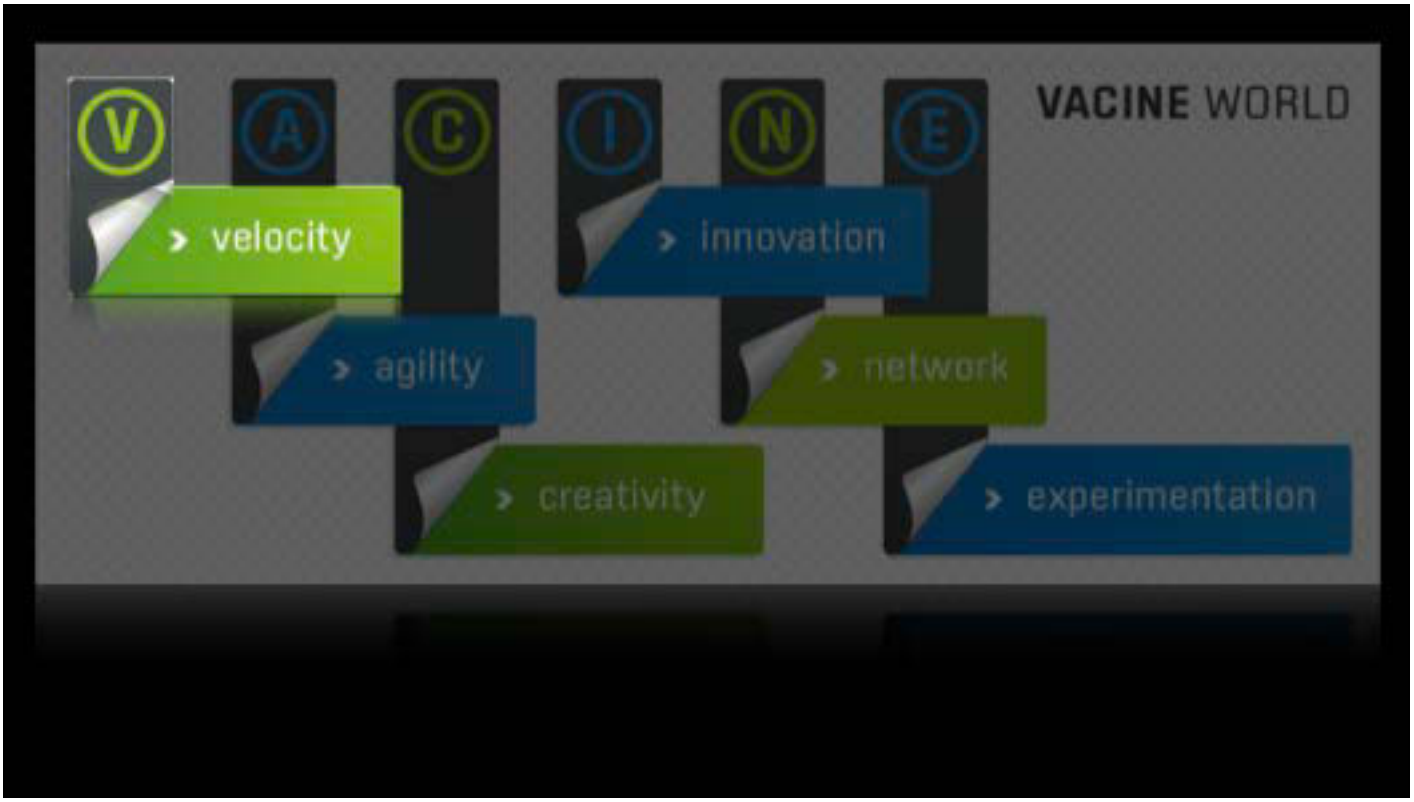
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If everything seems under control,
you're not going fast enough.
Mario Andretti

1月28日
武汉火神山医院

VACINE WORLD
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velocity
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network
creativity
experimentation

BUSINESS INSIDER

Lego is making 13,000 face visors a day to protect healthcare workers in Denmark on the front lines of the COVID-19 outbreak

The company has modified some of its molding machines so that they produce Personal Protective Equipment (PPE). YouTube / Brick Finder

VACINE WORLD
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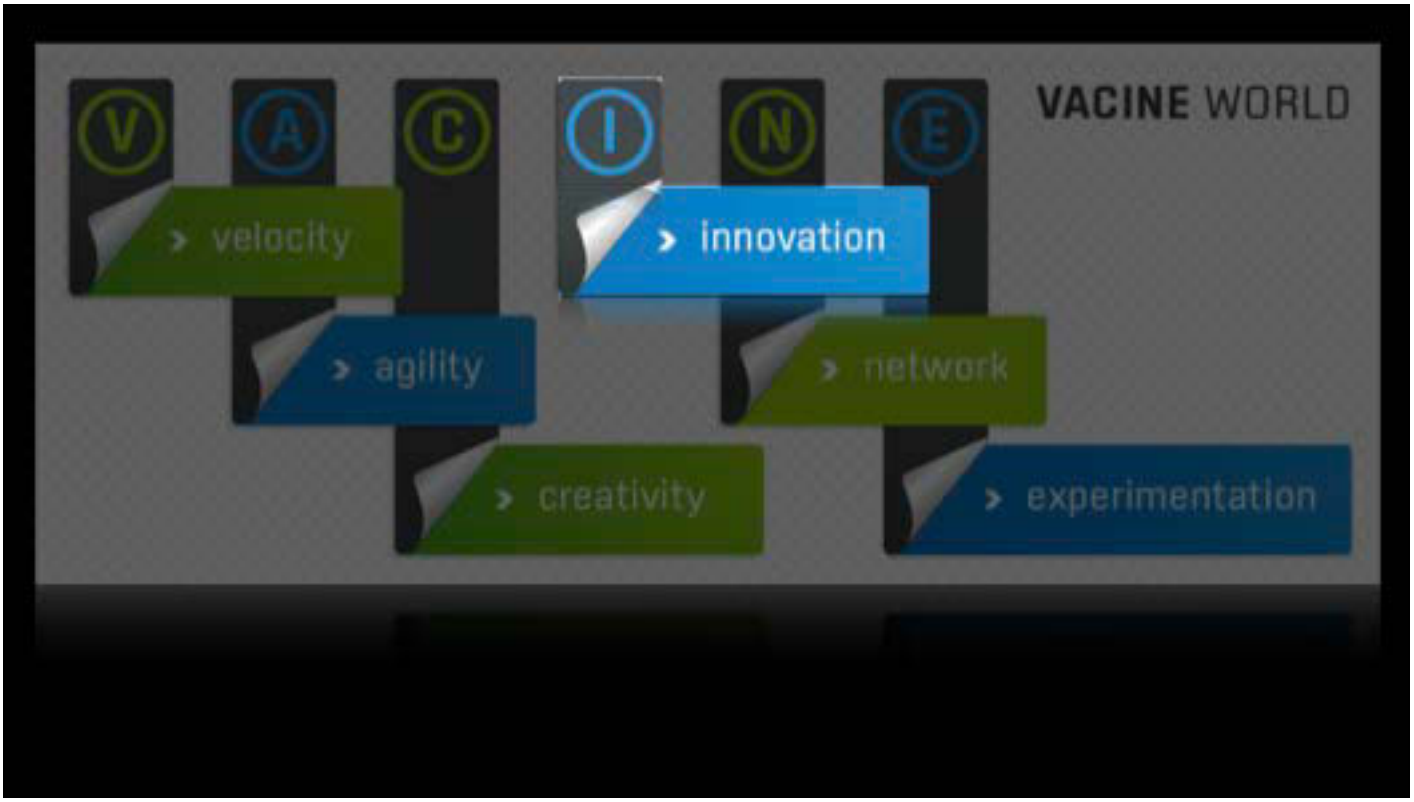
VACINE WORLD
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APPROACH
ORDER HERE
SERVICE
INNOVATION
What?
MODEL
INNOVATION
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MARKET
INNOVATION
amazon
web services
REACH

Disney Plus surpasses 50 million subscribers

Thanks to an international rollout in a number of countries

Disney Plus has surpassed 50 million subscribers — up more than 22 million since the last time Disney disclosed numbers two months ago.

FINANCIAL TIMES

Disney plans digital debut for 'Mulan'

Move to bypass cinema premiere comes as media giant grapples with pandemic fallout

Shares in cinema operators fell after Disney announced 'Mulan' will be available to buy on Disney+ on September 4 in the US, Canada and western Europe © AP

Anna Nicolaou in New York AUGUST 4 2020

Walt Disney will sell *Mulan* online for $30 in September, dealing a blow to cinemas that were counting on the blockbuster film to lure people back to the movies.

VARIETY

Disney Stock Jumps After Announcing 100M Streaming Subscribers, 'Mulan' Early VOD Release on Disney Plus

By Todd Spangler

Disney says its 'primary focus' for entertainment is streaming — announces a major reorg

KEY POINTS

- Disney is restructuring its media and entertainment divisions.
- In order to further accelerate its direct-to-consumer strategy, the company will be centralizing its media businesses into a single organization that will be responsible for content distribution, ad sales and Disney+.
- The change comes as the global coronavirus pandemic has crippled its theatrical business and ushered more customers toward its streaming options.

VACINE WORLD
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› velocity
› agility
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› innovation
› network
› experimentation

BEKAERT
better together

BRIDGESTONE

BEKAERT
BRIDGESTONE

"IT TAKES A NETWORK
TO FIGHT A NETWORK"

THE
NETWORK
ALWAYS
WINS

VACINE WORLD
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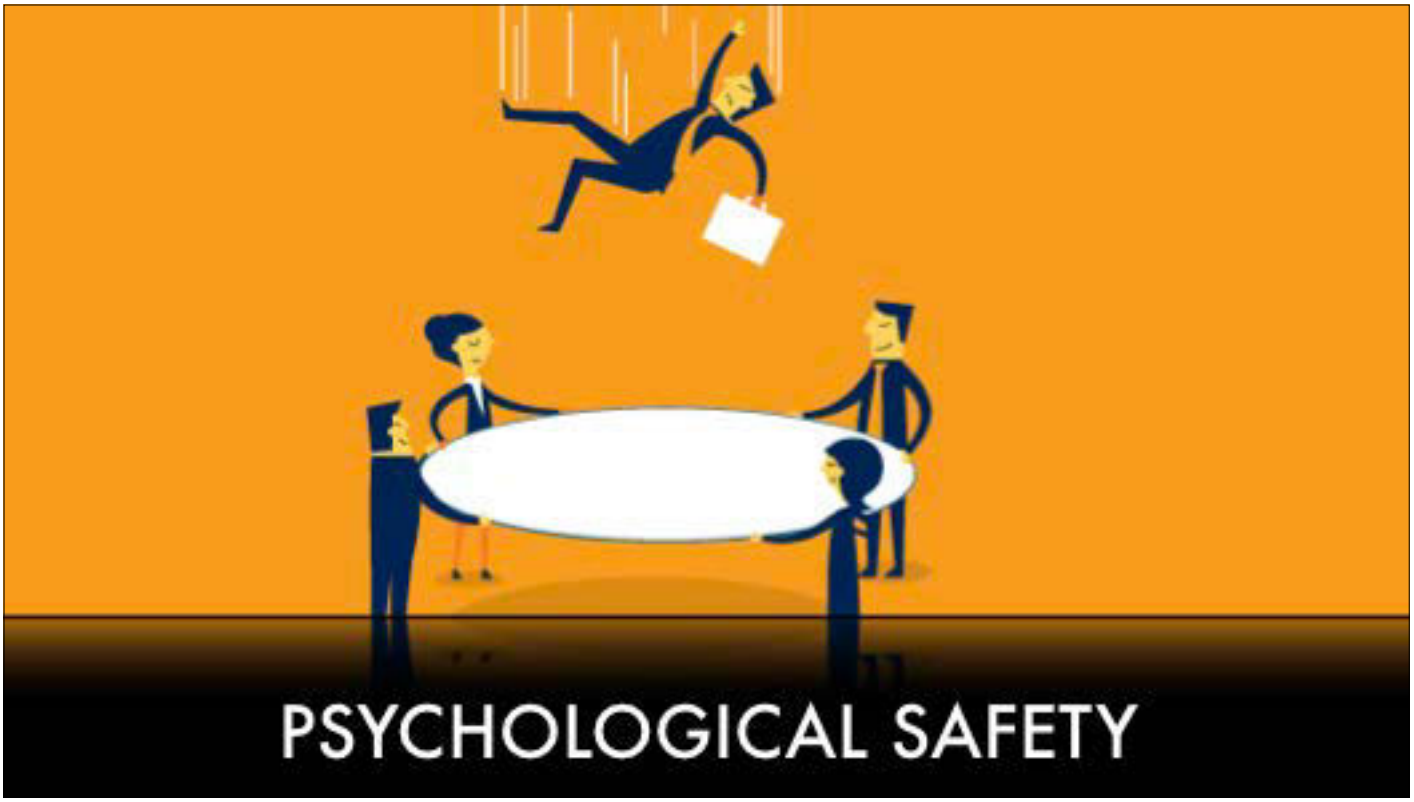
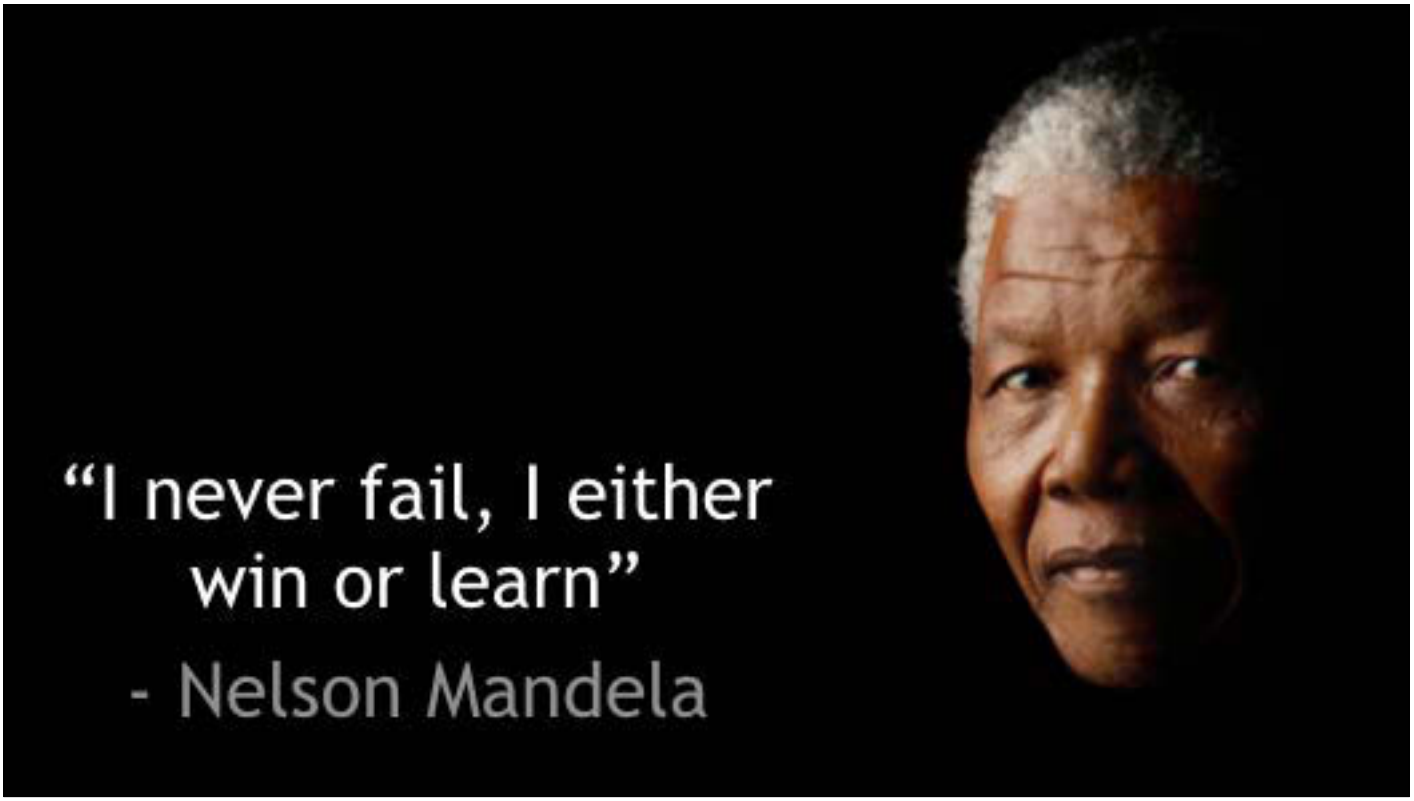
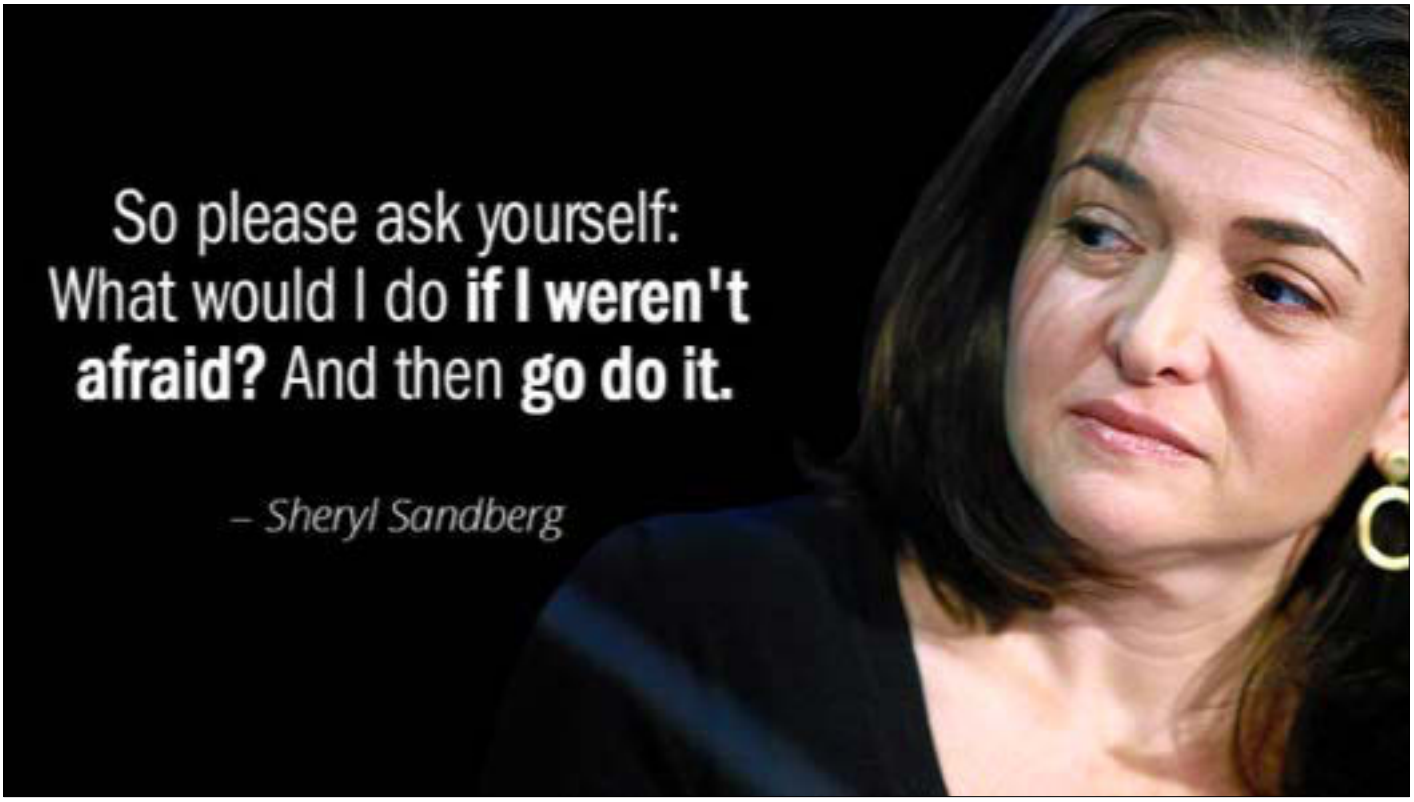
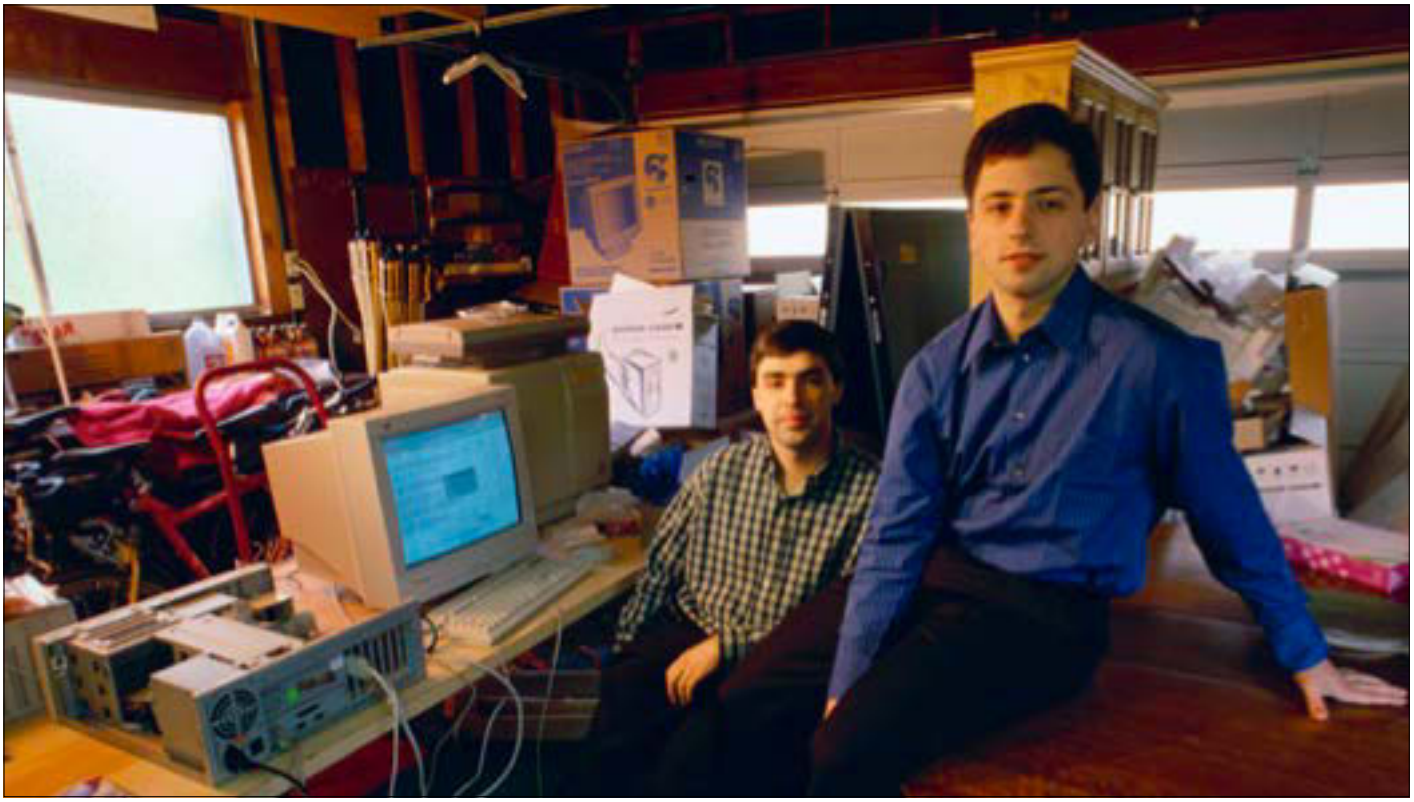

PSYCHOLOGICAL SAFETY


"I never fail, I either win or learn"
- Nelson Mandela

Want to increase innovation?
Lower the cost of failure.
Joichi Ito

VACINE


So please ask yourself:
What would I do **if I weren't afraid?** And then **go do it.**
– *Sheryl Sandberg*



Harvard Business Review

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LESSONS
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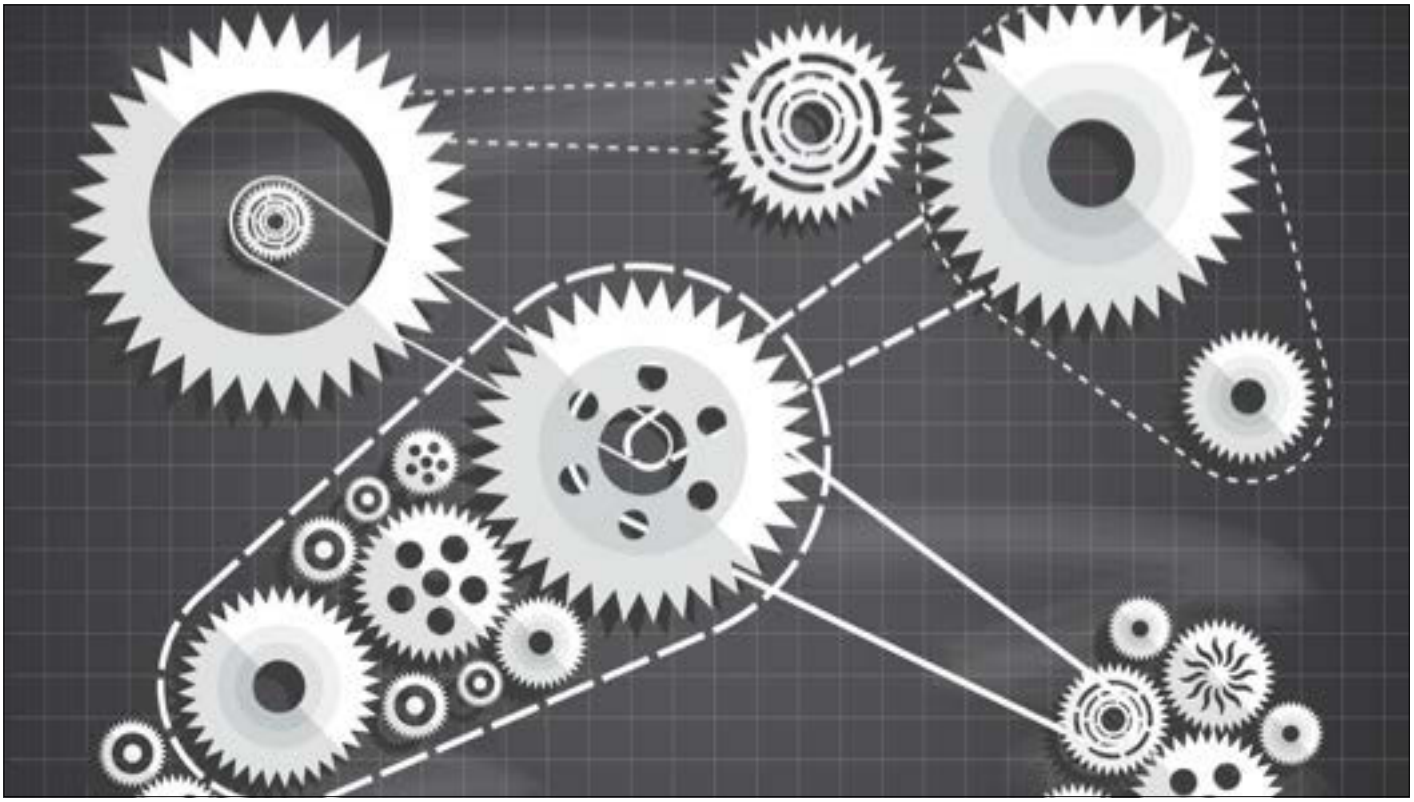

SCALABLE
EFFICIENCY

SCALABLE
LEARNING

SCALABLE
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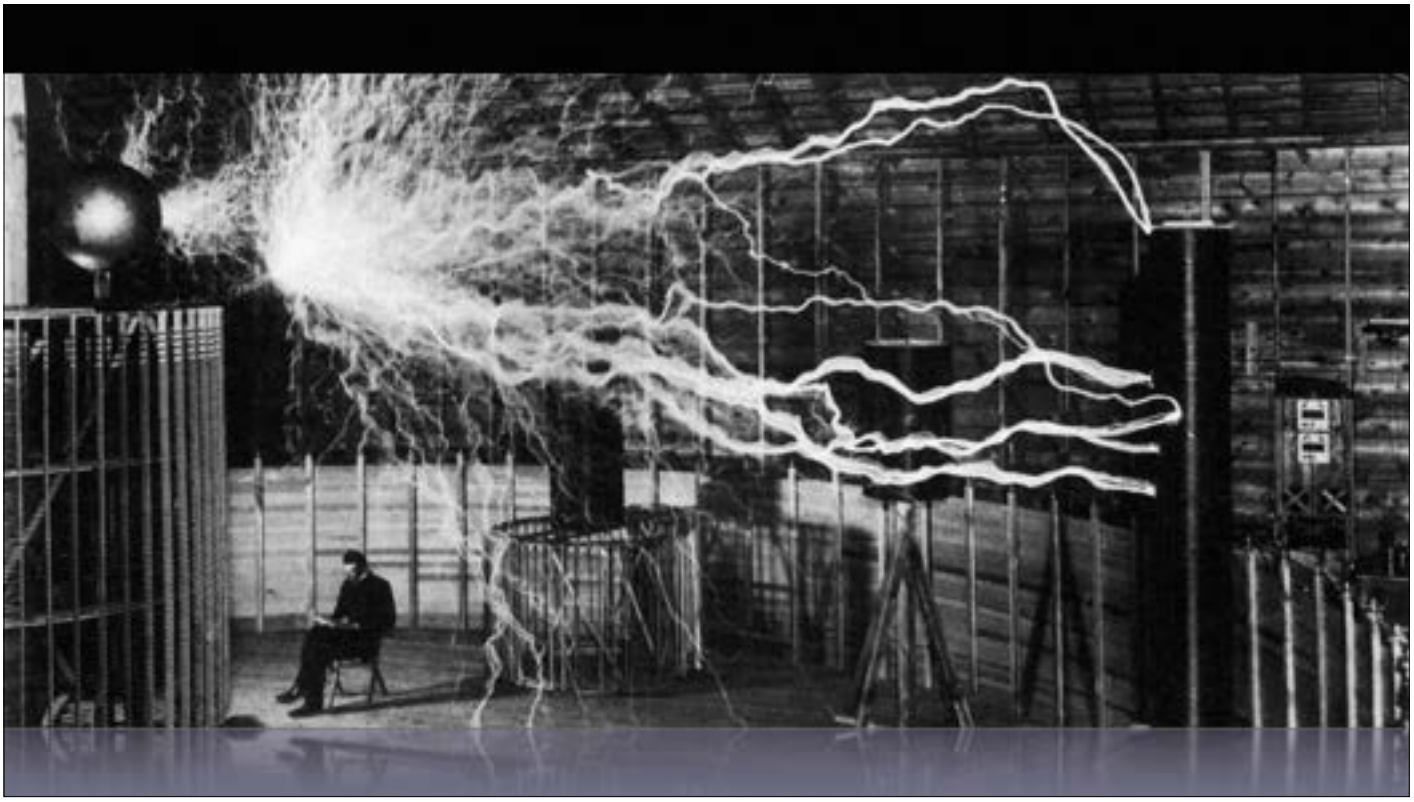
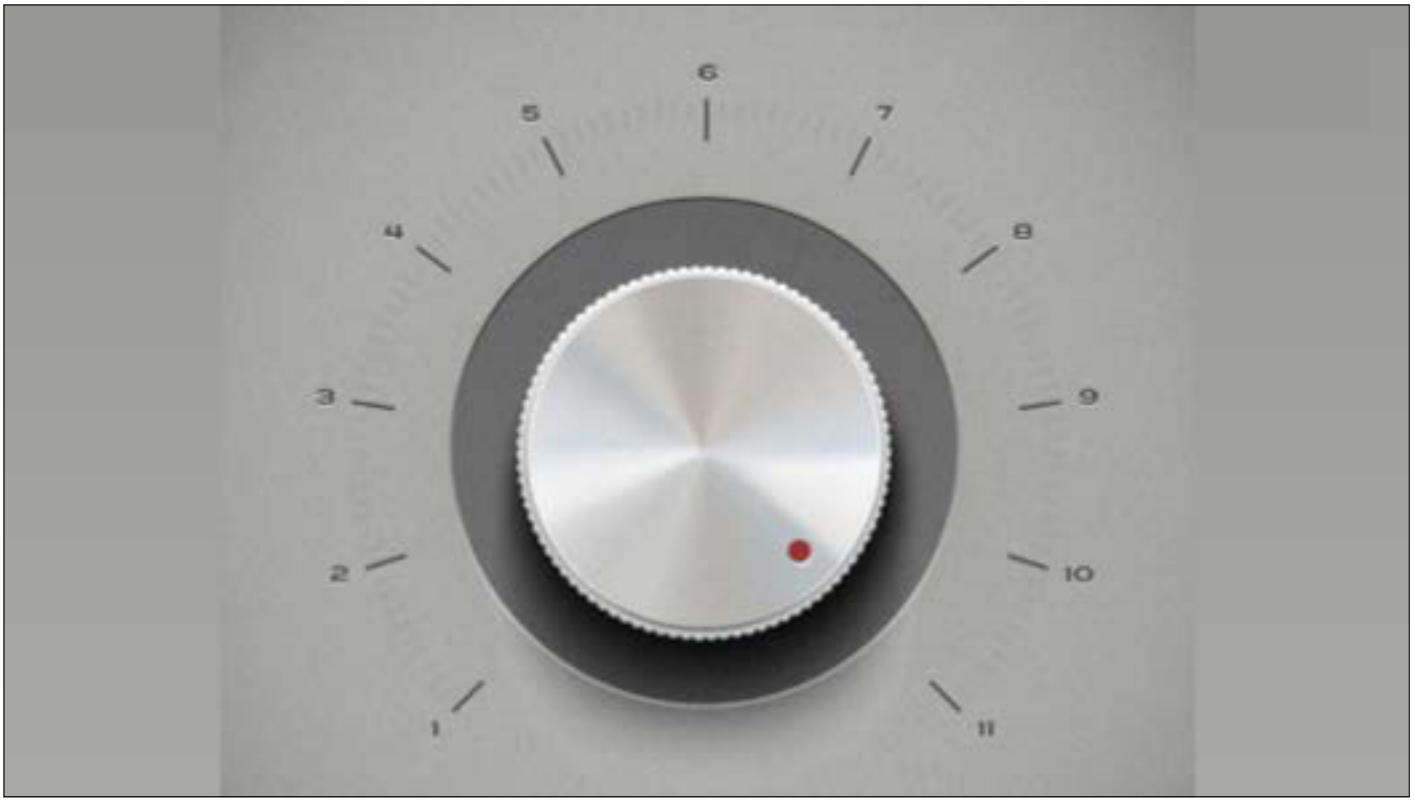
WE REALLY DON'T KNOW.

TRUST LEAP
Rachel Botsman

TRUST IS A CONFIDENT
RELATIONSHIP
WITH THE UNKNOWN.
Rachel Botsman

ALL-PURPOSE
INSPIRATION
High Performance Concentrate

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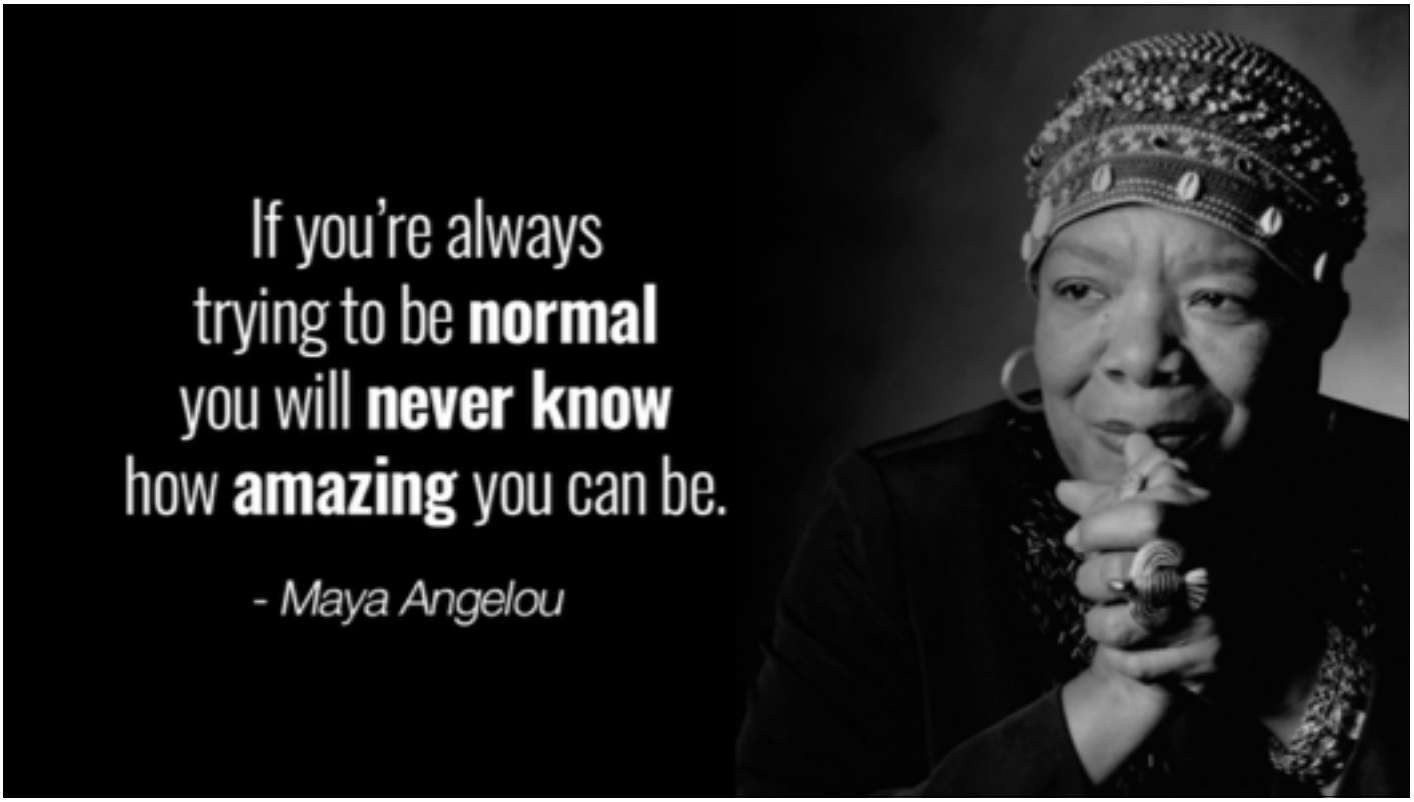
If you're always
trying to be **normal**
you will **never know**
how **amazing** you can be.
- Maya Angelou

THE
NEVER
NORMAL