

Business Model, Ecosystem and Globalisation Shift Dynamic Briefing

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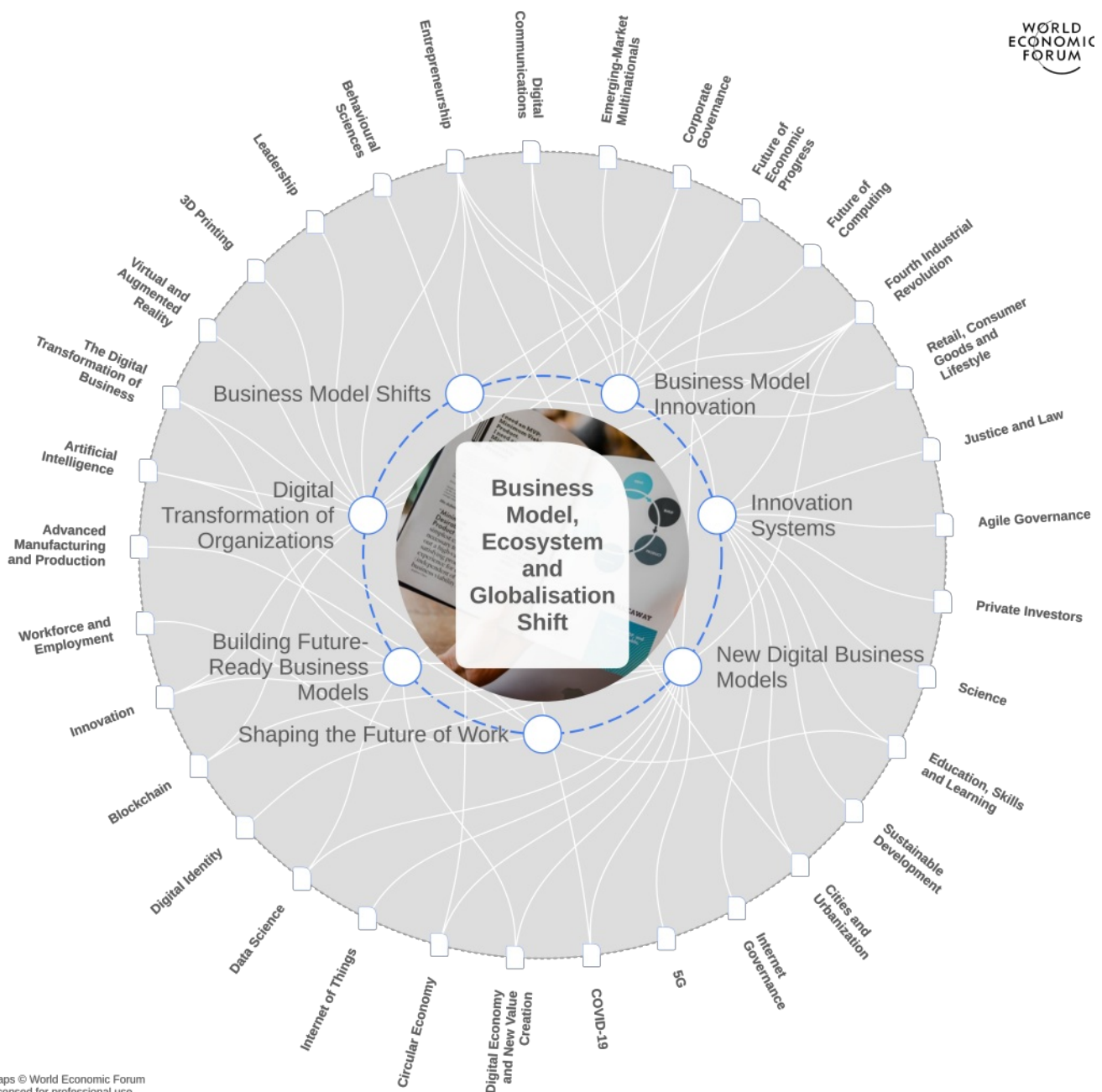


Business Model, Ecosystem and Globalisation Shift

Last review on Sat 01 January 2022

About

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



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Executive summary

Business Model, Ecosystem and Globalisation Shift Intelligence Map - insights and perspectives curated by Digoshen via World Economic Forum Strategic insights and contextual intelligence.

1. Business Model Innovation

The internet has given us Netflix, freemium models and the rapid disappearance of physical shops.

2. Innovation Systems

Innovation does not occur in isolation, and requires a diverse cast of characters.

3. New Digital Business Models

Technology-enabled models can help companies provide value and build resilience.

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Companies are taking new approaches to shaping the workforce and workplaces.

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Business model choices and strategies will shape long-term growth and success-being.

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The average lifespan for traditional companies is declining, while the revenue share for 'digital ecosystems' is expanding.

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Shared and integrated mobility models are challenging the traditional car industry.

Business Model Innovation

The internet has given us Netflix, freemium models and the rapid disappearance of physical shops

Many successful innovators are said to have re-written the rules of their industry - which usually means that they managed to change accepted practices, and to disrupt established relationships. Although not all business model innovation involves new technology, a lot of it has been driven by information and communications technologies that both enable the rapid reconfiguration of value networks and give rise to new forms of value creation. The internet has altered distribution channels (compare Netflix's online content distribution with now-antiquated video rental stores), and enabled supply chain disintermediation; Dell and Amazon can now bypass traditional retail space and sell directly to consumers (according to a report published by Deloitte, a record annual total of 6,885 physical stores had already closed in the US during 2017 by December 1 of that year). The internet has also given rise to the "freemium" model for services and software; Dropbox, for example, makes basic file storage free but charges for additional capacity. Offshoring has also been a result, as things like basic IT functions move to relatively low-cost places like Bangalore. Another result: a proliferation of businesses, like Facebook, trafficking in personal data and advertising.

Business model innovation often flows from a unique take on customer needs, and on the best ways to satisfy them. The idea of software-as-a-service, for example, represented by offerings like Salesforce tools for businesses or Gmail, was driven by firms that realized customers do not necessarily care about owning software outright. Customer needs, however, are multi-faceted and often poorly articulated, making it a challenge for firms to judge whether or not a business model innovation has delivered what people actually want. As Clayton Christensen wrote in his 1997 book *The Innovator's Dilemma*, disruptive innovation of any sort will often first gain traction with a customer base that is difficult to identify (which is why many firms fatally ignore the threat of disruptive innovation until it is too late). There is some evidence that business model innovation may provide greater competitive advantage, and shareholder returns, than product or service innovation. However, successful business model innovation often requires simultaneous change in multiple parts of an organization, the development of all new competencies, and, potentially, the cannibalization of existing products or services.

Related insight areas: [Economic Progress](#), [Corporate Governance](#), [Digital Communications](#), [Emerging-Market Multinationals](#), [Fourth Industrial Revolution](#), [Future of Computing](#), [Entrepreneurship](#), [Retail](#), [Consumer Goods and Lifestyle](#)



Observer Research Foundation
Energy trends in 2022: ‘Known’ knows and the ‘known’ unknowns
 17 January 2022

This article is part of the series Comprehensive Energy Monitor: India and the World Optimistic forecasts for renewable energy (RE) capacity additions, particularly for photovoltaic (PV) power generation capacity and less optimistic forecasts for fossil fuel investment are two key threads that run through most reports on energy sector expectations for 2022.



World Economic Forum
Who Are the 'Ecopreneurs' Restoring the Amazon? | Sustainable Development Impact Summit
 16 January 2022

With over 10,000 species at risk of becoming extinct, the Amazon’s ecosystem requires a nature- and people-positive bioeconomy to mitigate existing threats. What action can governments and businesses take to implement “ecopreneurship” that promotes the changes needed to conserve and restore the Amazon?.



Science Direct - family business strategy
Bringing entrepreneurship and family business fully into a home in management departments
 15 January 2022

Issues around the perception of academic disciplines, and their related journals’ quality, are socially constructed over time (Astley, 1985; DuBois & Reeb, 2000). Associate and full professors today typically have a socially constructed view of their discipline and journal quality based in large part on something that some senior faculty member taught them in their doctoral program years ago (Lowry et al., 2013; Rainer & Miller, 2005). This engrained view of the positioning of disciplines and journals is particularly relevant to entrepreneurship and family business faculty as these domains are relatively new and their faculty primarily reside in management departments (Priem & Alfano, 2016).



World Economic Forum
Meet the Pioneers of Sustainable Fashion | Sustainable Development Summit 2021
 01 January 2022

Now more than ever, consumers care about the environmental and social consequences of their fashion spending and so too does a burgeoning group of investors. What’s next in sustainable fashion for investors and consumers alike? The Sustainability Pioneers series showcases entrepreneurs and innovators tackling today’s major challenges to achieve the Sustainable Development Goals. Speakers: Holly Syrett, Javier Goyeneche, Safia L. Minney .



ETH Zürich
Freedom to fail
 17 December 2021

The Student Project House offers a model of what learning might look like in the future. With no course credits on offer, students are encouraged to develop critical thinking skills and to venture into unknown territory.



VoxEU
The impact of lean inventories
 17 December 2021

Just-in-time production has contributed to the decline in inventory holdings over the last several decades. Using US firm-level data, this column argues that just-in-time production creates a trade-off between firm profitability and vulnerability to large unexpected shocks. The theoretical analysis indicates that just-in-time production raises firm value by 1.3%. At the same time, amid a widespread supply disruption, a leaner economy experiences a deeper output contraction.



Frontiers
Editorial: Multi-Omics Technologies for Optimizing Synthetic Biomanufacturing
 15 December 2021

Industrial manufacturing endures as an essential human activity yielding a variety of useful products; it plays a significant role in the global economy with huge impacts in everyday life. However, the manufacturing process requires consumption of various raw materials (especially petroleum derivatives), generates a variety of harmful waste products, causes pollution, and is energetically inefficient. Biological manufacturing from sustainable, affordable, and scalable feedstocks potentially enables the displacement of the entire portfolio of currently available products produced by industrial processes, enabling the manufacturing of renewable and ecofriendly products (Clomburg et al., 2017).

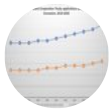
Innovation Systems

Innovation does not occur in isolation, and requires a diverse cast of characters

Innovation tends to involve a lot of players; innovation systems are composed of research institutions, universities, national laboratories, hospitals, corporations, startups, venture capitalists, and patent attorneys. The public sector can play a key role, in the form of funding bodies and intermediary organizations like technology transfer offices and accelerators (programs designed to turn raw startups into young companies). The ways in which these participants interact are complex, and subject to local quirks like tax breaks, regulations, patent treaties, and competition rules. They are also influenced by factors including the availability of codified knowledge (publications and standards). A lot of innovation policy has focused on filling institutional voids, improving innovation capability, and strengthening networks; in some countries, there are dedicated innovation agencies that aim to serve as system fixers by addressing failures in markets and networks, often without preference for specific technologies or sectors. Enterprise Singapore, for example, was formed in the city state in 2018 to champion entrepreneurial innovation while overseeing standards and accreditation.

A systemic view can be useful at the local level; people working with startups often refer to "startup ecosystems," for example, to describe the networks of organizations, both private and public, from which young enterprises can draw resources. Many efforts to improve entrepreneurship have focused on enriching these ecosystems with measures designed to facilitate connections and improve density. Innovation systems also exist in a narrower sense - many collective intelligence tools, such as wikis (websites developed and overseen by communities) and prediction markets enable people to make judgments that may be better than otherwise possible. It's important to note that the notion of an "innovation system" is different from "systems innovation" - the latter refers to the challenges of innovating by re-configuring complex systems, like national health care systems or financial systems, and is often challenging because it requires coordinated action by multiple actors while creating complex feedback loops that lead to unpredictable, and sometimes unintended consequences.

Related insight areas: [Entrepreneurship](#), [Education, Skills and Learning](#), [Justice and Law](#), [Private Investors](#), [Internet Governance](#), [Fourth Industrial Revolution](#), [Sustainable Development](#), [Science](#), [Agile Governance](#), [Cities and Urbanization](#)



World Economic Forum
How female inventors can fix STEM's gender gap

19 January 2022

Just as a gender gap exists in the STEM workforce, a gender gap also exists in patenting activity. Increasing women's participation in patenting will yield higher job satisfaction and headcount retention among women, giving more opportunities to rise to STEM leadership positions. Several patent offices are working to address the patent gender gap, and starting the discussion is the most important next step. While not specifically addressed by studies on the impact of the COVID-19 pandemic on women, its impact on women in the Science, Technology, Engineering and Mathematics (STEM) workforce is likely to manifest in a greater gender gap than was documented pre-pandemic. Just as a gender gap exists in the STEM workforce, a gender gap also exists in patenting activity.



World Economic Forum
The 15-Minute City | Sustainable Development Summit 2021

15 January 2022

A new model for developing mixed-use, walkable communities, known as the 15-minute city, is gathering momentum in the wake of the COVID-19 pandemic. How does this model work for businesses, workers, communities and our planet? Speakers: Carlo Ratti, Mike Haigh, Sally Capp, Arunabha Ghosh .



LSE Business Review
Scenarios in innovation pitches: boon or bane?

13 January 2022

When an innovation pitch includes a range of best- to worst-case scenarios, does it affect its likelihood of being selected? The answer may vary depending on whether the project focuses on core innovation, which targets existing products and markets, or transformational ones, targeting new products and markets. Wim A. Van der Stede writes that scenario presentation can have ... Continued.



World Economic Forum
A Green Transition Starts with Blue Water | Sustainable Development Summit 2021

12 January 2022

Water risk will erode over \$300 billion in business value, the equivalent of five times the cost of taking action now. This session explores the most promising approaches for industry leaders to accelerate water solutions, address critical vulnerabilities in global supply chains and realize a green transition. Speakers: Heather Clancy, Mary Draves, Usha Rao-Monari, Patrick Decker .



Eco-Business
The coolest sustainability innovations of 2021

20 December 2021

In a year beset with environmental and social problems made worse by a pandemic that refused to go away, scientists, engineers and other types of clever people found solutions to the world's most pressing problems. From lab-grown furniture to net-zero alcohol, Eco-Business highlights the sustainability innovations that gave humanity a bit of hope in another troubling year.



MIT Sloan Management Review
How Customer Connections Can Help Drive Decision-Making for Marketers

15 December 2021

Connecting With Customers in the Age of Acceleration The pandemic forced companies to speed digital transformation and adapt to a virtual world. Customers are now rewarding those that offer the best experiences and engage authentically. To succeed in the next era, businesses and marketers must meet new expectations and build new strategies and skills. No organization has escaped the pandemic's impact, but for many companies, the experience has allowed them to learn more about their own customers.



LSE Business Review
Where are business angels from?

09 December 2021

Business angels, those who invest in entrepreneurial ventures at a very early stage, play a key role for new business development, which can help improve a country's productivity. But where are business angels from? Fei Qin, Tomasz Mickiewicz, and Saul Estrin write that people are more likely to become investors in entrepreneurial ventures when their peers have higher levels of ... Continued.

New Digital Business Models

Technology-enabled models can help companies provide value and build resilience

Most executives see innovation as critical for their business. And, according to the McKinsey Global Innovation Survey, 80% think their current business models are at risk of disruption. COVID-19 has only accelerated the shift to online and touchless experiences, and spurred innovative uses of technology and data that will increasingly underpin business models. Digital subscription models, like Dollar Shave Club or Netflix, have already risen to prominence, as have on demand models like Uber or TaskRabbit - while technology has made it increasingly easy to adopt platform models upon which users and even other companies can build their own presence (examples include Facebook or YouTube). The World Economic Forum estimates that 70% of the value created over the coming decade will be based on digitally-enabled platform business models, due to the rapid digitalization of economies around the world. Collaboration can also unlock value - research shows that digital “ecosystems” are expected to account for more than 30% of global corporate revenue by 2025. One example is Project Connected Home, a joint effort led by Amazon, Apple, Google and the Zigbee Alliance to set standards for smart home technology.

“As-a-service” business models are an increasingly prevalent and effective way for companies to turn what might otherwise be one-off purchases into more predictable, longer-term, and typically larger revenue streams. Microsoft, for example, now offers its Office 365 product through software-as-a-service subscriptions, as an alternative to purchasing an entirely new version of Office every few years. Meanwhile Amazon offers its AWS product in a way that provides infrastructure as a service (IaaS) on a subscription basis. Thanks to increased digital connectivity and internet use, there has been a surge of data that can potentially provide value not just to companies but to society in general. Many companies are exploring innovative ways to unlock the value of this data in a responsible way by embedding trust, privacy, and security into their models. A company called Points Technology has for example used a confidential computing framework based on TEE (trusted execution environment) and other encryption technology to make data usable but not visible - in order to ensure privacy, security, and compliance when it comes to banking, government-led data-sharing initiatives, and marketing campaigns.

Related insight areas: [Innovation](#), [Blockchain](#), [Data Science](#), [The Digital Economy](#), [Entrepreneurship](#), [5G](#), [Internet of Things](#), [Fourth Industrial Revolution](#), [Digital Communications](#), [Digital Identity](#), [Economic Progress](#), [COVID-19](#), [Circular Economy](#)



London School of Economics and Political Science
Investment in technology is not enough to guarantee e-participation in politics

24 January 2022

There have been a number of efforts to promote ‘e-participation’ in politics to give citizens a better voice in policymaking. Yet the success of these initiatives has varied substantially across the world. Pragati Rawat and John C. Morris argue that investment in technology alone is not enough for citizens to embrace these new avenues for ... Continued.



World Economic Forum
Special Address by Kishida Fumio, Prime Minister of Japan | Davos Agenda 2022

18 January 2022

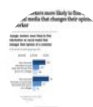
Special Address by Kishida Fumio, Prime Minister of Japan with Klaus Schwab. .



United Nations
Online Global Dialogue on Digital Inclusion for All

14 January 2022

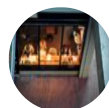
Digital divide still persists between more and less connected countries, communities, and people. Enabling all the world’s people to access and use digital technologies (the Internet including mobile technologies) – and closing digital divides-remains a challenge that needs to be addressed if the world community is to achieve the United Nations Sustainable Development Goals (SDGs) by 2030. Building on the outcome of the meeting UNDESA’s Division for Inclusive Social Development, in partnership with ITU, is organizing an online global dialogue on “Digital Inclusion for All”. The event gathers high-level technical experts, as well as representatives of Governments, civil society, academic institutions, and the private sector to discuss the urgency of addressing digital inclusion for all.



World Economic Forum
Why adaptation strategies aren't only for governments

20 January 2022

‘Adaptation’ strategies are also valuable for the private sector, especially when taking into account its socially connected stakeholders. Organizations need to improve their ability to listen to, and understand, emerging social trends. The costs of adaptation can be shared through effective collaboration. Governments are increasingly being called on to not only prevent the worst consequences of climate change through mitigation strategies, but also to develop and implement adaptation strategies for how to best survive the impacts we can’t avoid. In the United States, for example, 23 federal agencies recently revealed their adaptation plans for dealing with the changing climate.



World Economic Forum
4 ways to promote workforce equality in the new digital economy

13 January 2022

The COVID-19 pandemic and the rise of automation have increased the significance of the new digital economy, impacting both the supply of and demand for jobs globally. Governments, businesses and higher education institutions must co-operate to build more equality into the workforce as it adapts to suit the new digital economy. Many organisations are partnering on technology-based solutions and moving from ideas to action to train and upskill employees in this new era. The combined forces of automation and the pandemic have profoundly reshaped the labour market, displacing millions of workers, disrupting local economies, and worsening social inequities worldwide. Today’s workplace requires modern skills and workers are looking for well-paying careers with mobility and remote work potential.



World Economic Forum
3 strategies to responsibly scale the manufacturing industry

19 January 2022

The Fourth Industrial Revolution is set to transform manufacturing operations, and leading manufacturers are revising their operations in ways that can serve as beacons for others. The grand challenges of the coming decades require deep, responsible industry transformation along entire value chains. By putting system failure at the centre of their transformation journey, leaders in manufacturing can unlock responsible and transformational growth. The Fourth Industrial Revolution is set to transform manufacturing operations, and leading manufacturers are revising their operations in ways that can serve as beacons for others. The grand challenges of the coming decades require deep, responsible industry transformation along entire value chains, however, including the creation of quality jobs, and environmental sustainability.

Shaping the Future of Work

Companies are taking new approaches to shaping the workforce and workplaces

New technologies, demographic shifts, and the impact of COVID-19 on the labour market have been radically transforming the ways organizations conduct business - and the skills needed to help them thrive. Nearly 50% of companies expected that by 2020 automation would lead to some reduction in their full-time workforce, and more than half of all employees will require significant re- and upskilling, according to the World Economic Forum Future of Jobs 2020 report. The pandemic has exacerbated these trends, and increased the need for large-scale, informed, and collaborative action.

The Forum's initiative on the future of work argues for the development of more innovative, large-scale upskilling, reskilling, and redeployment initiatives. Companies have both an opportunity and a mandate to be in the driver's seat of this transformation, given that upskilling and reskilling at scale can enhance the economic dynamism of their businesses. At the same time, it can create an ecosystem that ensures all workers are employable and productive.

KEY INSIGHTS FROM THE DISCUSSIONS

According to a survey by Manpower Group, digitization appeared as the greatest indicator of job creation. Of those companies digitizing 86% intend to hire, while among those choosing not to digitize only 11% intend to hire. COVID-19 has fostered "super-employers" - in the US, the top 10% of companies represent 13% of all jobs, and 30% of all blue-collar jobs.

Companies need to focus on the reskilling pathways between jobs that are disappearing, and the new ones that are being created. Most people have more skills than they give themselves credit for, based on self-evaluation - and it is not that hard to retrain people for adjacent jobs. People also are more easily trained in areas they are passionate about.

Reskilling internally is good for profitability, as recruiting externally is 63% more expensive. Half the costs related to severance can be saved by reskilling instead of firing.

Employee well-being has to be a top priority. Microsoft surveyed 30,000 people in 31 countries and observed that 70% prefer hybrid models of work. 1 in 5 said their employers does not care about their work/life balance, while 54% feel overworked, and 39% feel exhausted.

A key challenge is to address the differentiated effects of remote/hybrid

working on people of different genders and ages. For example, young people said they are struggling the most in a virtual environment, due to the loss of networking opportunities.

Defining what the best use of the office is will be key. Will this be the place for networking, meetings, and ideation? Managers working in a hybrid workplace require different skillsets. How do you ensure productivity? There is no one-size-fits-all solution for hybrid work, as it depends on culture, size of the organization, and type of work.

95% of the global population is not going to be part of this reskilling revolution - how do we address non-white collar jobs?

Related insight areas: [Artificial Intelligence](#), [Education, Skills and Learning](#), [Workforce and Employment](#), [Advanced Manufacturing and Production](#)



Wharton School of the University of Pennsylvania
- Knowledge@Wharton

Giving Feedback That Works: Plant the Seeds of Confidence

24 January 2022

Nano Tools for Leaders® — a collaboration between Wharton Executive Education and Wharton’s Center for Leadership and Change Management — are fast, effective leadership tools that you can learn and start using in less than 15 minutes, with the potential to significantly impact your success as a leader and the engagement and productivity of the people you lead. Contributor: Wharton professor of operations, information and decisions Katy Milkman is co-director of Penn’s Behavior Change for Good Initiative and author of *How to Change: The Science of Getting from Where You Are to Where You Want to Be* (Portfolio, 2021). Become a confidence builder to get the results you need from your team. “Whether you think you can, or you think you can’t — you’re right.” — Henry Ford Most managers dread giving feedback.



VoxEU

Employment effects of restricting fixed-term contracts

20 January 2022

In 2009, Portugal restricted the use of fixed-term contracts by firms with over 750 employees. This column finds that while the reform was successful in reducing the number of fixed-term jobs, it did not increase the number of permanent contracts and it decreased employment in large firms. Despite positive spillovers on small firms, the reform reduced total employment and had negative effects on the welfare of employees and unemployed workers.



World Economic Forum

Here's how we can resolve the global supply chain crisis

17 January 2022

The supply chain crisis has impacted global trade, but particularly developing countries distant from production hubs. The recent crisis gives us a glimpse of the potential impact of climate change on supply chains. Regional pacts and more localized production could increase resilience, but this requires investment in digital and production infrastructure. Our livelihoods – food, jobs, energy – depend on functioning and resilient global supply chains. Unfortunately, the uncertainty caused by the progress of the COVID-19 pandemic from region to region has made it difficult to resume business on a global scale.

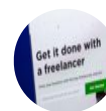


World Economic Forum

5 ways the COVID-19 pandemic has changed the supply chain

14 January 2022

The worldwide supply chain continues to be affected by challenges relating to the COVID-19 pandemic, including delays and disruption. Many chief executives now identify supply chain turmoil as the greatest threat to their companies' growth and their countries' economies. Organizations need to reimagine and manage their supply chain differently to ensure business continuity and growth for the future. Two years into the pandemic, the global supply chain continues to sputter and break down. Each day comes news of choked ports, out-of-place shipping containers, record freight rates, and other problems that cause disruption and defy easy answer.



VoxEU

The value of online gig economy platforms

14 January 2022

The gig economy and online labour platforms often trade off increased flexibility for lower employment security. This column uses a structural model and data from an online platform to study the effects of counterfactual policies on worker and employer surplus. It finds evidence of significant bid tailoring by workers depending on their application order and shows that employers are highly sensitive to wage bids received on past job postings. Ultimately, it shows that traditional labour market regulations, such as minimum wages or payroll taxes, are likely to harm both the demand and supply side in the online gig economy.



MIT Sloan Management Review

Prepare for the Bullwhip's Sting

13 January 2022

Nearly two years into the disruption caused by the COVID-19 pandemic, signs are pointing to the growing risk of a global economic recession. High consumer demand, product shortages, and transportation disruptions in the second half of 2021 triggered inflation and changes to manufacturers’ order patterns, setting up the bullwhip effect — a supply chain phenomenon that can have far-reaching consequences. The ups and downs of money flows, labor patterns, inventory management, and product demand are setting the stage for what happens next — and business leaders, particularly in supply chain roles, should prepare now for the greater challenges that may lie ahead. Roots of an Upcoming Crisis In early 2020, COVID-19 slapped down large swaths of the global economy.

Building Future-Ready Business Models

Business model choices and strategies will shape long-term growth and success-being

Successful companies look beyond linear value chains and industry boundaries, to create dynamic value “maps.” They use technology to encourage collaboration, and create shared value in broader digital ecosystems. Instead of well-defined value pools and homogenous competitors, these companies thrive in networked, overlapping value pools with heterogeneous competitors. They invest in creating value that delivers for both the business and all of its stakeholders.

A Forum report published in 2020 highlighted the accelerating shift to “digital-at-the-core” business models - adaptive, data-led, asset-light, and based on services rather than products. Instead of extending traditional models and channels (such as brick-and-mortar stores) while enabling digital channels, companies are orchestrating entirely digitally-enabled platforms and marketplaces.

KEY INSIGHTS FROM THE DISCUSSIONS

For many firms, there has been more change over the past 12 months than over the previous decade. What has occurred is an acceleration of trends that were already underway, rather than entirely new concepts. Organizations that were already planning for the future were well positioned to quickly adapt.

Platform or ecosystem approaches to value creation require a mindset shift for most firms, which were not built to collaborate and share. At the same time, the speed of digital transformation during the pandemic has highlighted the importance of organizational cultures that foster innovation, and education on new tech and business models across organizations - especially at senior levels.

Future-ready organizations are enabling greater flexibility and upskilling across workforces. For example, Publicis launched an internal “gig marketplace” that has enabled greater mobility for the organization and cross-skilling for employees.

In order to avoid disruption, one approach is to view compliance as an opportunity for innovation. NatWest, for example, has seen complying with open banking data-sharing requirements as a strategic opportunity to rethink how products are designed and delivered.

Increasingly, countries will need to bridge the digital divide to build inclusive economies (through initiatives like the EDISON Alliance). They will also need policy and regulatory frameworks that can quickly adapt to new technologies and business realities.

Across industries there is a desire to retain cultural habits that

have emerged over the past year, such as greater collaboration and moving at speed. ESG and purpose have also come to the forefront and the hope is for them to remain there. Additionally, there is a strong sentiment that this is the time to double down on investments, not the time to withdraw, in order to properly invest in the future.

When asked about business model opportunities, more than 63% of participants selected “alignment with environmental sustainability goals,” 56% selected both “increased value from digital platforms and marketplaces” and “value from data-sharing and collaboration,” 53% selected “expanding digital ecosystem and partnerships,” and 34% chose “data/AI-driven customer insights and personalization.”

Related insight areas: [Data Science](#), [Innovation](#), [The Digital Economy](#), [Fourth Industrial Revolution](#), [The Digital Transformation of Business](#)



Harvard Business School Working Knowledge
7 Trends to Watch in 2022

19 January 2022

As 2022 gets underway we asked our faculty to highlight some trends worth watching in the coming year. Ariel Stern: A new future for digital health care While 2020 and 2021 were years of rapid innovation and deployment of new health care technologies and delivery modalities, 2022 will be a big year for learning about what works in digital health. Recently, we have witnessed developments that would have been difficult to imagine just a few years ago. In Germany, the past 15 months have seen the rollout of “prescription apps” and the introduction of a system of nationwide health insurance coverage for digital health applications, the first of its kind worldwide.



The Aspen Institute
Predictions for Business & Society in 2022

04 January 2022

What will we find at the crossroads of business and society in 2022? That’s the question we at the Aspen Institute Business & Society Program posed to business executives, activists, scholars and journalists, from Billie Jean King to Joe Nocera.



World Economic Forum
Preparing for the ‘New’ Future of Work | Sustainable Development Summit 2021

02 January 2022

The live session is available for eligible participants on TopLink; the first part will be webcast to all shortly after the session ends. Industry-led and country collaboration could reduce reskilling costs and times by 30%, enabling nearly half of the disrupted workforce to be reskilled by employers, with a positive cost-benefit balance. Speakers: Sally Bundock, Gog Soon Joo, Dan Rosensweig, Mona Mourshed, Jeff Maggioncalda, Gabriel Dalporto, Robert E. Moritz, Andrew Baird.



MIT Sloan Management Review
The Top MIT SMR Articles of 2021

21 December 2021

In December 2020, the first highly anticipated doses of COVID-19 vaccines arrived, sparking hope that 2021 might bring a fresh new start less burdened by the pandemic. Since January, the world has made huge strides in managing the pandemic — but coronavirus variants have advanced as well. Thanks to the delta variant, the Great Office Return expected in September seemed to peter out before it began, landing us at the end of another year characterized by constant adjustment, reorientation, and shifting plans. In 2021, readers unsurprisingly gravitated toward articles about leading through a pandemic-changed world, understanding an unpredictable supply chain, and managing remote and hybrid teams.



Center for Global Development
Economics & Marginalia: December 17, 2021

17 December 2021

Hi all, It feels fitting that the last links of the year (for such is this salvo of egregious geekery) should start with the crushing disappointment that the English test cricket team so reliably brings (rivalled only in its consistent mediocrity by the English political establishment, currently nursing very tender nether-regions from the kicking it took in North Shropshire, even if their assessment of the situation is essentially a slightly amended version of the Scooby-Doo villain’s refrain: “I’d have gotten away with it if it weren’t for that pesky media!”).



MIT Sloan Management Review
How Marketers Can Address Data Challenges to Drive Growth

08 December 2021

Connecting With Customers in the Age of Acceleration The pandemic forced companies to speed digital transformation and adapt to a virtual world. Customers are now rewarding those that offer the best experiences and engage authentically. To succeed in the next era, businesses and marketers must meet new expectations and build new strategies and skills. Imagine that you have just been promoted to manager at a large food company and will be in charge of a popular candy brand primarily sold in grocery stores.

Digital Transformation of Organizations

The average lifespan for traditional companies is declining, while the revenue share for 'digital ecosystems' is expanding

The Fourth Industrial Revolution has reshaped entire industries - as sources of value shift across value chains and accelerate the need for greater agility, adaptability, and transformation.

According to McKinsey & Company, an emerging set of "digital ecosystems" modelled after firms like Facebook and Airbnb could account for more than \$60 trillion in revenue by 2025, or more than 30% of all global corporate revenue. Traditional organizations need to quickly reimagine ways to create and capture new business value in the face of this digital disruption. The average tenure of a company in the S&P 500 Index of large, US-traded firms is expected to decline from 24 years in 2016 to 12 years by 2027, as corporate leaders deal with an unprecedented combination of disruptive technologies, changing customer behaviour, and an impending climate crisis. However, disruptive technologies are also creating significant new value opportunities. Advanced 5G telecom networks are expected to generate more than \$600 billion in new business by 2026, for example, while the market for distributed "edge" computing is expected to more than triple between 2019 and 2024, to \$9 billion.

People increasingly expect technology to be personalized, convenient, and on-demand; and, according to the research firm Nielsen, nearly half of all consumers are now more likely to try new brands than they were five years ago. These people also expect companies to play a constructive role in society. According to a study published by Accenture, 62% of consumers say their purchasing consideration is driven by a company's ethical values and authenticity, and 74% want more transparency on companies' stances on environmental and social issues, and on how they source their products and ensure safe working conditions. In response, many business leaders have transformed their organizations to create new value. While nearly 96% of organizations are in some phase of transformation, according to research firm IDG, and 90% of enterprises have already adopted a "digital-first" business strategy, the results have so far been mixed; less than half of executives now believe they can extract and maintain the planned value from their transformation initiatives. Companies of all types now have a shared opportunity to exchange information and co-create new frameworks, tools, and partnerships to successfully transition to a new business normal.

Priorities for collaboration:

-Accelerate successful business transformation to respond to technological and social disruption.

-Identify collective learnings and strengthen collaboration across industries.

-Co-create new insights, models, decision frameworks, and tools.

Related insight areas: [Blockchain](#), [Corporate Governance](#), [Entrepreneurship](#), [Innovation](#), [Virtual and Augmented Reality](#), [Economic Progress](#), [3D Printing](#), [Artificial Intelligence](#), [Fourth Industrial Revolution](#), [Leadership](#), [The Digital Transformation of Business](#)



World Economic Forum
Digital healthcare can be a catalyst for greater health equity
 20 January 2022

The pandemic has accelerated the uptake of digital healthcare solutions. This shift to digitalization can be a powerful force in achieving health equity. To do so, we will need to rethink the fundamentals of healthcare delivery. The digital revolution was well underway even before COVID-19, but disruptive technology needs to be widely adopted before society adapts to it. It is only then that digital health solutions will ensure digital health access and truly advance health equity.



World Economic Forum
5 early insights for using digital public goods for development
 20 January 2022

Digital public goods (DPGs) and digital public infrastructure (DPI) are an emerging agenda for digital cooperation. Current implementations of DPGs and DPI have yielded lessons that countries can adopt for their own success. DPGs are not meant to be blueprints but should be springboards for customized digital foundations per country context through a whole-of-society approach. Digital transformation is critical for accelerating the sustainable development goals (SDGs) and the UN has learned that digital public infrastructure (DPI) is becoming increasingly important to countries as they seek to establish their digital foundations. It allows basic functions essential for service delivery such as identification, data exchange, payments and more as countries explore the Web 3 agenda.



VoxEU
Digitalisation and the future of banking
 19 January 2022

New technologies are changing how banks produce and provide financial services. These changes have implications for traditional banks, creating novel sources of systemic risk which could in turn pose regulatory and policy challenges. This column introduces a new report by the Advisory Scientific Committee of the European Systemic Risk Board that discusses the impact that digitalisation may have on the structure of the European banking system. Based on three scenarios for the future development of European banking, the authors derive an array of macroprudential policy recommendations.



World Economic Forum
Technology Cooperation in the Fourth Industrial Revolution | Davos Agenda 2022
 17 January 2022

The technologies of the Fourth Industrial Revolution have already led to transformative advances in numerous domains. How can technology stakeholders work together to balance innovation and responsibility to maximize the potential of emerging technologies for addressing global problems?.



World Economic Forum
How to address digital safety in the metaverse
 14 January 2022

With digital risks already being high, especially for vulnerable groups, safety risks could be more prevalent in the metaverse. There are numerous ways such risks could be exacerbated in the metaverse. Unwanted contact could become more intrusive. The rise of virtual currencies is another challenge. Finding ways to incentivize better behaviors and reward positive interactions may need to become a bigger part of a safer digital future.



Social Europe
First agreement for platform workers in Spain
 13 January 2022

Luz Rodríguez is professor of labour law at the University of Castilla-La Mancha. Her latest books are Plataformas Digitales y Mercado de Trabajo (2019) and Tecnología y Trabajo: el impacto de la revolución digital en los derechos laborales y la protección social (2021).



Asian Development Bank (ADB)
DigitalxADB: Building Innovation Ecosystems in Developing Asia and the Pacific
 12 January 2022

Venture-stage investor Linh Thai hosts a panel discussion exploring why startup ecosystems are so valuable for sustainable development, and what the Asian Development Bank is doing – and can do – to support their growth. ADB produced this talk show as part of its DigitalxADB 2021– an event series aimed at raising awareness and build broad consensus within ADB to continue focusing on the digital opportunities that lie ahead in a world reshaped by COVID-19.

Business Model Shifts

Shared and integrated mobility models are challenging the traditional car industry

The increasing pace of life, technology innovation, and evolving customer expectations are creating demand for new business models that provide access to cars, rather than ownership - and this is already having an impact on vehicle sales volumes. Millennials, for example, have proven to be more pragmatic about car buying than previous generations, and have a relatively lower rate of car ownership. It is possible that we may have even reached peak auto sales, at least in developed markets. Sharing economy-related mobility services include e-hailing (US-based Uber, or China-based Didi), carpooling (France-based BlaBlaCar), and parking and fleet management (US-based Luxe or Netherlands-based LeasePlan). The technologies underpinning these services are empowering consumers, and challenging the traditional sales and servicing model relied upon by car dealerships.

As urban populations expand - 66% of the world's population will be living in cities by 2050, compared with 54% in 2014, according to a United Nations estimate - demand for urban transport and automobile access (if not automobile purchases) will only increase. That will present a new set of social and environmental challenges, which can be addressed with an intelligent mix of new operating models that are based on sharing and increased asset utilization. Relatively young companies are also applying technology innovation in order to revamp traditional auto industry models. The website TrueCar, for example, is bringing transparency to the new car-buying process by showing people how much others have paid for a car they are interested in purchasing. Meanwhile a new generation of automotive insurers are offering peer-to-peer products that leverage social media in order to enable group purchasing of policies, thereby reducing administrative costs and dividing up risk.

Related insight areas: [COVID-19](#), [Circular Economy](#), [Behavioural Sciences](#), [Retail](#), [Consumer Goods and Lifestyle](#), [Corporate Governance](#), [Cities and Urbanization](#), [Entrepreneurship](#)



[Rocky Mountain Institute](#)

Washington State Could Lead the Nation on Building Electrification Codes

03 January 2022

In the unglamorous pages of local and state law books lies one of the most powerful tools for reducing carbon emissions: building codes. Local governments in Washington State, including Seattle, Tacoma, and Shoreline, have already put this powerful tool to... [Read More](#) The post Washington State Could Lead the Nation on Building Electrification Codes appeared first on RMI .



[GreenBiz](#)

What battery swapping could mean for corporate fleets

07 December 2021

One of the biggest challenges to electrifying a fleet of vehicles — aside from adjusting to the range and limitations of the vehicles themselves — is building up the expensive charging infrastructure to support it. A California startup is making a pitch for a solution that almost negates the need for charging infrastructure entirely: battery swapping. "The idea is very, very simple, which is instead of trying to move energy in energy form ... you move energy physically," said Khaled Hassounah, co-founder and CEO of Ample.



[Bocconi Knowledge](#)

Circular Economy Will Make Electric Buses the Best Economic Choice in Four Years

16 November 2021

A study by the Bocconi GREEN center with the collaboration of ENEL Foundation revisits the cost calculations, taking into account the possible revenues from the connection of batteries to the grid and their second life.

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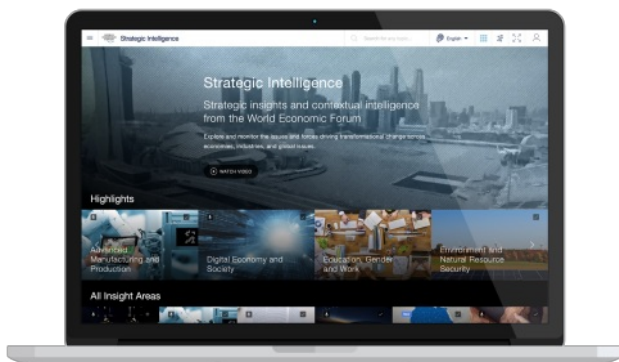
In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

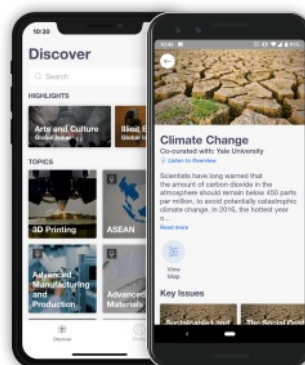
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