



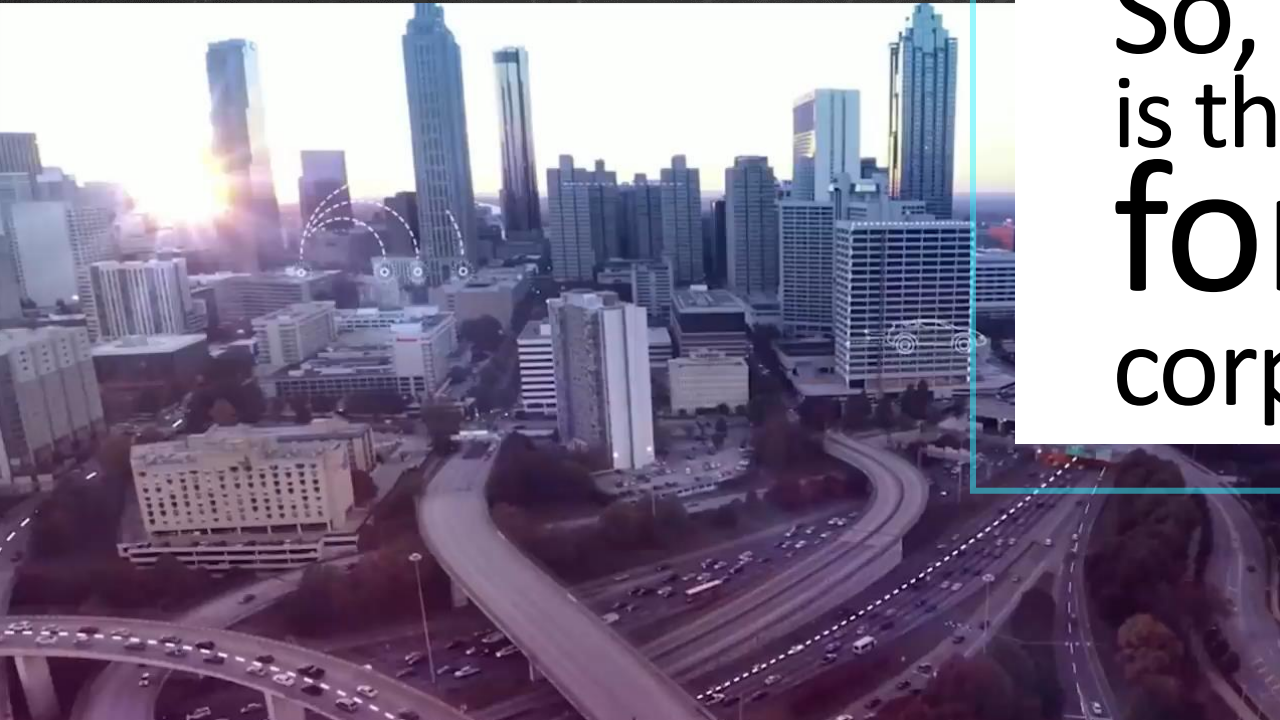
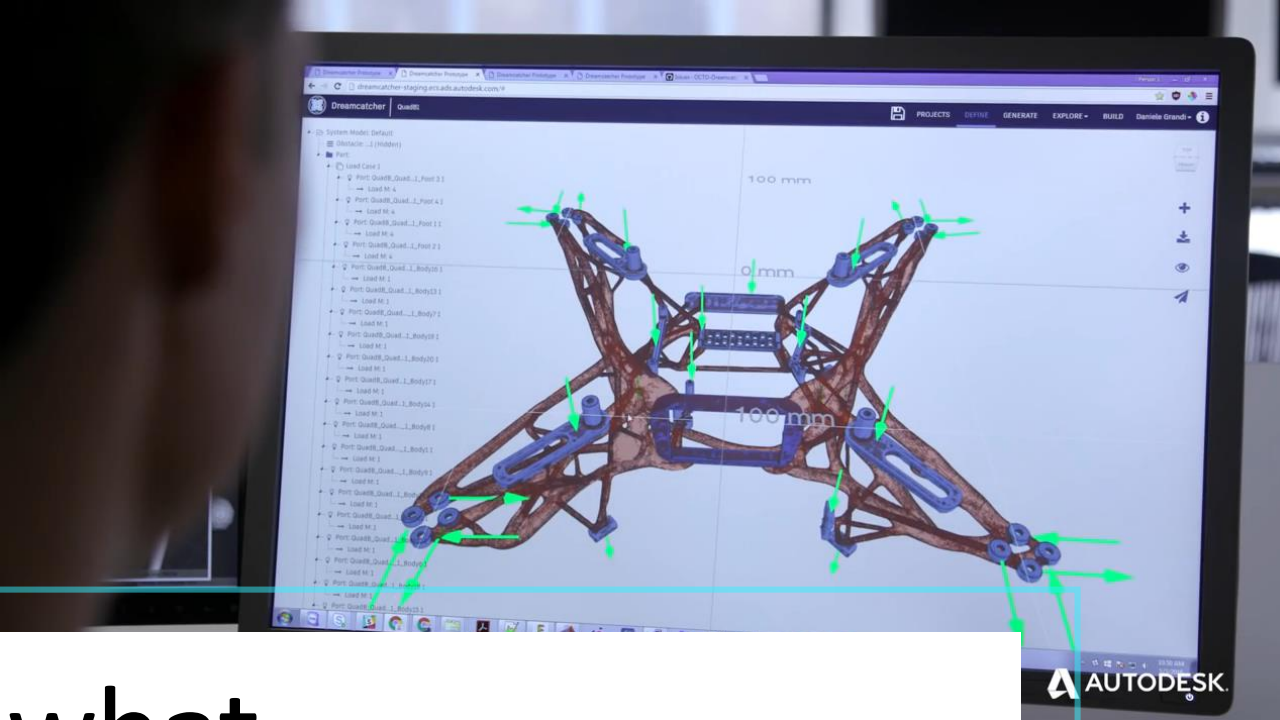
Deloitte.

Deloitte Center *for*
the Edge

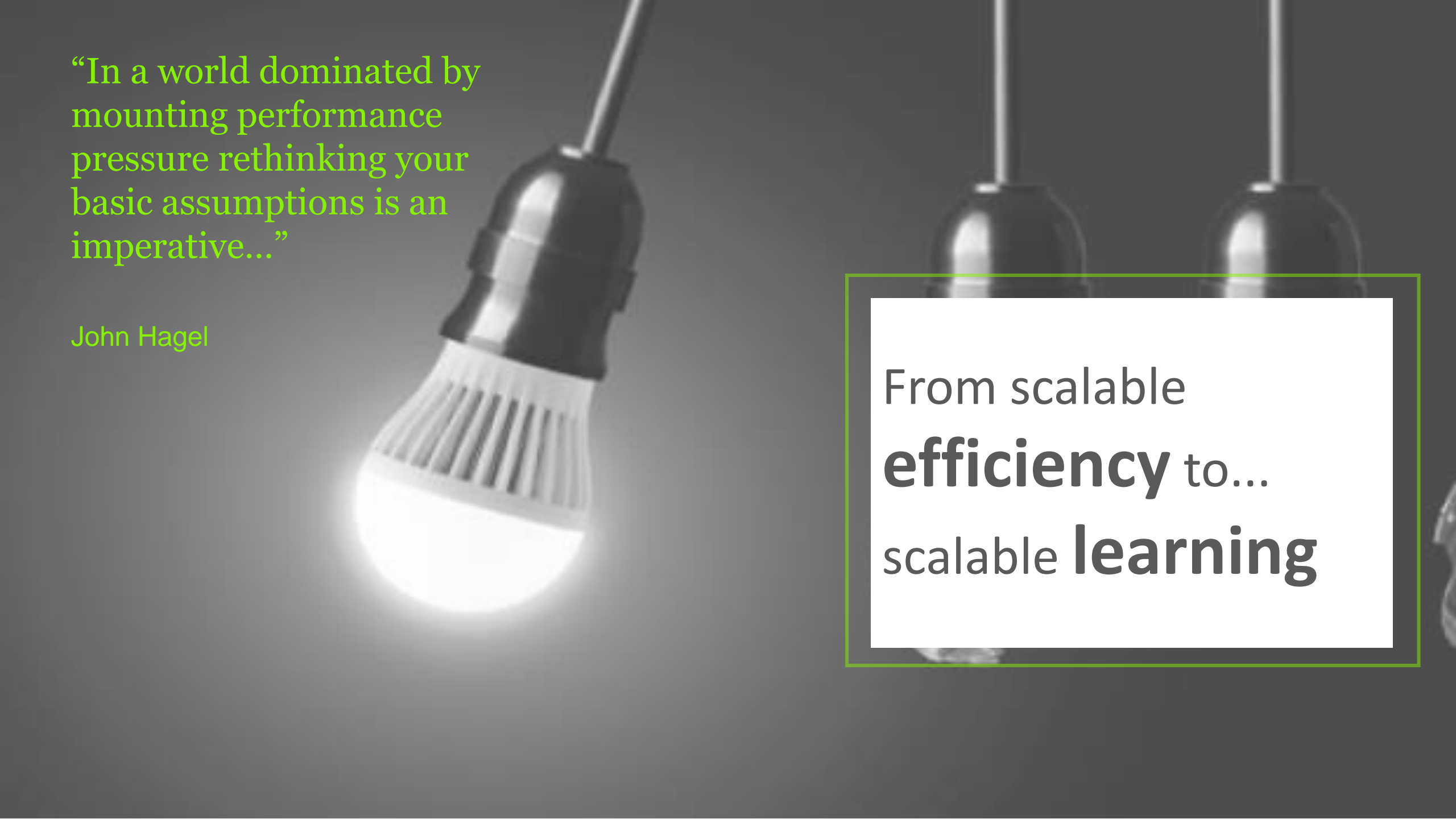
MAARTEN OONK, MAY 2018

Future of footwear

A journey through exponential change and emerging business models



So, what
is the opportunity
for your...
corporate innovation



“In a world dominated by mounting performance pressure rethinking your basic assumptions is an imperative...”

John Hagel

From scalable
efficiency to...
scalable **learning**

Growing the pie....

With new

governance

structures and

smart incentives

through

gamification...



America Would Happily Pay Uber An Extra \$7 Billion

Economists put a (big) number on the ride service's consumer surplus in 2015.

LAURA BLISS | @mslaurabliss | Sep 15, 2016 | 1 Comment

Share on Facebook

Tweet

in

✉

📄



A new study claims that every \$1 spent on an Uber trip generates \$1.60 in "consumer surplus."
(Gene J. Puskas/AP Photo)

The sky is dumping freezing rain, it's 11:30 at night, and you're standing on a street corner 15 miles from home. You open your Uber app and see that the trip is going to cost you roughly \$50, as prices are surging 200 percent above

We need to
unlearn
in order
to
learn

FROM >>>

<<< TO

3 year strategic plan

Zoom-out-zoom-in

Select for tasks

Select for passion

Source for growth

Collaborate for growth

Stocks of knowledge

Flows of knowledge

Add digital

Start digital

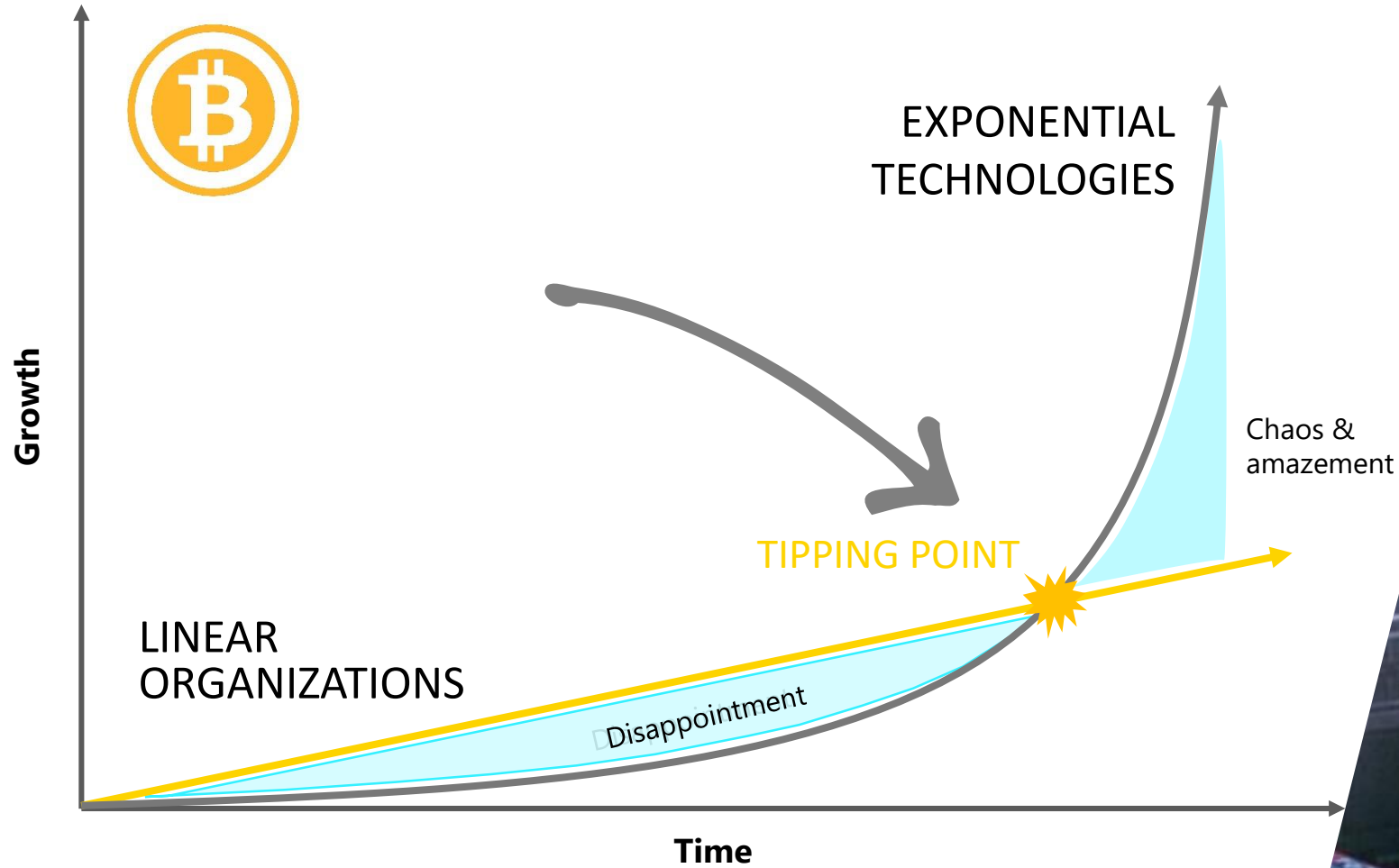
Linear mindset

Exponential mindset

A photograph of an astronaut in a white spacesuit standing on the lunar surface. The astronaut is wearing a helmet with a gold visor and has an American flag patch on the right chest. To the left of the astronaut is a white flag on a pole. In the background, there is a lunar module with orange and gold thermal insulation and another American flag. The ground is covered in grey lunar soil with some rocks.

Drivers of change

The imperative to act in a fast changing and disruptive environment and capture value



The mindset challenge? A challenge that requires ownership and action!



World First: Scientists Genetically Modify Lab-Made Human Embryos

The technique they used to edit the DNA of the human embryos could...



 Scientific breakthrough could lead to designer babies

Scientists working with the Sun Yat-Sen University in Guangzhou, China, claim to have genetically modified several laboratory-made human embryos. The research project, detailed in a paper in the journal *Protein & Cell*, is hailed as a world first.

2007: \$10 million

2014: \$1,000

10,000x in 7 years

Digitization and
globalization
create
eroding barriers
to...

Learning

Entry

Commercialisation



Why information goes exponential



// Marginal costs \gg zero

// Domain explodes

// Problem & value space shifts

Connect
emerging
technology
with emerging
business
models

Convergence



Artificial Intelligence



Augmented/Virtual Reality



Advanced Robotics



Additive Manufacturing



Networks & Sensors



Advanced Materials



**Biotechnology &
Bioinformatics**

Crowdsourcing



Crowdfunding



**Prize-based
Competition**



Maker-Movement



Gamification




Mobile Economy



**D-I-Y
(Democratization)**





We need a different perspective
to truly see the potential of
digitization, emerging tech and
new drivers...

This
different?



A high-speed train, possibly a Shinkansen, is shown in motion, blurred background. The train is blue and white, with a large circular window visible. The text "The future of manufacturing" is overlaid in white, centered, within a green rectangular frame.

The future of manufacturing

4 Shifts in
Manufacturing
driven by
the
Big Shift
changing...



“We will
see an increasing
proliferation
Of niche
markets”

Changing nature of consumer demand

- Personalization & customization
- Consumers as Creators
- Access over ownership



“With the change in the nature of products comes a shift in value creation...”

Changing nature of products

- From “dumb” to “smart”
- From product to platform
- From product to service



“Digitization
enables you to let
your customers
drive your
creation...”

Changing economics of value chain

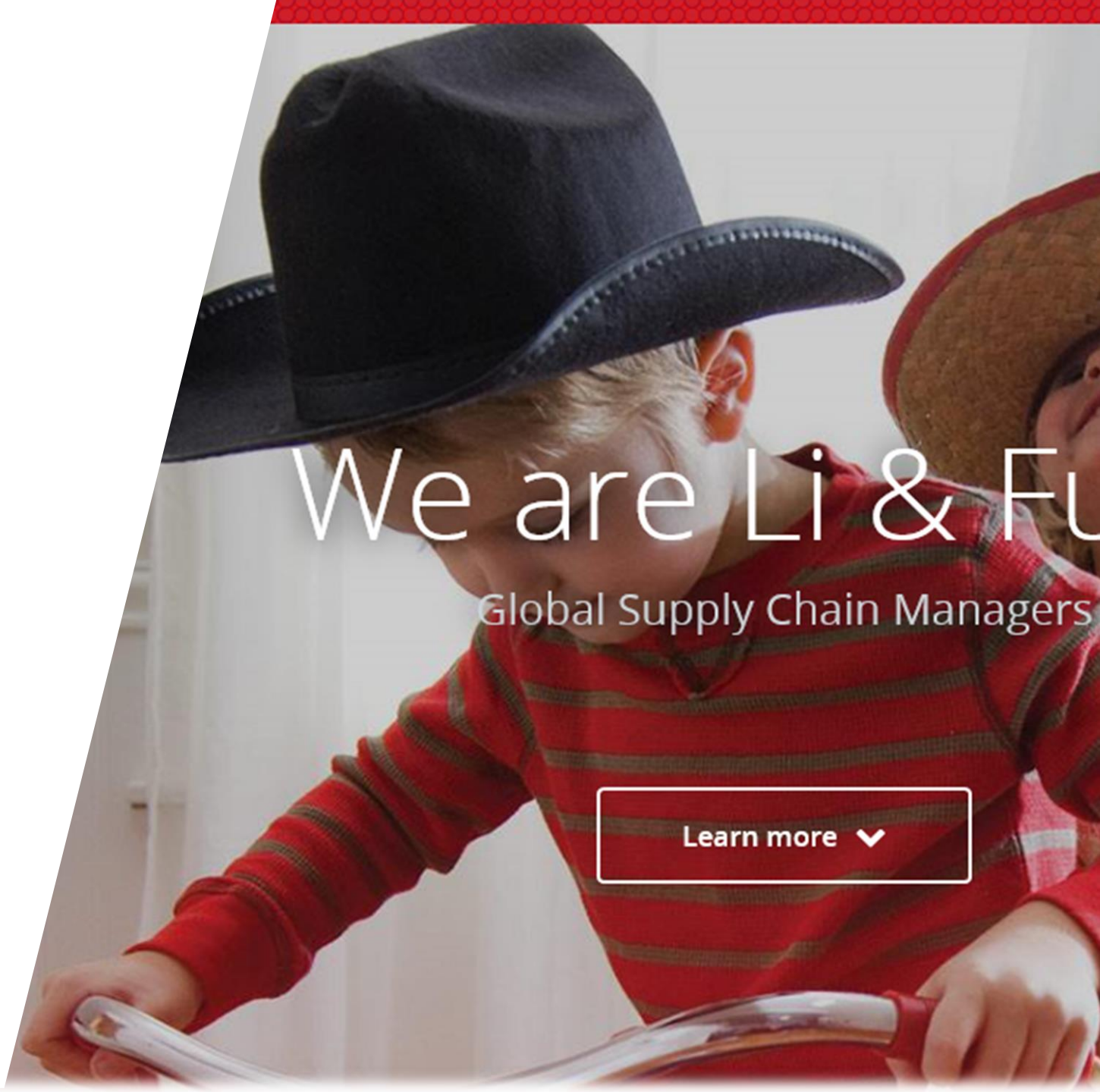
- Direct customer engagement
- Faster speed to commercialization
- Build to order vs. Build to stock



“Leveraged growth and creation is the fastest way to succes...”

Changing economics of production

- Manufacturing 4.0
- Emergent manufacturing models
- Eroding barriers to learning, entry and commercialization



We are Li & Fu

Global Supply Chain Managers

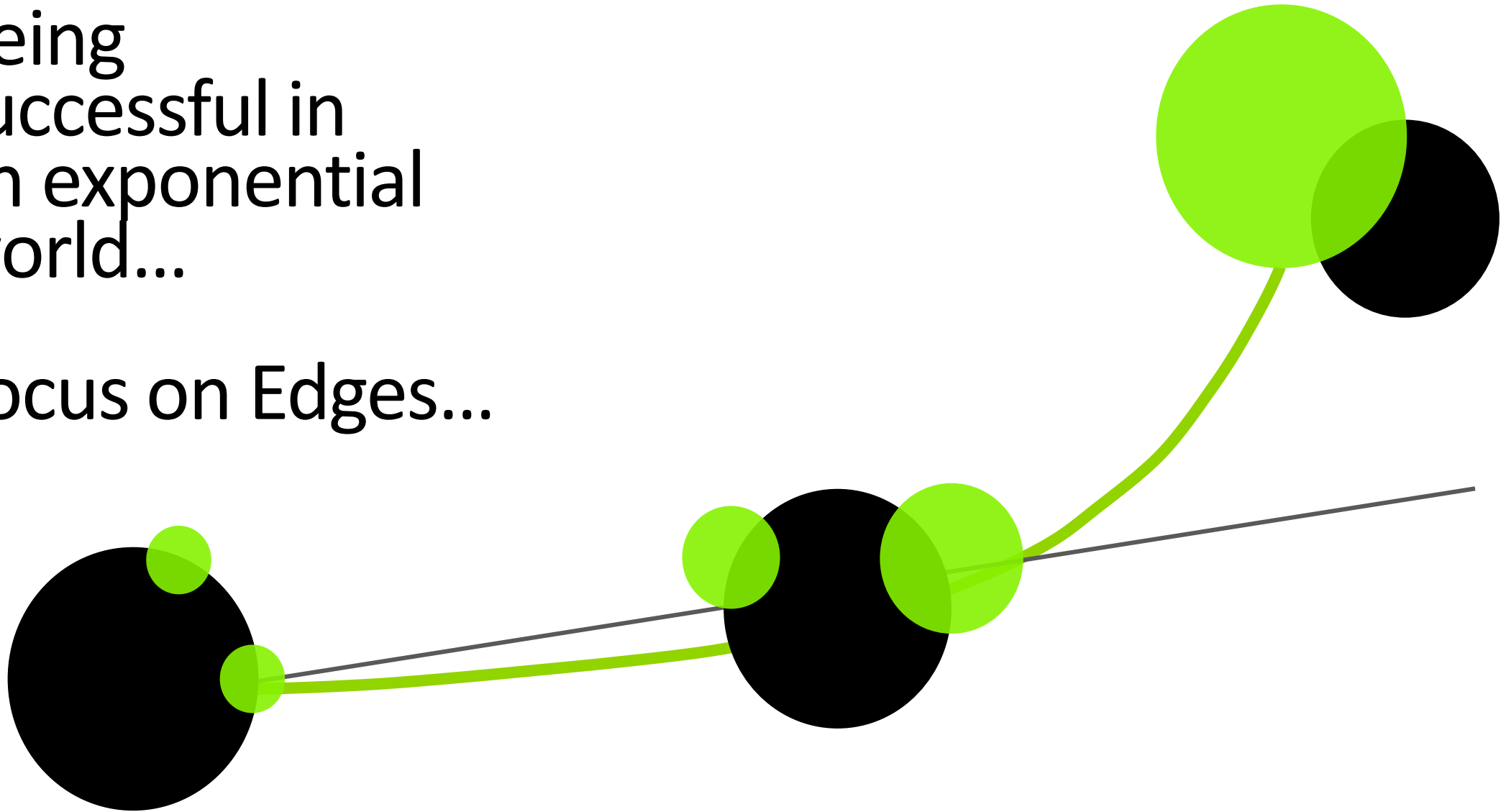
Learn more ▼

A close-up photograph of a person's hands holding a smartphone. The person is wearing a silver metal watch on their left wrist. The background is a blurred city street at night, featuring out-of-focus green and white lights, likely from traffic or street lamps. The overall mood is contemplative or reflective.

**From Oh my
God..to
So What?**

Being
successful in
an exponential
world...

Focus on Edges...



We need to
unlearn
in order
to
learn

FROM >>>

<<< TO

3 year strategic plan

Zoom-out-zoom-in

Select for tasks

Select for passion

Source for growth

Collaborate for growth

Stocks of knowledge

Flows of knowledge

Add digital

Start digital

Linear mindset

Exponential mindset

Deloitte Center *for* the Edge

“Bring us your
challenges,
we’ll reimagine your
future...”

www.deloitte.nl/c4e

