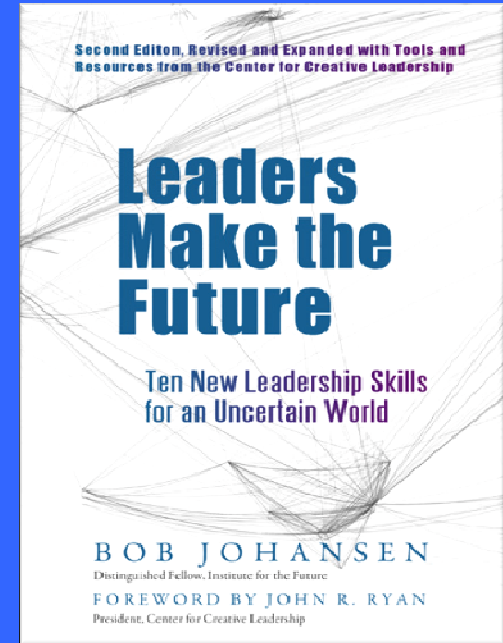
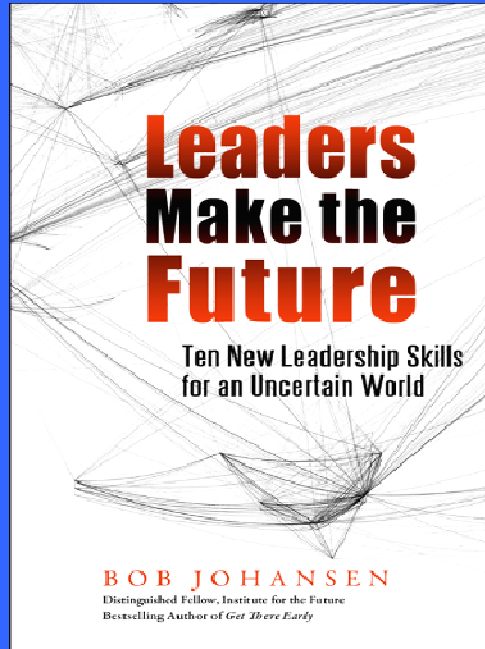
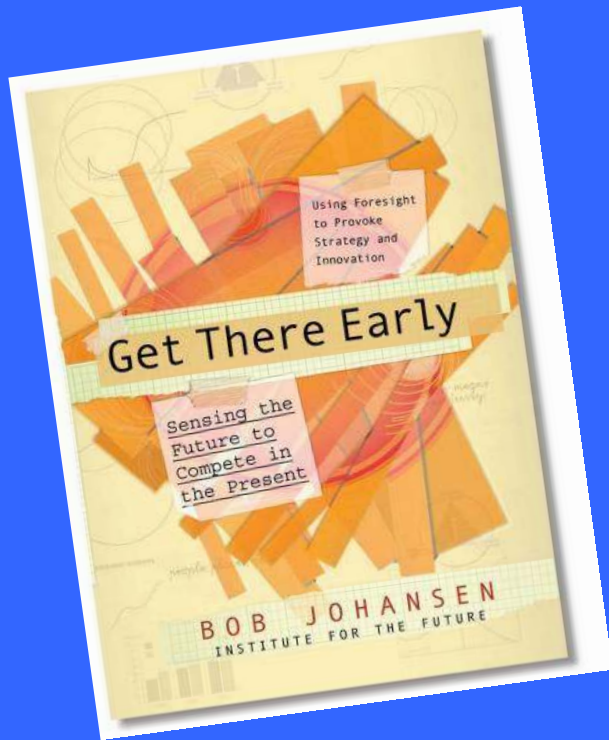


The Challenge of Service Excellence within the “New Norm”



Dr. Bob Johansen
Distinguished Fellow
Institute for the Future (ITF)
For J.D. Power Service Excellence Summit
March 13, 2012
Orlando



digital natives: their physical and virtual worlds will be increasingly blended and seamless



ubiquitous continuous moments of truth

AUGMENTED CITY





a culture of *makers* will drive the next
wave of service innovation

words like “consumer,” “marketing,”
“commercials,” and “advertising”
will become obsolete...

TWO BIG FORECASTS THAT WILL SHAPE SERVICE

- 1. The digital natives will change the world**
- 2. Cloud-served supercomputing will amplify everything**

the VUCA world



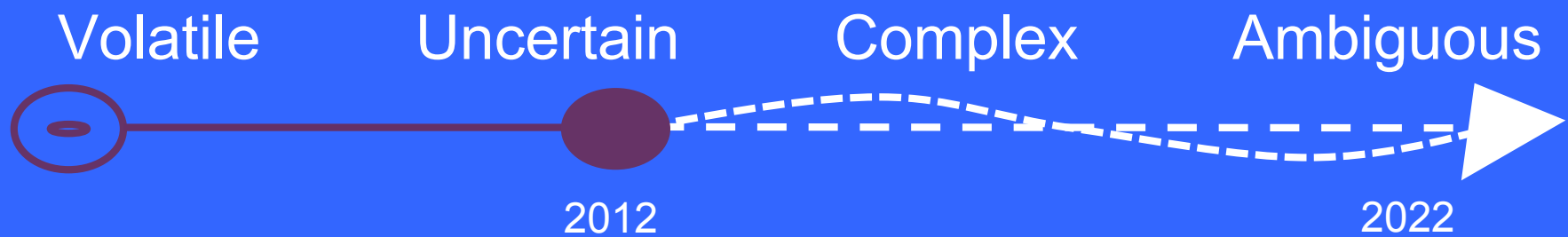
Volatile

Uncertain

Complex

Ambiguous

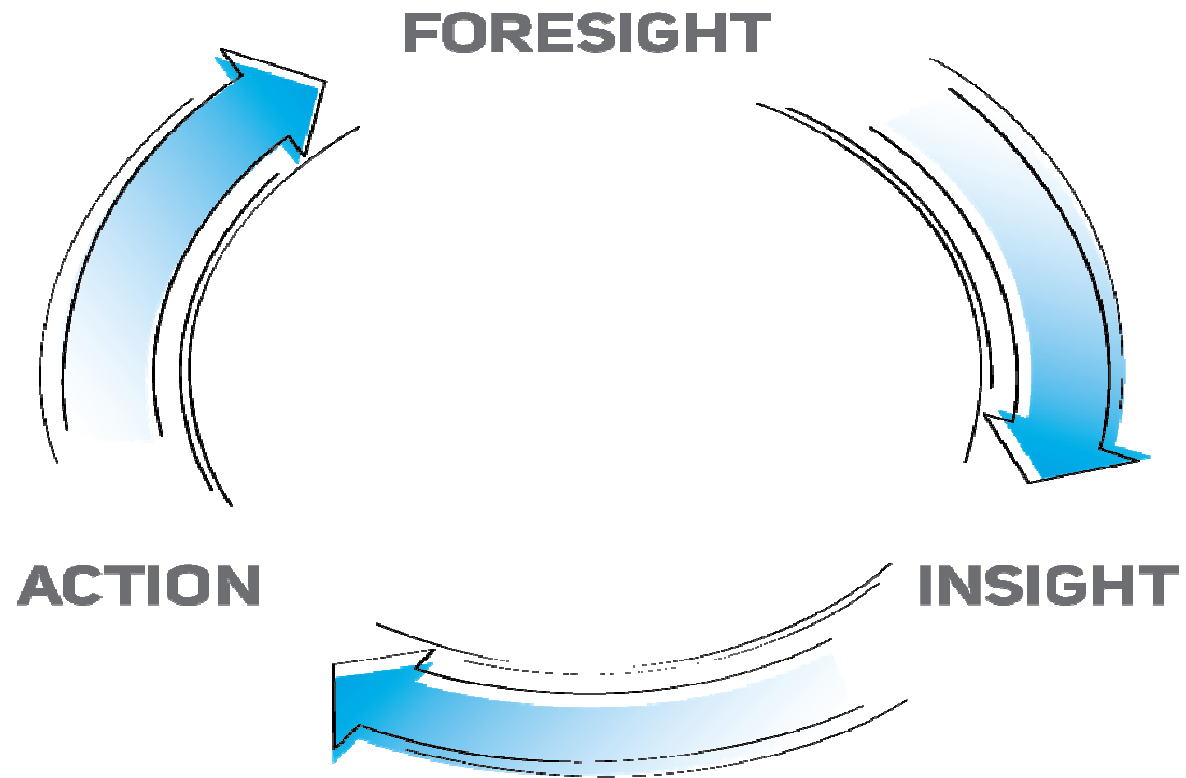
VUCA 2.0: a permanently VUCA world



The VUCA World 2.0

.....THREATS.....OPPORTUNITIES.....

Volatility	<i>Vision</i>
Uncertainty	<i>Understanding</i>
Complexity	<i>Clarity</i>
Ambiguity	<i>Agility</i>



Foresight

a plausible, internally consistent,
provocative story from the future

Insight

an “AHA!” that is provoked by Foresight

Action

a clear compelling way forward



“The future is already here, it’s just unevenly distributed.” – William Gibson

SIGNALS

**are indicators in the present
that reveal the unevenly distributed
future**

signal: the word “occupy” was selected
as the word of the year for 2011



**signal: Tesco QR code shopping in Seoul subway,
for immediate home delivery...**



signal: rich-poor gap is growing and increasingly visible

The New York Times

© 2011 The New York Times

SUNDAY, JUNE 12, 2011

For the Executive With Everything, a \$230,000 Dog to Protect It

By JOHN TIERNEY

MINNEAPOLIS — Don't call her a guard dog.

When she costs \$230,000, as Julia did, the preferred title is "executive protection dog." This 3-year-old German shepherd, who commutes by private jet between a Minnesota estate and a home in Arizona, belongs to a canine caste that combines exalted pedigree, child-friendly cuddliness and arm-lacerating ferocity.

Julia and her ilk have some of the same tracking and fighting skills as the dogs used in elite military units like Navy Seal Team 6, which took a dog on its successful raid of Osama bin Laden's compound in Pakistan.

In fact, Julia was sold by a trainer, Harrison Prather, who used to supply dogs to Seal Team 6 and the British special forces. But then Mr. Prather switched to a more lucrative market.

"Either rich people discovered me or I discovered them — I can't remember which happened first," said Mr. Prather, the president of Harrison K-9 Security Services in Aiken, S.C.

He and others in the high-end dog training business say prices have shot up thanks to the growing number of wealthy people around the world who like the security — and status — provided by a dog with the right credentials. Moguls and celebrities now routinely pay \$40,000 to \$60,000 for a well-bred German shepherd that is certified as an expert in the sport of Schutzhund, which means "protection dog." The price can go much higher if a dog does well at an international championship, as Julia did.

"She's a top deal," Julia's owner, John Johnson, said as she escorted him around the grounds of his 15-acre estate outside Minneapolis. "She's won awards. She

Continued on Page 4



ALLEN BRISSON-SMITH FOR THE NEW YORK TIMES

Julia, a protection dog, working with a trainer at home in Lakeville, Minn., as her owner's assistant, Lori Aspelin, watched.

1964 World's Fair Futurama

1939 World's Fair Futurama





The MakerFaire (San Mateo Expo Center)



The Experience Economy... Joe Pine & Jim Gilmore

- FROM PRODUCTS
- TO SERVICES
- *TO EXPERIENCES*
- *TO PERSONAL TRANSFORMATIONS*

TWO BIG FORECASTS THAT WILL SHAPE SERVICE

- 1. The digital natives will change the world***
- 2. Cloud-served supercomputing will amplify everything**

***A “generation” is now about 6 years,
if you are 25 or less...AND SHRINKING***



Only those 16 or less in 2012 are true digital natives—but the younger you are, the stronger the effect





by 2021, EVERYONE 25 or less will be a digital native



EMERGING MARKETS WILL LEAPFROG...



2012: voice and text



2022: cloud video, web, GPS, sensors...



*digital native's brains will work differently
(e.g., "continuous partial attention")*





EUSTRESS

positive stress







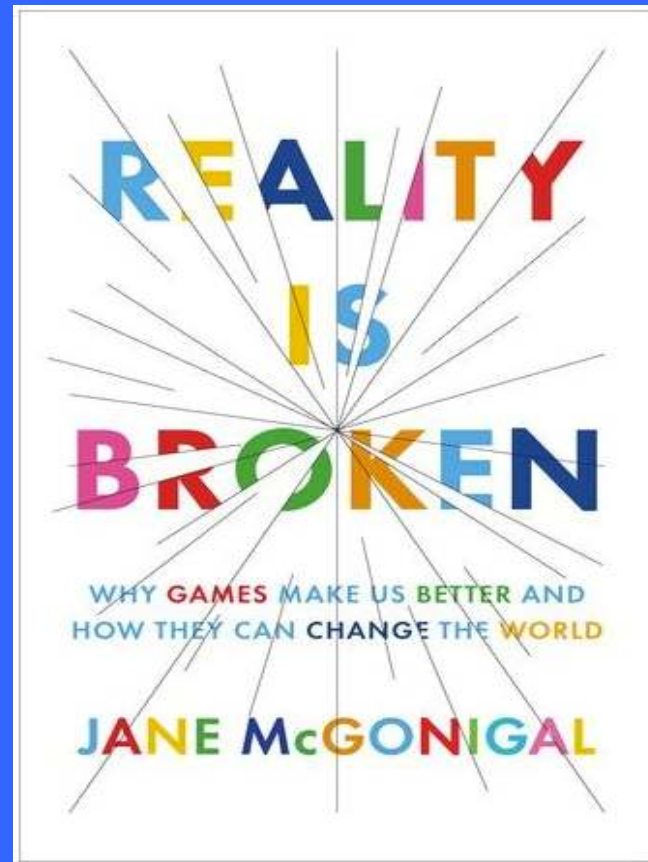




unless the rich/poor gap improves dramatically by 2021, a LARGE number of digital natives around the world will be:

- * *hopeless*
- * *able to see the very rich*
- * *very connected*

**digital natives learn through gaming...
gaming is the best way to learn in the VUCA World**

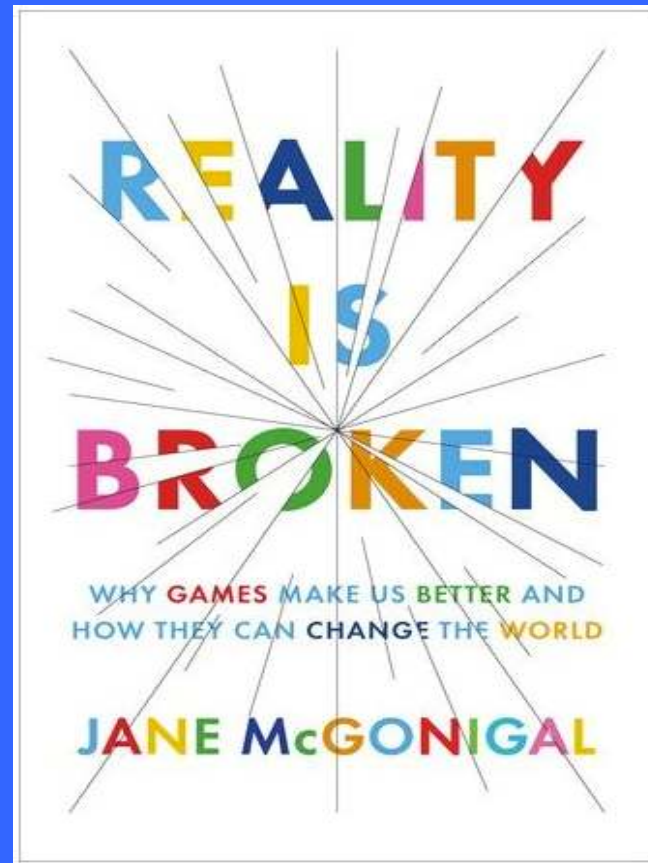


FORECAST

*Gameful experiences will become
an increasingly important part of
service delivery*



games are
“obstacles that we volunteer to overcome”



TALKS

Jane McGonigal: Gaming can make a better world

TED2010, Filmed Feb 2010; Posted Mar 2010



Progress bar and video controls including play/pause, navigation, volume, and time (00:18 | 20:04). Buttons for Share and Rate are also visible.



Gaming to improve your Bio-Empathy



1. Mission
Transfer 1



1. Mission
Transfer 1

TWO BIG FORECASTS THAT WILL SHAPE SERVICE

- 1. The digital natives will change the world**
- 2. *Cloud-served supercomputing will amplify everything***

Cloud-Served Super-Computing

Anything that happens on the net—beyond your device

***“The network is the computer”* will finally come true**

The cloud will amplify innovation and learning—especially by digital natives in developing regions

facebook®

You Tube

twitter

“ When we change the way we communicate,
we change society.... ”

—Clay Shirky



Cloud Logic

Reciprocity is the currency of the cloud (transactions are the currency of today's Internet)

reciprocity requires faith:

you give things away in the faith that you will get even more in return

Reciprocity-Based Innovation

*Giving things away in intelligent ways,
in the faith that you will get back even more in return*



IBM Smarter Planet Initiative



TED opens—and becomes even more elite

TEDx

x = independently organized TED event



*signal: giving Dawn to clean up oil spills
(and selling Dawn to others)*



FutureRetro2010 YouTube Channel

Microsoft tried to protect Kinect...unsuccessfully



**The Kinect rollout strategy
is an example of**

***Involuntary
Reciprocity-Based
Innovation***

Bob's Biggest Forecast

**Reciprocity-Based Innovation will be
the biggest innovation opportunity
*in history***



SMART MOBS for shopping...



Sign up for New York 1-Day Deals. [Learn more »](#)
 Get one unbeatable deal on a restaurant, spa or event in New York emailed to you each day.

Enter your email address... New York

livingsocial presents
NEW YORK

[today's deal](#)
[past deals](#)
[how it works](#)
[more cities](#)

FREE DEAL DAY?
 Use your Visa card this summer and you may score a free deal to give to a friend!
 powered by **VISA**
promotional terms & conditions

Nectar Wine Bar
 \$30 to Spend on Food and Drink
\$15

50% savings | 136 purchased | 17:12:11 remaining

Commonly overlooked in Greek mythology were the epic wine and cheese parties on Mount Olympus. Zeus would often quip, "They're always a gouda time!" And rest assured the resident sommelier only approved the nectar of the gods for such occasions (despite it being easy to picture Hermes downing boxed wine)... [\(show more\)](#)

Share this deal: [f](#) [B](#) [M](#)

Source: Livingsocial.com

GROUPON

Explore Your City For Less

Unbeatable Local Deals at 50-90% Off

RECENT DEALS ON GROUPON

- 53% off Sushi & Drinks
- 78% off Deli Sandwiches
- 67% off Massage Services
- 89% off a Round of Golf

Subscribe to Groupon Free Deal Alerts


Choose Your City: New York

Email Address:
(Don't worry, your email is safe with us!)

Source: Groupon

***Insight: The act of giving
results in pleasure,
meaning, and happiness
for the giver***

RECORDABLE STORYBOOK

MORE THAN A STORYBOOK. 
It's your voice on
every page.

[See how it works >](#)

**FIND
MEANING
INSIDE**

Currently
SOLD OUT
in many locations.

Check your Hallmark Gold Crown store
in January for new titles.

**Hallmark has created an
innovative platform for
cross-generational
storytelling**

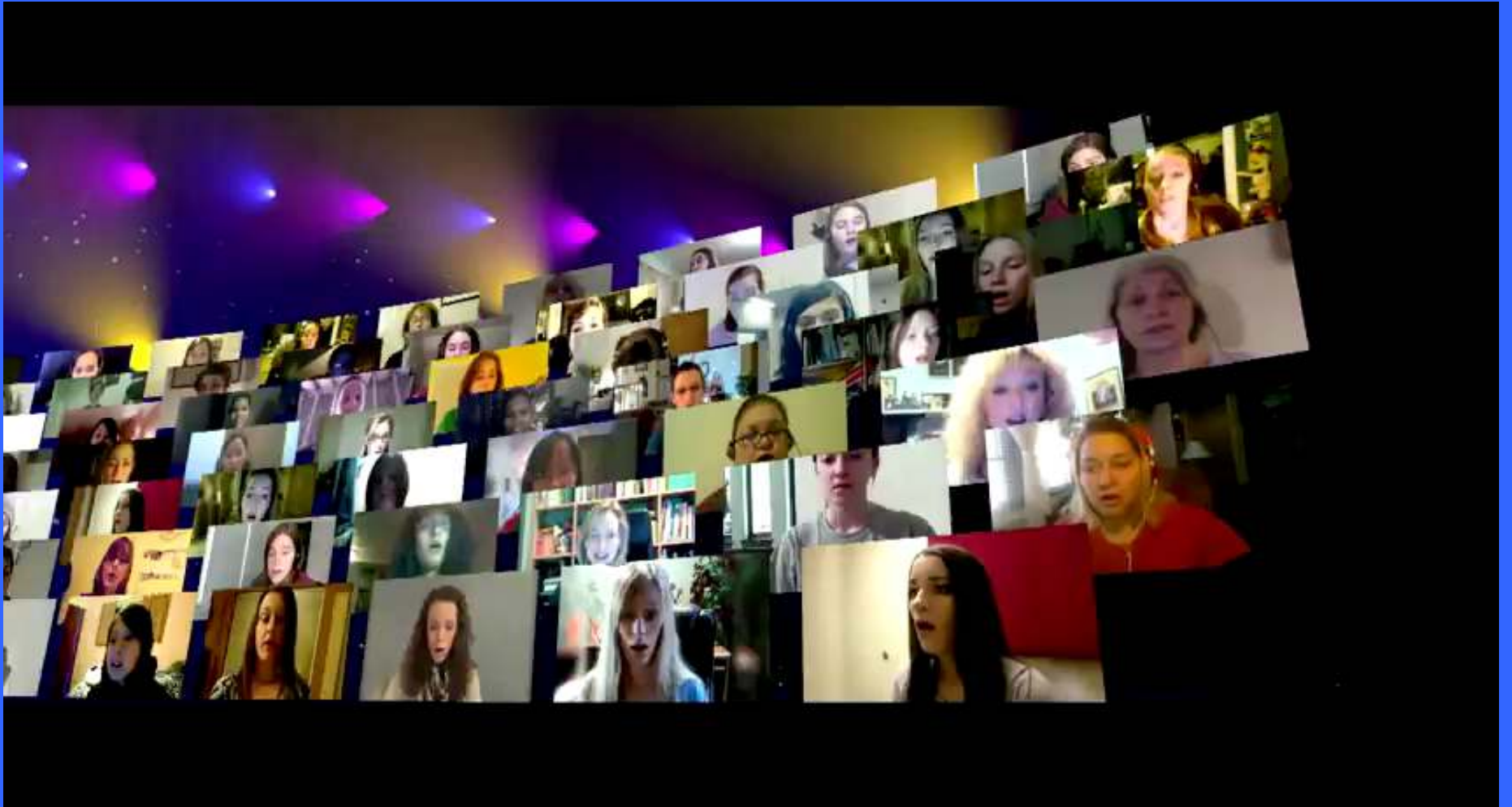
***and promised to
preserve grandma's
voice!***

Composer Eric Whitacre
connecting as we have never connected before



Source: carthage.edu





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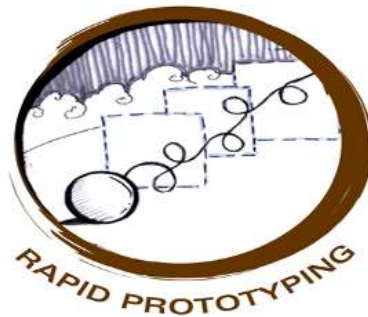
DATE 10.18.2010
AGENCY UPROAR!
CLIENT ELECTRONIC ARTS
SPOT NAME Family Video Game Night :30 HD

SPOT # ZTLA-0163H
AUDIO STEREO MIX
LENGTH 00:00:30:00

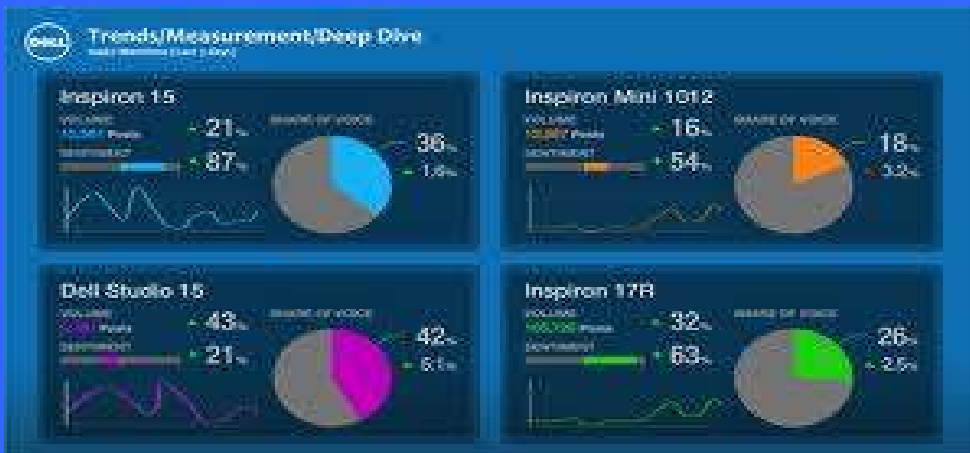
©2010 ELECTRONIC ARTS

18545_BLB/MR/JMB

10 Future Leadership Skills



Dell Social Media Command Center Austin, TX



Health & safety:

This item traveled
8,291 miles and
made 8 stops

er...

FREE!
strength
potion
in Wovix

 5.0 

Would you like to rate this item?

LOCAL MESSAGES: 10:31 am "anyone looking to split fresh basil?" ...10:24 am
(within 20 m)



INSTITUTE FOR THE FUTURE

UPS immersive learning center







signal: rethinking “consumption,” “marketing,”
and “advertising”

**DON'T BUY
THIS JACKET**



COMMON THREADS INITIATIVE
Together we can reduce our environmental footprint.

TAKE THE PLEDGE

signal: lululemon manifesto





