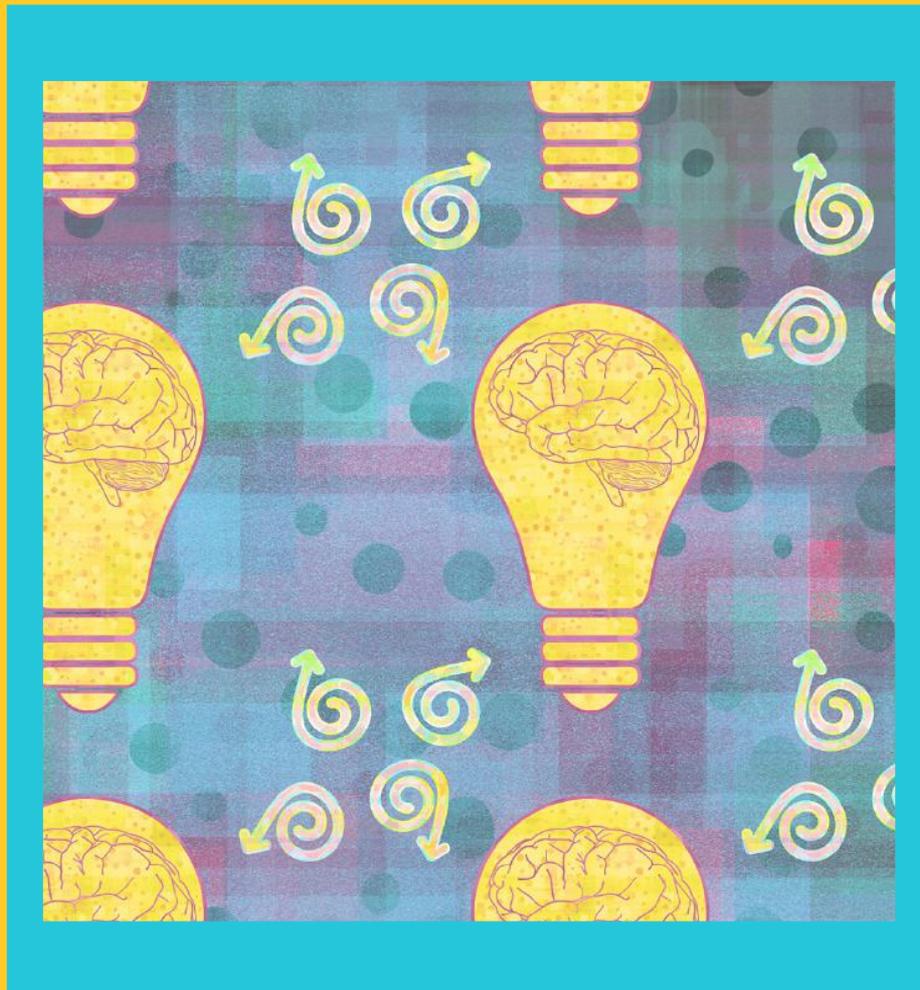
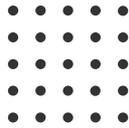


International **Market &** **Competitive** **Intelligence**



Thinking Patterns, the Metaverse, and
more!



Technical Information

About us

IMCI Magazine is a bi-monthly trade publication focusing on a variety of Market & Competitive Intelligence topics.

This is an international magazine, so we seek to bring a plurality of voices and perspectives into the debate.

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JW Marriott Tucson Starr Pass Resort & Spa | Tucson, AZ

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FROST  SULLIVAN

Letter from the editor

This issue brings new perspectives on the Metaverse, along with insight from projects initiated in Finland. Dr. Rick Szostak explains his latest book - Making Sense of the Future. We meet Nicole Martin to discuss HR practices and HR issues in the time of the talent emergency. Amir El shares his views on intelligence thinking patterns, and Arthur Weiss discusses the CI toolset. Please check the podcasts and interviews, they are embedded in the articles.

In keeping with our mission to bring diverse perspectives, we will hear voices from Canada, Israel, Germany, the Netherlands, Brazil, the United Kingdom, and the United States.

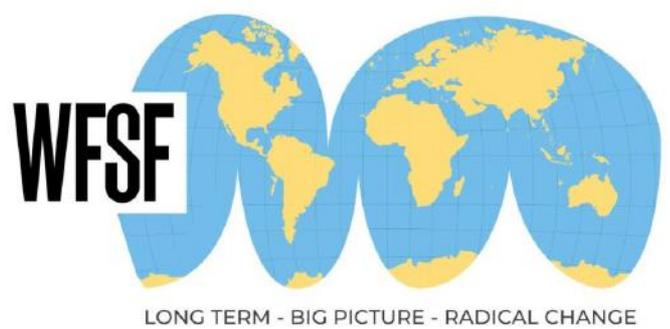
I hope you enjoy this issue.

Rom Gayoso, Ph.D

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In Focus



World Futures Studies Federation

By: Erik F. Øverland

The World Futures Studies Federation (WFSF) is an international non-profit and non-governmental organization, operating under international law. It was founded in 1973 in Paris to promote the development of futures studies as an academic discipline. We will celebrate our 50th anniversary in 2023!

WFSF is an official UNESCO and UN consultative partner, a global NGO with 300 members in 70 countries including 25 leading futures studies institutional members.

We bring together academics, researchers, practitioners, students, and futures-focused institutions. WFSF offers a members-only forum for stimulation, exploration, and exchange of ideas, visions, and plans for alternative futures, through long-term, big-picture thinking, and radical change.

WFSF is governed by a President and Executive Board. We are independent, non-commercial, and lead the way in futures research & scholarship.

WFSF membership is transdisciplinary and very diverse. WFSF welcomes scholars, teachers, researchers, foresight practitioners, policy analysts, activists, students, and others with a long-range view.

Members include women, men, senior, young, and junior people from all corners of the planet.

Beyond offering membership to individuals and institutions over the years, the Executive Board of the Federation has considered how foresight programmes in tertiary education might be further strengthened through an external quality assurance process. Given the history and reputation of the Federation and since it is a peak body in futures research, the WFSF offers the accreditation of foresight education programmes. Those tertiary education institutions offering programmes that meet the minimum standards outlined by the Board are afforded recognition by the WFSF as offering an Accredited Foresight Programme.

WFSF has been holding 24 World Conferences around the globe in such diverse places as France, Norway, Germany, former Yugoslavia, Poland, Egypt, Sweden, Costa Rica, Hawai'i, China, Hungary, Spain, Finland, Kenya, Australia, the Philippines, Romania, Japan, and Mexico. The last one was the 24th WFSF World Conference, The Openness of Futures, 26th – 29th of October 2021 in Berlin, Germany.

WFSF has a long-standing commitment to truly global and planetary futures, meaning openness to create alternative futures that embrace cultural diversity and individual differences.

WFSF is dedicated to stimulating awareness of the urgent need for long-term thinking in government, policy, civil and educational institutions, to resolve complex local, national, regional, and global problems.

WFSF Content Online!

WFSF President interview

Ukraine scenarios



In this episode of In Focus we welcome Dr. Erik Øverland, President of WFSF. We will discuss WFSF, its vision, preparations for the 50th Anniversary, the European Journal of Futures Research, and how we can work together to promote Futures literacy.

In this show, we will discuss some potential outcomes and explore possibilities for the future of Ukraine. In this show you will hear: What are scenarios and how can they be used in your foresight exercise?

A full-scale war between Russia and Ukraine... did we see that one coming? How will the war dynamics affect stakeholders?

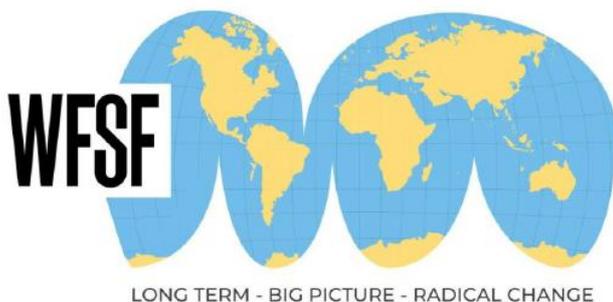
What are the implications for intra-Slav and intra-Orthodox relations?

Learn New scenarios for Ukraine.

My guests are:

Dr. Epaminondas Christophilopoulos – Head of UNESCO Chair on Futures Research, Chief Scientific Advisor, Special Secretariat for Strategic Foresight – Presidency of the Greek Government

Kacper Nosarzewski – Partner 4CF Strategic Foresight



IMCI Content Online!

Reflections - Live Stream

Magazine content is also streamed live! The best authors, columnists, and experts are all together in interviews.

Reflections live stream is our online partner - distributor of the magazine content. You can find interesting interviews on a variety of business intelligence, market analysis, Competitive Intelligence, and information on the latest intelligence industry books published.

Check it out!

Reflections - Program

There are three different programs in Reflections.

Focus: Each show is different - we interview experts, keynote speakers at important conferences, and researchers to talk about a theme.

Futurists: In this series, we interview professional futurists - members of APF, WFSF, or WFS members.

Books & Authors: In this series, we interview book authors and discuss their latest published books.



In this show, we talk with Rainer Michael Executive Director of the Institute for Competitive Intelligence, and with Arthur Weiss, from AWARE.

We discuss some topics of the latest ICI Conference, and post-Porterian analysis, among them. Join us!



In this show, we speak with Shawanda Roberts and John Ruggles - from Frost & Sullivan.

The topics of the conversation are related to sales strategies - training and development, post-Covid strategies, sales in times of digitization, and much more.

We also talked about the Sales Team accelerator Retreat - STAR, a Frost & Sullivan MindXchange event.

What is new on Futures Television

By Rom Gayoso



The last few months were busy for Futures Television - the home of the future, on television.

We started broadcasting via Roku TV, our original home. After a few months, we passed the technical evaluation and were welcomed into Apple TV!

Now, Futures Television content can be accessed freely via either Roku (the TV set, Roku memory stick, or the Roku app) or via Apple TV - in the case of Apple, our channel needs to be downloaded from the Apple TV device app store before one can watch it on TV.

In addition to both television networks, we continued to expand our online presence. In order to keep content separate, we started our own Reddit community- which is [r/futurestelevision](#). One can now access our information, take part in the debate, and provide suggestions for future programming on our Reddit community. Feel free to join the conversation!

This month's programming brings lots of surprises! The Arts hour added a documentary on Karl Lagerfeld - the Kaiser of Fashion - is all about Lagerfeld's work, his career, and the spectacular fashion shows he produced for the most famous fashion brands in the world.

Canadian cinematographer Loretta Todd created "Hands of History" - a documentary featuring Doreen Jensen, Rena Point Bolton, Jane Ash Poitras, and Joane Cardinal-Schubert - four contemporary artists who worked hard to bring back to life their Native culture. Now, we can see their work!

Sustainability Hour continues to focus on a variety of topics. In *Being Caribou* we follow two cinematographers as they follow Caribou in their migration from Northern Canada to Alaska. We see a lot of the impact we bring to their environment.

In *Vanishing Point* we meet Navarana, an Inughuit elder, who tells us the story of 2 Inuit communities of the circumpolar north—one on Canada's Baffin Island, the other in Northwest Greenland—that are linked by migration.

In *Antarctica*, we travel to the most isolated place on earth - Antarctica - where we learn more about the place, and question its future.

In *Soaring Highs and Brutal Lows: The Voices of Women in Metal* - we meet several prominent female voices in Heavy metal to learn about their career paths, dreams, and aspirations.



In *Design & Thinking*, filmmaker Mu-Ming Tsai introduces us to several businessmen, designers, social change-makers and individuals to portrait what they have in common when facing this ambiguous 21st century. What is design thinking? How is it applied in business models? How are people changing the world with their own creative minds? It is a call to the conventional minds to change and collaborate.

Along the same lines, and created by the same team who brought us *Design & Thinking*, also watch "Maker." This is a feature-length documentary that looks into the current Maker Movement in America – a new wave of Do-It-Yourself and Do-It-Together culture fueled by passion and powered by the advent of new technologies. In "Pure Gold, Dark Mine," Pietro Pellizzieri tells us about gold mining, the use of mercury, and cyanide - two pollutants. This documentary received winning awards in the Budapest Black Hat Film Festival/ and in the International Motion Picture Festival of India 2022.

In "Arribada" - Zack Baddorf takes us on a trip to meet several volunteers who are working to save endangered sea turtles in Mexico's Baja California.

In "Home of the 2020's," futurist Sylvia Gallusser walks us through her view of what our future homes will look like - don't miss it!

In "Paywall: The Business of Scholarship" - we learn about the paper / peer-reviewed industry - how it works, why profit margins are higher than in High Tech, and watch how scientists react to it.

These and so many more - please check Futures Television for more great content.

Finding Futures Television on your Apple TV device



Apple TV comes pre-loaded with just a few channels. In order to access Futures Television - free - on your Apple TV device, the first time we need to use the device's app store to locate, add and subscribe to the channel.

Futures Television is free on any Apple TV device, we just need to follow these easy steps to locate the channel the first time. After that, the channel will appear on your Apple TV device.

Check it out!



New shows on Futures Television

In "Ask Deb About Business" Deb Dietz discusses a variety of business topics. In this episode, she discusses innovative growth strategies - how to foster innovation to grow your business.



Adam Hartung and Manny Teran are the hosts of Spark Partners' The Business Trendsetter podcast... you can watch their shows every Tuesday and Thursday - 3 PM Pacific /MST.



Yummy Yummy Hour airs daily at Noon and 6 PM Pacific - a culture and food show - what a great combination! Each show explores a different country, so visit Thailand, Sudan, Lebanon, Nepal, Korea, and many more. Learn a bit about their culture and flavor some fantastic dishes.



Competitive Intelligence

Grandma, Grandpa, and Intelligence Thinking Patterns

By Amir El

Reality is changing in front of us. What was odd a year ago is now the new normal. Personal and group behavior has changed, so is the behavior of families and communities. In this article, I intend to discuss the connection between Grandma, Grandpa, Intelligence Thinking Patterns, and all in between.

First, let me start with a non-fiction story:

There is this young normative family. Mother and father are both building their careers. Their two young children are in kindergarten and elementary school, and life is smiling at them regardless of these Corona-Times. One day, one of the children woke up with a sore throat and a little fever.

Mother, as she has done in the last two years, called her mother and asked her to keep an eye on her grandson while she and the father are at work. She expected Grandma would say "sure, bring him over." But that day she said "well, I don't know. can't you find another arrangement?" Mother stayed at home that day.

Reality is changing, and so is the family's behavior. What used to be almost obvious turned out to be in question. The potential threat of a grandson to his grandma and grandpa has become tangible.



Competitive Intelligence

One might ask about the connection between this gloomy lovely story and Intelligence Thinking Patterns. I would remind that person, that Intelligence is all about scouting our surroundings, identifying changes, analyzing them, and deciding on operational actions to mitigate them. It is the circle of gathering, analyzing, and producing insights.

Anyone can look at this family's situation differently. From the alders' perspective, the parents' perspective, etc.

But, when managers with intelligence skills analyze this situation, they immediately think of three blank datasheets. At this point starts the process of converting the situation into intelligence patterns.

The first datasheet is titled business intelligence insights, the second titled competitive intelligence insights, and the third is market intelligence insights.

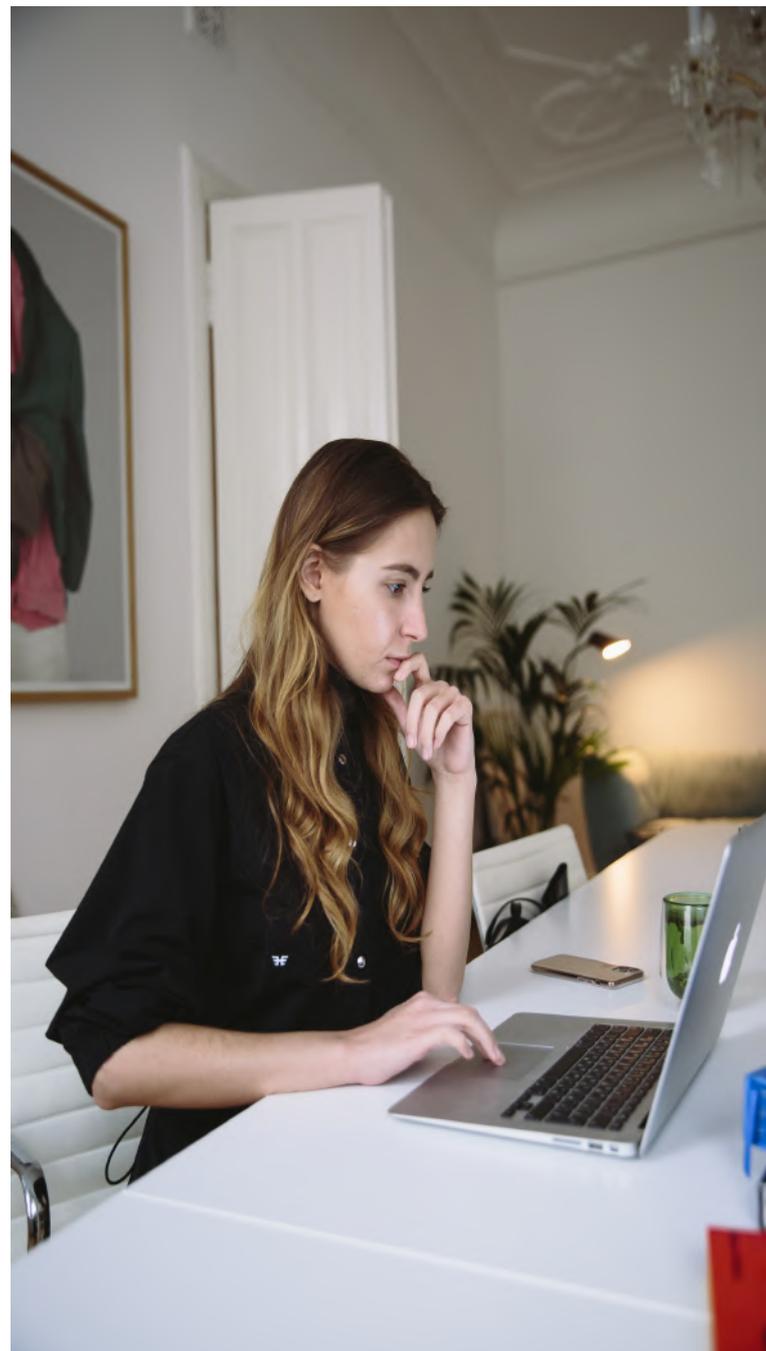
What are Intelligence Thinking Patterns (ITP)? It acts as an automatic navigator of our mind towards the algorithm of the intelligence thinking process. In some ways, it is the mechanism of directing our thoughts and attention to specific channels.

Managers with high ITP skills, as does the Intelligence professional team in the organization, see the above situation as an opportunity to gain experience in new things and transform them into insights to strengthen the organization's competitive edge and fast-forward the accomplishment of the CEO's vision.

Each datasheet must start with the Questions section. We need to ask questions about the situation, thus define information gaps, thus decide on gathering methods and sources. The next section is Insights and Thoughts, and the last section is Operational actions and Ideas.

Why three datasheets? A skilled ITP manager must adopt a wide spectrum view. A major change in family behavior has a wide impact on the organization's resilience. Hence, the BI datasheet. It also impacts our competitors. Hence, the CI datasheet. And it might change many markets or create new markets. Hence, the MI datasheet.

In the rest of this article, I would like to demonstrate how to fill in the content of each section. It is not the full list but, it can help you understand the main idea.



Competitive Intelligence

Business Intelligence (BI) Datasheet

Questions

1. What is the ratio of young parents we, as a company, support and employ?
2. What are the company's sources and abilities to manage employees working from home?
3. What are the extra personal and social welfare services we could offer our employees?

Insights and Thoughts

1. Define the dependency measure of the company, on the employees who are young parents.
2. We might have to make sure that missions and positions in the company are backed-up. That is, try to avoid relying on experts that hold all the knowledge, and without them present, the ongoing operations will be damaged.
3. We must consider the rising tension between the workplace and home. This tension might affect our young employees, thus their performance.

Operational actions and Ideas

1. It might be the right time to adopt a flexible working hours policy.
2. It might be cost-effective for the company to allow and support working from home policy, or even hire a close-to-home facility and let the young employees work from distance. We can even consider supporting local child-care services on the company's property, or a nearby facility.
3. Maybe we must change our HR policy and rethink the employee mix in our company.

Competitive Intelligence

Competitive Intelligence (CI) Datasheet

Questions

The questions here are the mirror questions we asked about our own company.

Insights and Thoughts

1. We must compare our internal data and resilience measures, with those of our direct competitors. It results in a ranked list of comparable criteria and a grade for us and our competitors.
2. It might be that the change harmed our competitors' competitive edge. It might even damage its reputation, financial performance, etc.

Operational actions and Ideas

1. It might be the right time to launch a new branding campaign.
2. It might be the right time to launch a new price and a PR campaign.
3. It might be wise and recommended to stay put and do nothing until the whole market changes again for our benefit.



Competitive Intelligence

Market Intelligence (MI) Datasheet

Questions

1. Which markets are influenced by the change? Either had suffered damages or have the potential to get damaged.
2. What changes made in the priorities of buyers who are young parents? How does it affect us?
3. Can we identify a new market? A new market is simply when there is a new need that had not been answered by a tangible product or a service.

Insights and Thoughts

1. There is a change in buyers' flavors.
2. It might be the right time for a new segmentation process, thus identifying new buyers and those who left.
3. We might have identified new needs and could develop a new market.

Operational actions and Ideas

1. It might be the right time to make some adjustments to our product line, portfolio, prices, and quality.
2. We might decide on halts of certain investments or initiate new ones.
3. We might understand that there is a new market out there, and our sources and capabilities allow us to develop and enter this market.

Competitive Intelligence

Summary

To sum up, I would like to say that when dealing with Intelligence, the theory must meet reality. Plans must meet actions, and insights must be applied to operations.

Intelligence Thinking Patterns (ITP) are an essential tool for all managers to survive in troubled times. We must look for changes around us and transform them into actionable items. We must look far with 360 degrees scope, when we try to analyze the effects of a change. We operate in an ecosystem, we are not alone, and we must remember it in any of our actions.

Always at your service, [Webintelligency](#).

About the Author

Amir El is a very experienced manager with extensive operational experience after retiring recently from a long operational and managerial career at the Israeli Prime Minister's Office. During his extensive career, Amir has accumulated experience in organizational development, working in all areas of intelligence 24/7, as well as establishing training and training frameworks in the fields of intelligence, starting from the planning, management, development, and realization stage.

STEPS TO MASTER MI/CI FASTER!

Here are some strategies that will for sure expedite your progress and help you deepen your skills

- MAKE IT FUN & GAMES ON TOUGH TASKS**
Learning a new piece of software is not easy. Try a scavenger hunt or an escape room: Learn while you play. How about a brown bag? Pizza pairs well with CI
- WRITE YOUR PLAN DOWN**
How about 30-60-90 day targets? Rome was not built in one day...it will take some time for you to sharpen your skills, so make it about the trip, not the destination.
- READ, WATCH CLIPS, LISTEN TO PODCASTS...**
Reading helps you build a foundation, but mixed media will help you establish a solid knowledge base.
- LEARNING IS AN INTERACTIVE PROCESS**
Try a couple of approaches, engage others - read blogs, articles, and comment on them. Share your thoughts & ideas with others - be open to different perspectives.
- SET TIME ASIDE FOR THIS TASK**
How about an hour each Friday, just to get started? Mark your calendar as "busy" for training & personal development.
- STICK TO THE PLAN!**
Commitment is key... you probably heard "showing up is half the battle," if you have goals, write them down, and stick to the plan, you will succeed.

GO THE EXTRA MILE, IF POSSIBLE

- Take that online training, attend that conference
- Move out of your comfort zone - look at other industries
- Seek an international perspective: plurality of voices = better analysis

Foresight

Making Sense of the Future

By Dr. Rick Szostak

The latest book by Dr. Szostak helps us set up a futures course in any academic environment.

Years ago, an alumnus of my department urged me to create a Future Studies course at the University of Alberta. I ran the idea past my Dean who encouraged me to look into it. As a scholar of the theory and practice of interdisciplinarity, I had always been interested in the field and had interacted with futurists. As I read a bit more I was impressed by the maturity of the field. I was inspired in particular by Bishop and Hines' Teaching about the future.

I think that every college or university in the world (and high schools too!) should have a course about the future. Yet there are not enough futurists in the world to teach all of these courses. I wanted to write a book that would make it easy for an instructor that might be fairly new to the field to teach such a course. Such a book should also be accessible to book clubs and individuals wanting to learn more about how to engage the future. I was thrilled that my university and Routledge collaborated to make the book Open Access.



Foresight

The book is easy to describe. After a brief introductory chapter, the second chapter investigates the goals that human societies should pursue.

Chapter 3 then looks at strategies that might move us toward those goals. Chapter 4 examines trends that will likely extend into the future, and how we need to adjust our strategies to respond to those. Chapter 5 looks at Wild Cards (surprises) such as epidemics and how societies can best react to these while adjusting strategies to achieve longer-term goals. Chapter 6 then looks at how we can advocate for strategies identified in earlier chapters.

Each of chapters 2 through 6 has a similar structure. The chapter begins by identifying “How to?” guidelines: How do we identify goals, strategies, trends, surprises, and approaches to advocacy?

The chapter then performs a broad survey: chapter 2, for, example surveys well over a dozen goals that we might pursue (arguing that each can potentially be widely supported).

Each chapter closes with an integrative exercise: are our goals compatible?; do our strategies cohere?; how will trends likely interact?; how might Wild Cards interact?; and how might we combine approaches to advocacy?

The entire book can be seen as an exercise in “backcasting,” likely the most common method in Future Studies. We identify both “desirable futures” (chapter 2) and “plausible futures” (chapters 4 and 5), and strategies for getting from the latter to the former (chapters 3 to 6).

The book also reflects another key insight of the field: that the best way to grapple with the future is to gather diverse people together in order to have discussions around key questions.

The book is intended to stimulate class (or book club!) discussions: are these the right goals? Can you identify better strategies? Are there other trends or surprises that deserve attention? I could not, as just one example, survey all of the technologies that might emerge in the near future. Can you identify alternative paths for advocacy?

The book encourages class exercises around common methods in Future Studies. Students can be asked to produce Future Wheels, and then perhaps investigate interactions across Future Wheels. I also encourage the use of the more novel Backcasting Wheel. Students can be encouraged to develop various sorts of scenarios.

Students can engage in exercises that mimic the Delphi Method: sharing insights on a particular question and then revising their insights in light of what others say. Students can develop action plans for social activism.

Students in performing such exercises should not just gain an appreciation of Future Studies but an enhanced sense of efficacy: that they each have something to contribute to shaping a better future.

I much appreciate the emphasis within Future Studies on systems analysis and grappling with complexity. Systems analysis is surveyed at the start of chapter 3 and is pursued throughout the volume.



MAKING SENSE
OF THE FUTURE

Rick Szostak



Foresight

I try in each chapter to perform a broad survey but appreciate that I cannot possibly capture every trend or Wild Card or strategy. As noted above, this gives instructors or students much scope for adding their own insights to the analytical structure that the book provides.

I encourage students to think “outside the box.” While we naturally grapple with likely trends and Wild Cards, it is useful to reflect on less likely possibilities – such as extraterrestrial contact – that would have huge repercussions. While we necessarily survey strategies such as a Basic Income that are much discussed, we also reflect on ideas that are rarely voiced such as selecting some government officials by lottery.

The book urges us to both identify and then support strategies for moving us from plausible to desirable futures. It generally urges a humble approach in which new policies are introduced gradually and carefully evaluated. Yet the book appreciates that we may be facing an imminent societal collapse in which dramatic change may be called for. In either case, we can best guide our future by carefully reflecting on goals and strategies.

About the author

Dr. Szostak teaches courses on economic growth and economic history. He also taught courses about interdisciplinarity, science and technology studies, and microeconomics. His research has in recent decades focused on interdisciplinary theory and practice, and the knowledge organization practices that could facilitate interdisciplinarity.



You can listen to Dr. Szostak's podcast interview free - via RSS.com - just click on the icon above.

On RSS.com you can also listen to the podcast on Spotify, Google, or Apple podcast.

Foresight

Digitalization, risk, and resilience

By Patricia Lustig, John Hall, and Gill Ringland

Digitalization is in the news. Recent topics include whether Google's LaMDA system shows sentience (1), and the legal and other issues raised when robots or AI systems have agency (2), that is make decisions that cannot be checked by humans. There has also been a flurry of articles on the lack of physical social interaction among children and the rise in mental health issues in children during the same period (3).

People are increasingly dependent on digital systems, and digitalization is clearly changing many aspects of life. Legal structures and other forms of regulation are lagging, as are many systems and processes: the proposal from the European Parliament that "In the long-term, the possibility of creating a specific legal status of "electronic persons" for the most sophisticated autonomous robots, so as to clarify responsibility in cases of damage, should also be considered" reflects concern over autonomous vehicles.



Foresight

Risks from digital systems are a whole new ballpark: for instance, accountability concepts are difficult to transfer from pre-digital times. Traditional ways of managing those risks seem unlikely to succeed, even though some of the risks may at first seem familiar.

This is the first in a series of articles in which we examine this new digital risk landscape. This article is about digital resilience, the ability of digital systems to provide an ongoing service to users, and the risks that accompany it if our digital systems are not fit for purpose.

It is difficult to measure the resilience of individual digital systems. The ICO has defined a framework for registered data service providers to report breaches in the service they supply - it is if one or more of the following occur:

- Availability: service was unavailable for more than 750,000 user hours.
- Integrity, authenticity, or confidentiality: loss affecting more than 15,000 users in the UK.
- Risk: to public safety, public security, or loss of life.
- Material damage: to at least one user exceeding £850,000.

We cannot find any publicly available statistics for the UK gathered within this framework.

The Consortium for Information and Software Quality – has estimated the costs of software failure to the US economy. Based on a comparison of the UK economy to the US economy, we estimate that the annual cost to the UK economy of software failure could be about £30 bn. This compares with a cost of road accidents of about £15 bn.

How does this cost manifest itself? It is a cost borne by organizations, the public and private sector, and individuals, rather than the software or hardware supplier. It is manifested in one of three ways that are qualitatively different e.g.

- Interruptions that cause minutes of disruption such as those that require restarting a program with few or no effects on data integrity, but an inconvenience to the end-user: these would not be tracked in the ICO framework;
- System interruptions that halt operations for hours and that involve significant repair and restoration costs, with costs to the organization and end-user: these could be tracked in the ICO framework;
- System collapse that requires a substantial rebuilding of data or other system elements or that creates substantial harm in other systems (such as power outages on an electrical grid). These would be tracked by the ICO framework.

From our own experience, the frequency of breaks in the first category appears to be increasing. This could be because organizations that have not historically provided digital services are now doing so. For instance, in the NHS, GP surgeries and other providers use a range of online platforms. Schools and universities are likely to continue to use virtual teaching environments, even after pandemic fears subside.

The local government has moved to online council tax collection. The railways are planning a move to close ticket offices and rely on more online purchasing. And so on. This has often been without consideration of access for those without good internet access, a recent phone or computer, and a printer, which is raising many concerns about increasing inequality. But our concern here is the level of service to those who do have adequate personal IT.

Foresight

We ask whether interruptions in service of the first category are not insidiously making our lives less convenient, also less productive, and less safe? We certainly would not accept from our cars the level of resilience that digital systems are currently providing to us.

One example of inconvenience from an interruption in digital service: Microsoft frequently down-loads updates to its software. These are not voluntary: the end-user cannot refuse them. They can take so long to download that line faults on residential phone lines cause them to hang part way through and freeze the end user's system. The system then needs expert help to unlock. And other upgrades make printers obsolete, by not supporting them. Might the number of user hours lost in aggregate, reach the ICO totals so as required reporting?

It is difficult to measure impacts across end-users. Perhaps a Drake equation type of approach in which the numbers are large and imprecise, but provide an order of magnitude, is helpful: if 100,000 users all suffered an hour's lost work even at, say, the minimum wage of £9.50 per hour, the total cost already exceeds the ICO £850,000 threshold for material damage – and many outages could exceed the 750,000 user-hours threshold.

Discussions of cost of service breaks on productivity are often framed in terms of the cost to the organization operating the system, as in “33% (of organizations with more than 1000 employees) reported that one hour of downtime costs their business between \$1 million and \$5 million”.

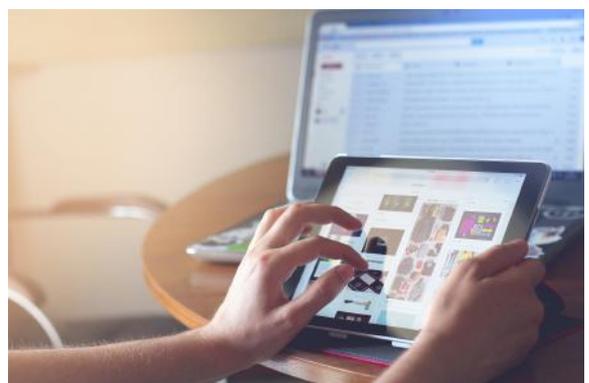
Examples of lack of productivity for end-users from an interruption in digital service were highlighted during the early stages of the Covid-19 pandemic,

as one survey reported that users struggled with poor connectivity (which 34% of respondents reported) and encountered service breaks when trying to access work files from home, an issue flagged by 22% of participants: more than half of those working on personal devices (58%) said they were having to store business information on them as a result, which could potentially pose a security risk as well as reducing productivity, as data lost synchronization across departments or teams.

A major example in the UK over this summer has been the hit to the convenience and productivity of individuals as they wrestle with the effects of broken software and hardware systems in the travel industry, particularly those operated by airlines and their ground infrastructure. While the headlines have been of holidays canceled and drama at the airports, for many people the inability to access information has also been stressful and time-consuming. Chris Yapp has discussed “whose productivity” in a service economy, using examples from his perspective as an end-user.

And finally, making our lives less safe – the obvious example is the inability of many network services to scale up to meet peak demand. When there is any sort of incident, a major pile-up on a motorway, for instance, networks are often unable to cope with the extra traffic.

This is at a time when users have an urgent need to communicate. About three-quarters of network failures are due to hardware or software failures rather than power outages or natural phenomena. This means that emergency services are many times more likely to be inaccessible to those in need: the cost can often be measured in loss of life.



Foresight

The question we asked at the beginning – are digital systems fit for purpose – raises issues of system design, end-user support as well as resilience, and increased risk. System design is the province of IT professionals. End-user support is often the province of customer service or marketing. We think that resilience – the ability of digital systems to provide an ongoing service to users – will be of increasing utility to the board and owners of organizations, and to governments wishing to manage digital risks, as the economy tries to recover.

We plan to keep discussing areas of digital risk, in later Pamphleteers blogs.

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You can watch Patricia Lustig's interview on Books & Authors - the book show on Futures Television. The show also airs on our YouTube channel.

In this episode of Books & authors, we discuss Patricia Lustig's "New Shoots - people making fresh choices in a changing world."

Check it out!

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Business



Building for the Future

By N. Martin

We all work for a living and many of us have been in conversation recently that speaks to the pain points nearly every business is experiencing. Where is the talent? See, I wrote the book on the [Talent Emergency](#) long before the pandemic.

The skills gaps, the available talent pool dwindling and skilled talent slowly realizes they have the upper hand. All facts. Add the pandemic to the mix and any issues that were symptomatic in 2020 have become fully exposed by now.

I was convinced before the Pandemic that the Talent had won! There was no war on talent, the talent won. See, amidst the pandemic, a fascinating thing has taken place. The world is acknowledging the challenge of working families and the fact that they represent a third of the workforce. Recently, I discovered Great Place to Work conducted the largest study ever on working parents. The DATA says it all. Parents are diverse and families can be made up of any subset of humans. What was once standard benefits design is no longer enough to retain skilled talent let alone attract new talent.

The evidence now shows Boomers that had one foot out the door opted to exit the talent pool with two feet. With 30 million people missing between the Boomers and GenXer's, Millennials now being 50% of the talent pool, and yet talent development was neglected in most companies.

Many were not prepared for the void of talent. Always being able to buy versus make talent was a luxury afforded to us for nearly an entire generation. Everyone is tired and resilience is being tested.

Business

Even before the pandemic, the freelance market was the fastest-growing employment sector with companies like UPWORK, freelancer.co, FIVVER, and this year, now SHIFTPIXY. It represents 35% of the global workforce - 1.1 Billion freelancers in the world. In 2019, before the pandemic, 57 Million people worked from home in the USA. Even then 75% of them said, "they wouldn't trade their freelancing career for a job".

Key factors in leaving the role of an employee to date include:

Flexibility is 68% and I argue the second factor for career-driven professionals is the opportunity for advancement to increase personal income while exercising freedom. Why? Well, 55% of the freelance market comprises people working full time. That's right Millennials that have jobs typically consider it their side gig as they are working their passion on the side. They are investing their discretionary effort into the dream, not yours.

The bottom line, if employers do not tap into the hearts and minds of their talent, there is nothing to keep them in their current jobs. The truth is clear. [Deloitte research](#) data shows that 84% of those experiencing burnout have no passion for their job. It would seem it's time to prioritize strategic culture plans as general strategy and operational plans of today will fail without genuine culture plans.

"(They) wouldn't trade their freelance work for a job."



Business

Now that we understand the playing field a bit better. Let's talk about what really is happening.

Many of us look to history to gain insight into the present moment. If we agree that every organization shares the talent challenge it makes sense to look to one of the largest employers in the world - the US Department of Defense.

[Ben Eubanks](#) is a researcher that I follow. He shared this story and it's a good example that drives home the point I want to make. Years ago, the United States Air Force was crashing more planes than ever before. This was happening after World War II, but they were puzzled because the planes were safer than ever. They had new features and new ways to keep pilots safe, but they were crashing more than ever before.

So they began to think that maybe the pilots were a different size than the pilots who the planes were built around originally—after all, pilot error is often cited as the reason for a crash or problem in midair. The Air Force assigned a team to measure all of the pilots: their height, the length of their thumbs, the circumference of their neck, the size of their boots, all the things you can possibly imagine around the size of a person—literally hundreds of measurements.

And then they averaged those together. Okay: So the average person is between this much and that much tall, they have this big of boot size, they have this long of an arm, etc.

But one of the researchers said I wonder how many of our pilots are actually in that range. So he went through and looked at all the data.



Business

And for thousands of pilots, there were exactly zero who hit the mark on all the ranges the Air Force identified as “average.” he found that the percentage of them were in the single digits that hit average on just those three metrics. The biggest lesson? There’s no such thing as an average pilot, just like there’s no such thing as an average employee.

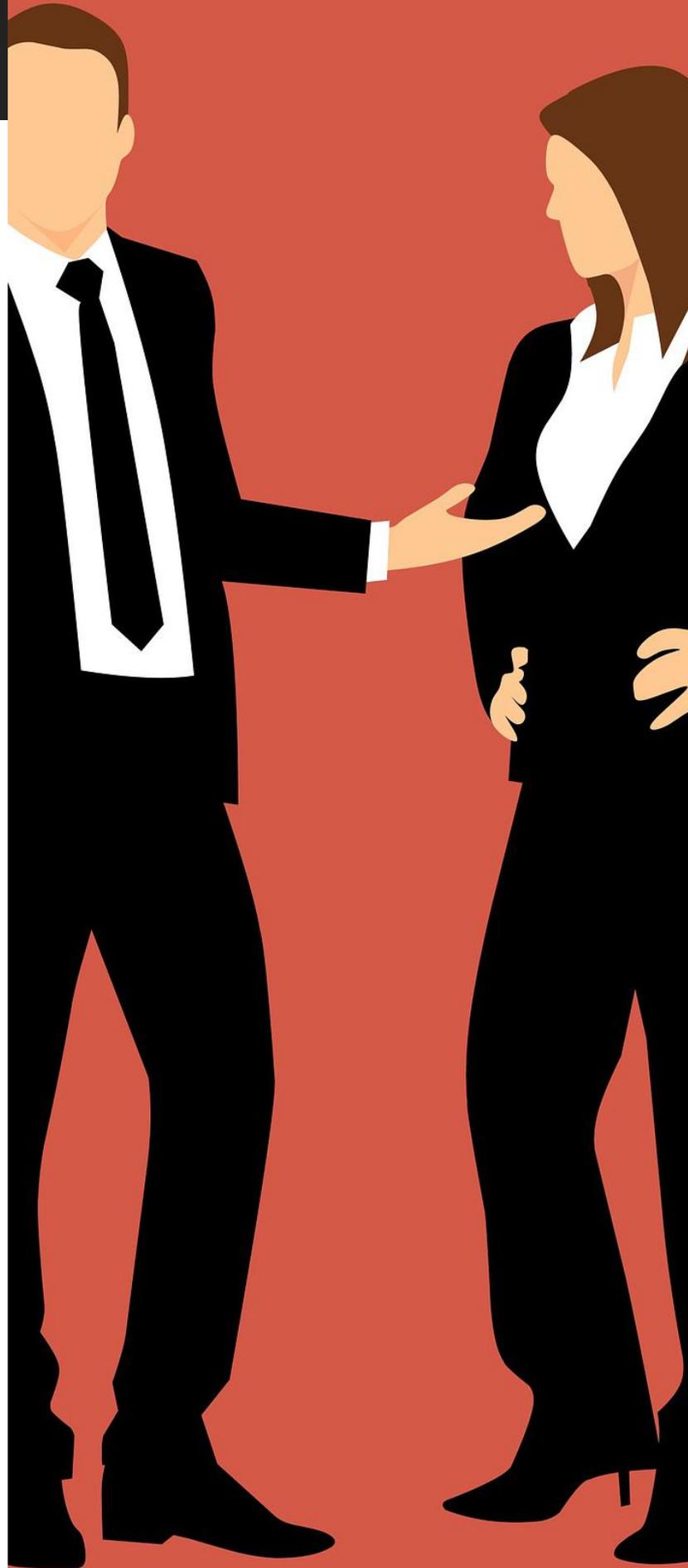
Also, newer research tells us that what matters most in the job and it used to be my manager.

Yes, this is still relevant but the primary factor has shifted significantly to the top reason being support for myself, my family, and my social needs.

This is number one in 2022. I personally have scaled a business with part-timers. Meeting talent where they need to be met requires really understanding the lifestyle and stage of your talent.

This requires customized programs directed at the talent that is not one size fits all.

“There is no such a thing as an average employee.”



Business

For over a decade now I have served on Advisory Boards for Best and Brightest Companies to Work For. In recent years, there have been many leading organizations that capitalized on their culture, extending care over revenue, and won with talent retention, improved culture metrics, and better team cohesiveness.

There are five areas specific to working families that were derived from Maven's research and it really critical in attracting the talent that has choices.

#1 Seeing benefits as special and unique for their needs makes employees 2x as likely to stay

#2 Feeling able to be themselves at work makes employees 2x as likely to stay

#3 Believing leaders genuinely care for them as people makes employees 2.3x as likely to stay

#4 Experiencing a psychologically healthy work environment makes employees 3x as likely to stay

#5 Feeling treated as a full member regardless of their job role makes employees 1.6x as likely to stay.

Some trends I have seen include shifting from a rigid framework to a flexible, personalized approach to a job. For example, Radio Flyer, Robert Pasin has long championed that flyers design their jobs and review themselves and this is a manufacturer in downtown Chicago widely awarded for excellence in their HR practices. Mentorship programs have morphed into businesses formally identifying internal coaches and advocate programs. One of my favorites last year was when PWC pivoted by offering Parent Flexibility Champions. A real partner that helped working parents develop their own flexible working arrangements. This requires greater communication and transparency in businesses and among teams specifically.

Where I was onsite was in essential businesses last year and it was wonderful to see companies investing in the heart of their culture.

More supportive two-way communication and no decisions isolated to the top. By only speaking to one segment of your workforce, inequalities will be felt. It is imperative that every business listen to each demographic and create an environment where they feel heard and acknowledged. In smaller organizations, it can be done qualitatively but in larger organizations, I recommend quantitative data and culture teams or ambassadors. We provide comprehensive Culture Services at HRBoost.

I long have preached Generational Agility is the new core competency among companies and leaders at all levels within those companies. Significant impacts on the importance of understanding the ways we all approach work, let alone how we get motivated to learn, grow and evolve with the businesses we serve. For this reason, I will attempt to shed some light and build your generational agility with respect to how the generations view three areas of work.

- 1) Work Ethic
- 2) Training/career development
- 3) Incentivizing & Motivating

These three areas are significant because each generation views each of them differently and it requires operational leaders or managers to be adept at meeting talent wherever they see are. This is why it is a competency.



Business

Let's retain Boomers – Seek meaningful impact and in-person exchange matters – we are seeing INVESTMENT DAYS whereby companies have people come together in person. This wonderful term was shared by a leading law firm in downtown Chicago, Levenfeld Pearlstein.

By 2050, the number of individuals in the labor force who are age 65 or older is expected to grow by 75% while those who are 25 to 54 are expected to grow by 2%. (Source: DOL).

The threat of Gen X – they require freedom. How do you employ Freedom and choice in your business? Autonomy and Trust? This demographic in the talent pool has amassed skills growing the ladders of the past. The biggest threat to workforces today is Gen X joining the freelance marketplace. 1/3 current workforce is freelance talent.

HIRE A Millennial! Put them on something MEANINGFUL. Tenacious and enterprising, taking time to discuss how to create a framework by which this younger talent can act as intrapreneurs in your organization.

The Opportunity of Gen Z The research is fresh but shows promise for even the newest of graduates joining the talent pool. They are being coined to be like the greatest generation, career-focused, fiscally conservative, and yet technologically savvy and globally connected and aware.



We are seeing a trend that organizations are building strategies around not just improving your skill but your life. Many are moving to value Well Being at work and what that looks like for anyone coming from anywhere to be a part of your team.

Sure we take pride in America on our individuality but the companies that do a good job of really working on allowing talent to be the best version of themselves in your company.

Deep consideration of the journey of an employee through life WHILE working for your company is a good exercise and it doesn't have to be done in a board room. The people are good about knowing what they need, the question remains do you know what they need and can you offer it?

The concept of Shared Leadership is something I talk about often. Even looking back at this slide I shared in a presentation in 2020, it is still relevant now more than ever. Every business I walk into I ask if they have considered how leadership is defined in their business. Is there a common language for everyone to understand how leadership lives here?

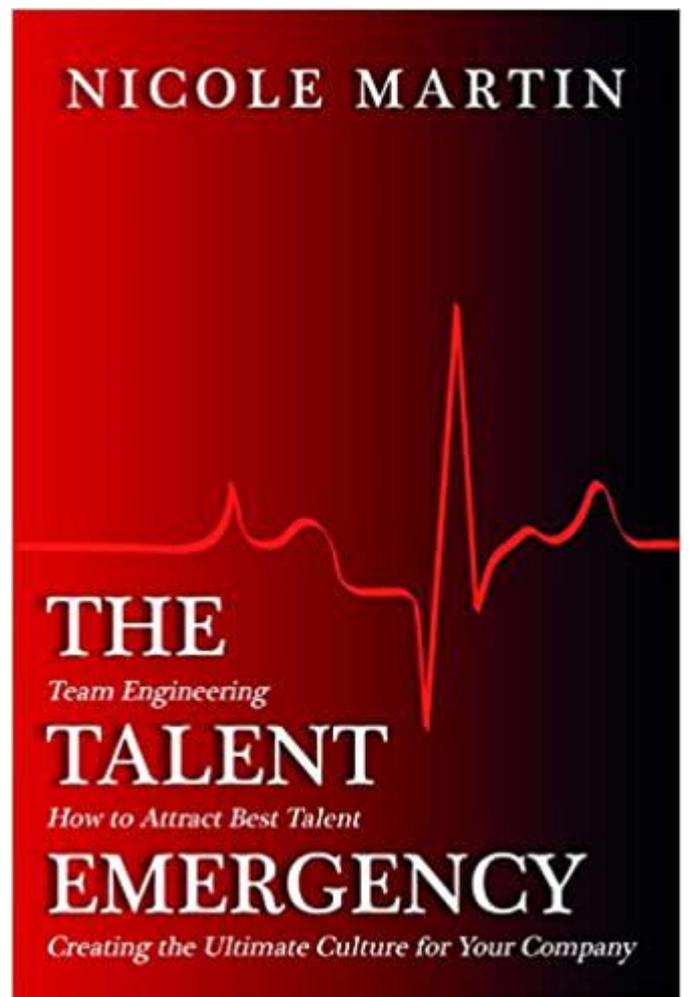
What elements of Leadership have you been witnessing given the current circumstances. We believe in Shared Leadership, leadership can live at all organizational levels. Yet, many have not expressed this in their organizations. Thus, there is a real opportunity to redefine leadership.

One grassroots approach is to invite your team to create a common language for leadership and then reinforce it. Example – Expectations exercise on What do we expect our Strategic Leaders to Define? What do we want our Operational Leaders to Model? And last but not least, if someone new starts with us tomorrow, how are they invited to lead? In my company, this is something we teach! [Innovative Leadership Programs](#) are available on a Self Study basis or you can license to be a Certified Facilitator.

Business

If you create something unique and meaningful with your team, not for your team. I believe that not only retains the talent you have today but builds on something much bigger for the future. When you work toward shared creation together you will have a culture as unique as art.

Do your best to keep in mind we are creating the future together. In order for this to work well for everyone, we must build the future together.



About the author

Nicole Martin is the Chief Empowerment Officer/Founder of HRBoost, LLC. HRBoost is not just your turnkey HR department--they transform Chicago-area companies into talent magnets! For the price of a single full-time employee, you get an HR department that actually delivers ROI, with a track record of building award-winning and high-performance talent strategies within high-growth businesses. They are proudly recognized as a 2017 Annual Awards for Business Excellence (AABE) by the Daily Herald Business Ledger.

The Talent Emergency delivers a clear message. We are living through the biggest shift of human capital in our lifetimes. Businesses are facing multi-generational, multicultural dynamics in addition to shrinking talent pools. For businesses seeking to retain, attract or compete with talent in the coming five years, the time is now! The Talent Emergency will provide specific tools and resources used to provide proven results in business. Nicole Martin has facilitated proven results with growing businesses achieving sustainable returns. Results that optimize the human side of profitability are now available for you to benefit.

Market Intelligence

“From Buzz to Reality: Metaverse Now and Tomorrow”— a Discussion at SXSW

By [Martin Schwirn](#)

The metaverse has set the commercial landscape ablaze. Expectations are through the roof, and not even the sky seems to be the limit. CBInsights and J.P.Morgan foresee the metaverse becoming a \$1 trillion annual market. Goldman Sachs and Morgan Stanley expect this market to reach \$8 trillion annually. Using a very wide definition of metaverse-related opportunities, CITI puts this number even higher—at between \$8 trillion and a stunning \$13 trillion. And many of these market observers underscore that they expect the market to reach these numbers by the end of the decade, in 2030—only 7 ½ years from today.

At 2022’s South by Southwest in March in Austin, Texas, many events—not surprisingly—revolved around the metaverse. In fact, some 50 panels, discussions, and product demonstrations relating to the emerging computing environment. After years, decades really, of technology and application development, Facebook’s name changed to Meta Platforms at the end of October 2021 pushed the metaverse to the top of the media’s agenda. Mark Zuckerberg, founder, and CEO of Meta, also participated remotely at SXSW to present his vision in the session “Into the Metaverse: Creators, Commerce, and Connection.”

The main technologies of the metaverse—augmented and virtual reality (AR and VR), extended reality (XR) for both—are nothing new. In 1990, the US National Aeronautics and Space Administration showcased the Virtual Interface Environment Workstation (VIEW).

The system featured a headset very similar to today’s VR headsets and sensor-equipped clothes and gloves—DataSuit and DataGlove. For AR, the German Fraunhofer Society provided an early example in 2004. The game NetAttack used Wi-Fi networks and semitransparent personal displays in headgear to overlay three-dimensional objects on top of real-world settings. Players had to find virtual target items in real-world environments.

Players at the time had to wear a backpack full of equipment. The game had features that resemble Niantic’s Pokémon Go AR game that became successful in 2016. (I discuss a range of early AR and VR applications from the 2000s and 2010s in “The Developing Metaverse: Commercial Realities and Extended Realities,” in the January/February 2022 issue of IMCI Magazine.



Market Intelligence



The Metaverse at 2022's South by Southwest

Gone are the days of backpacks with equipment; welcome sensor-equipped light-weight smart glasses with advanced display technologies. Also, supporting infrastructure and communications technologies such as the internet, wireless connectivity, location-positioning and navigation systems, virtual payment applications, and data centers have come a long way.

Related technologies have caught the attention of businesses and consumers; the metaverse has become commercially viable. SXSW highlighted the breadth of use cases from fashion and music to art and gaming. Business-related considerations included branding and workspaces, but also sustainability and communication. And naturally, the sessions covered a range of technology topics such as standards and non-fungible tokens (NFTs).

I had the opportunity to moderate stage discussions at the conference that took a broad look at technologies and use cases. Experts from various industries shared their knowledge and experience in "From Buzz to Reality: Metaverse Now and Tomorrow":

1) Geoff Bund, Head of Software Partnerships for Varjo, outlined use cases for the company's high-end XR headsets. Varjo recently launched its Varjo Reality Cloud platform that allows users to stream location imagery in photorealistic quality to other users' headsets.

2) Vesa Koivumaa, Head of Growth for Wärtsilä, a manufacturer of industrial equipment for the maritime and energy market, offered a glimpse into the ways industrial players can leverage the metaverse.

3) Miikka Rosendahl, founder, and CEO of ZOAN, provided the view of metaverse creators. His company has designed the world of Cornerstone, a photorealistic metaverse.

4) Leslie Shannon, Head of Ecosystem and Trend Scouting for Nokia, contributed the perspective of a provider of mainly business-to-business telecommunications solutions that will create the infrastructure of the growing metaverse.

Business Finland, Invest in Finland, Visit Finland, and Music Finland organized the event, which showcased many companies' solutions and visualizations:

1) Independent music network Family In Music has a new royalty advance tool.

2) Haltian offers Emphatic Building, a smart-office solution that employs digital-twin-like visualizations.

3) Video-game developer Quicksave Interactive recently released Tezotopia Battles, a science-fiction game. The company worked with Gif.Games to incorporate blockchain and NFTs in the game.

4) AR game-development studio Reality Crisis offers a skateboarding video game.

5) Sense of Space provides streaming solutions for metaverse applications.

These companies' and additional demonstrations by Varjo, Wärtsilä, and Zoan immersed the audience in metaverse-related solutions and applications by covering the walls of the session room.

Market Intelligence

Understanding the Metaverse

In “The Developing Metaverse: Commercial Realities and Extended Realities,” in the January/February 2022 issue of IMCI Magazine I argue, that the metaverse, at the most basic level, enables connectivity of users that can interact with virtual assets or avatars in an immersive fashion. Everything else—in my opinion—is negotiable and depends on the design, purpose, and applications of such environments. I believe that any attempts to define the metaverse in detail inevitably will only limit the potential of what types of environments could emerge and therefore miss associated business opportunities.

Geoff Bund with Varjo broadly views the metaverse as a “persistent space that is visually rich that people are using as a tool to accomplish their goals and exchange knowledge and information.” Leslie Shannon with Nokia perceives the metaverse as the “union of the digital and the physical.” Shannon assigns importance to AR as an enabler of the digital-physical union. In her opinion, AR “transforms the nature of the relationship between humans and computers.”

Miikka Rosendahl with ZOAN takes a more philosophical perspective. He sees the metaverse as “the next and the final evolutionary state of the whole humankind.” “We need to think long-term about what the metaverse can be,” he adds. Meanwhile, Vesa Koivumaa with Wärtsilä highlights that the “metaverse is a tool for very practical matters.” He points to the positive effects VR applications can have in education and training.

Koivumaa also notes the relevance of synergistic technologies. “We can’t view the metaverse as a single entity; we need to see what else is happening in technologies.” He mentions translation technologies, for instance. Natural translation can enhance communication and collaboration in substantial ways. Coincidentally, on 11 May 2022, at Google I/O, the annual developer conference, Alphabet presented a prototype of smart glasses capable of displaying the translations of conversations in real-time.

Shannon perceives AR and VR as two ends of a spectrum of the union of the physical and the digital. She notes that for many AR applications a smartphone is sufficient to provide the digital layers on top of real-world objects and landscapes. Bund adds that although the underlying technologies and required development skill sets are very similar, AR and VR are trying to solve very different problems and address very different needs. Although AR and VR are sometimes conflated, it is very rare that one can use them interchangeably. Rosendahl comments that a decade ago, there was a debate about which technology—AR or VR—would win out commercially. Nowadays, the question revolves around the nature of the use case and the appropriate technology.

The metaverse can be many things for many people. The potential range of use cases and applications likely will be more than the sum of its parts—similar to the way the internet not only established a new way to communicate and do business but also created opportunities to design more efficient operations and implement novel business models. Again, limiting one’s view today on what the metaverse is and can be used for will only prevent us from envisioning what the new environment will ultimately achieve and enable.

Market Intelligence

The Metaverse's Developing Industry Structure

Companies have worked on metaverse-related technologies—AR and VR), or XR—for years, if not decades. In 2021, commercial and consumer interest finally caught up. While technologies and applications are in the spotlight of most discussions, the developing industry structure deserves attention too.

Rosendahl believes that the metaverse at this early stage offers many ways to become successful in a marketplace where legacy rules don't apply in the same way as they do in mature markets. The metaverse could create new successful companies seemingly from nowhere, similar to the way the internet allowed unknown startups to become today's household names.

Bund notes that smaller companies already create business opportunities for his company. For instance, virtual-prototyping company ESI Group develops applications to simulate component behavior and manufacturing processes. The company's IC.IDO software can virtually represent "Inertia and gravity and collision and sliding when handling parts."

Koivumaa foresees growing value chains or value webs in the future. He explains that a decade ago, nobody would have expected Wärtsilä and Varjo, for instance, to work together. "Why would they?"—their industries were galaxies apart. Training, meetings, and design applications were handled from a very traditional point of view in the past. Now, it is becoming clear that all these applications can benefit from XR. Suddenly, a collaboration between Wärtsilä and Varjo and other AR/VR companies seems very natural. "I believe there are overlaps and partnership opportunities we don't even know about and that we still have to discover. There are emerging use cases that never existed before, new opportunities that we still have to explore—there is a lot of future potential."

Shannon points to many of the companies that showcased their products and services at this year's SXSW. These companies are agile and creative. She notes that often smaller companies play better with other small players. Rosendahl agrees that startups will prioritize fast and agile players and believes that big companies might have a hard time to adjust to the new business environment. Koivumaa adds that future big metaverse players likely will be born in the metaverse. These companies are part of this new environment, and they are able to learn the fastest.

While Rosendahl concedes that some firms might be trying to monopolize the metaverse, he does not believe that substantial amounts of money necessarily will lead to success. He doesn't think that any one company can monopolize the metaverse—similar to the way one can't monopolize the internet—but big platforms and major metaverse players will emerge. Bund adds another consideration though. Many small companies follow a strategy to monetize their efforts through acquisition by big players. Bund thereby makes the point that smaller players contribute to market consolidation as much as bigger players will try to gain larger market share.



Market Intelligence

Shannon mentions intriguing examples from the creator community. AR and VR empower individuals to develop novel applications—applications that could perhaps even establish entirely new markets for AR and VR. For example, Lucas Rizzotto developed Monkee Racing. When playing the game users wear Snap Spectacles to see virtual bananas that players can collect and get points for. More, the app leverages the glasses' built-in sensors; the more players move like monkeys, the more points they will receive.

Such an application obviously is entertainment, but Shannon focuses on the capabilities to measure physiological movements and behavior as an enabler for many applications, including professional training and medical diagnostics. And Voxel Guy created an application in which he gamified vacuuming his apartment. The app places virtual Euro coins across the floor. Collecting the virtual coins via a vacuum lets him clean the apartment in a fun way. Voxel Guy provides a glimpse into the potential to gamify chores.

The Relevance of Talent Networks

Smaller countries with highly skilled professionals also might fare well in this new market environment. Bund points to Finland's high percentage of gaming and technology skills as part of the country's overall talent pool and GDP per-capita contribution.

The small size of the economy makes it easy for entrepreneurs to connect. Rosendahl highlights Slush as a great opportunity to connect with Finnish companies and learn about the existing and developing ecosystem.

Slush is a large startup event with up to 25,000 participants. The next event will take place in Helsinki, Finland, on the 17th and 18th of November 2022. - "If you want to connect with Finnish companies and startups, Slush is the place to be."

Koivumaa views the small size of the Finnish ecosystem as a crucial advantage. He notes that some of the technologists in Wärtsilä, say, went to school with their counterparts at Nokia, for instance—therefore they can easily get in touch to work on pilot projects. What might take 6 to 18 months to set up in the US, can be initiated over a coffee in Finland?

He also relates that Finnish companies' CEOs themselves take calls from entrepreneurs and business partners—small companies can easily engage with larger players.

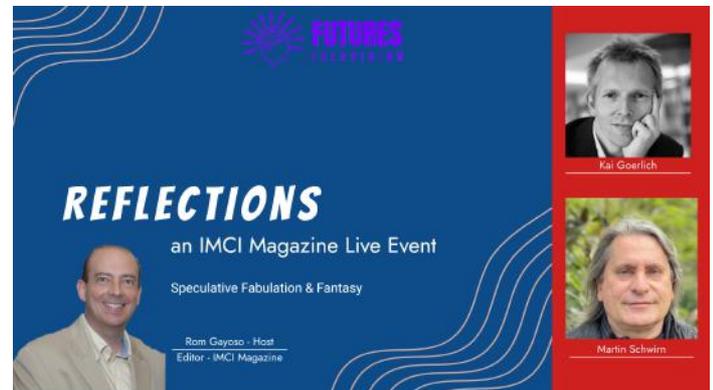
The participants agree that Finland's small population size and interconnected technology landscape cater to leveraging talent and corporate networks.

Historic parallels are noteworthy. The late Steve Jobs, co-founder and former CEO of Apple, once shared a story to highlight the power of networks and regions that facilitate interactions among technologically minded people. At age 12 he called up Bill Hewlett of Hewlett-Packard, whose phone number at the time was still in the public phone book. Jobs asked for spare parts to build an electronic device. Hewlett gave him the spare parts and a summer job on top of it, illustrating the ability to leverage small communities' impactful networks.

Market Intelligence

The emerging metaverse will require an entire ecosystem. Many players will be involved to create the various layers of infrastructure, computing hardware, platforms, content, applications, and interfaces.

Challenges to creating seamlessly working solutions do not only exist on the technology side but also on the business and partnership side. But the developing commercial landscape has not jelled yet. Small players, startups, and even individuals have the opportunity to carve out profitable niches, even to create the next big players.



You can listen to Martin Schwirn's podcast interview free- via RSS.com , on Spotify, Google, or on Apple Podcast.

About the Author

Martin Schwirn is the author of Small Data, Big Disruptions: How to Spot Signals of Change and Manage Uncertainty (ISBN 9781632651921).

He is also senior advisor, strategic foresight at Business Finland, helping start-ups and incumbents to find their position in tomorrow's marketplace.

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More on Martin Schwirn

Martin Schwirn is a regular contributor to IMCI MAGazine, and he speaks on a variety of intelligence and foresight issues. His most recent book teaches us all about scanning, and how to make it work. He is also featured in a variety of podcasts and live streams.



In this episode of "Books & Authors" - there is an interview with Martin Schwirn, and the focus is a discussion of his latest book "Small Data, Big Disruptions: How to spot signals of change and manage uncertainty."



In this episode of "Reflections" - there is an interview with Martin Schwirn, and the focus of the discussion is on scanning. Martin explains scanning, its importance, and how to make good use of it.

Books

Digital Transformation for Business Administrators

By: Alfredo Passos

Digital transformation in Business Administration is a topic that requires reflection, doubt, and debate – hence there is a need for continuous learning on this important subject. The members of the Competitive Intelligence Excellence Group (Grupo de Excelência em Inteligência Competitiva – GEIC), member of the Sao Paulo Regional Administration Council (CRA-SP) partnered with intelligence professionals, and in order to contribute to the learning process, consolidated their knowledge in a book titled “The Day After Tomorrow in Business: Digital Transformation for Business Administrators,” just released by Scortecci Editora.

The goal of this project is to provide access to a body of knowledge focused on digital transformation; this work serves to improve skills and aid in the formation of managers, entrepreneurs, professionals, and Business Administration students all over Brazil.

The GEIC coordinator, also one of the book authors, believes this book will help business people take on the task of deciding which technologies will better serve their needs and hence be the most beneficial to their specific businesses.

Prof. Passos explains “digital transformation has everything to do with people, and not with technology,” and that is why the team decided to research the Brazilian market and put together their findings.

About the book

The book has 10 chapters – it starts with an explanation of the technological challenges people face as we struggle to adapt and change in the face of the fourth industrial revolution. Then, it explains before we can tackle digital transformation, we need to go through a business transformation journey. One of the great challenges of our days relates to human resources topics - how we manage people, and how we develop leaders. People management and leadership development are discussed in a chapter titled Development Challenge, co-created according to two different perspectives written by a Brazilian and a Portuguese writer.

One of the chapters is directly associated with the mission of our Excellence Group (GEIC) – it deals with clients, competition dynamics, and innovation – all with a Competitive Intelligence focus.

One of the chapters deals with a variety of topics related to data management, with a focus on understanding data, analytics, and technology management in respect to Big Data, IoT, and Artificial Intelligence.

ORGANIZADORES:
ALFREDO PASSOS • AGNALDO ANTONIO DOS SANTOS • FÁBIO RIOS

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Books

In the chapter “Digital Transformation Building Authentic Brands” we discuss the Fundacred business case with an explanation of the methodology used and an evaluation of the achievements.

The GEIC is honored to count on our international partners – in one of the Digital Transformation foundations, we hear about digital transformation as experienced by the Science & Technology Park of São Miguel (Açores, Portugal) – the NONAGON.

The last three chapters are reflections on a variety of disruptive business models and digital transformation. In one of the chapters, we discuss the BXM methodology, as it seeks to make transformation more permanent.

The very last chapter is designed as a self-evaluation tool. In this chapter, we help all those professionals interested in Digital Transformation to consider which state their organizations find themselves in and to evaluate if the organization is ready to embark on a transformation process.

The book can be downloaded free of charge using this [link](#).

The Competitive Intelligence Excellence Group (GEIC)

Founded in 2020, the GEIC aims at sharing business practices, research, books, and scientific articles on a variety of Competitive intelligence (CI) topics. GEIC houses seminars, workshops, talks, and many other opportunities for both members and guests to share advances in CI.

The CRA-SP

The Regional Administration Council of São Paulo (CRA-SP) is a federally chartered entity founded in 1968, three years after the regulations concerning the professional practice of business administration. Nowadays the entity has in excess of 65 thousand registered individual and corporate members. Even though its main function is registration and oversight of administration professionals, the CRA-SP is also a center of reference for training. Alberto Whitaker currently leads the CRA-SP, along with other stewards who ensure the CRA-SP continues to provide an environment where knowledge is shared with the goal to bring about social transformation.

★★★★★

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Gerd Leonhard
Futurist | Speaker | Author

Books

Tool Box for Strategic, Personal, and Corporate Intelligence

By: Editorial

Conceição Gonçalves is a Member of the Competitive Intelligence Excellence Group, of the Regional Administration Council of São Paulo (CRA-SP), and founder of the Association of Writers, journalists, and Cultural Producers of Ponte de Lima (Portugal).

Her educational background is in Human Mobility, she has a Master's degree in Competitive Intelligence from Universidade Fernando Pessoa (Porto - Portugal), a specialization in Strategic Intelligence from Universidad de Alicante (Spain), and she is currently working on her post-graduate education - Labor Law at the Universidade Catolica Portuguesa (Porto). she works in Public Administration and in a variety of Competitive Intelligence capacities in the Iberian American region.

Her work is focused on finding the right equilibrium, as we face personal, family, organizational, and societal pressures. she advocates the adoption of tools that promote self-awareness, development, and empowerment.

In her new book, Conceição Gonçalves explains those who are empowered are aware of their actions, are capable of more assertive decisions, and generally fair better in life and in business. This implies a variety of benefits, that include improved self-confidence, power awareness, and action-taking.

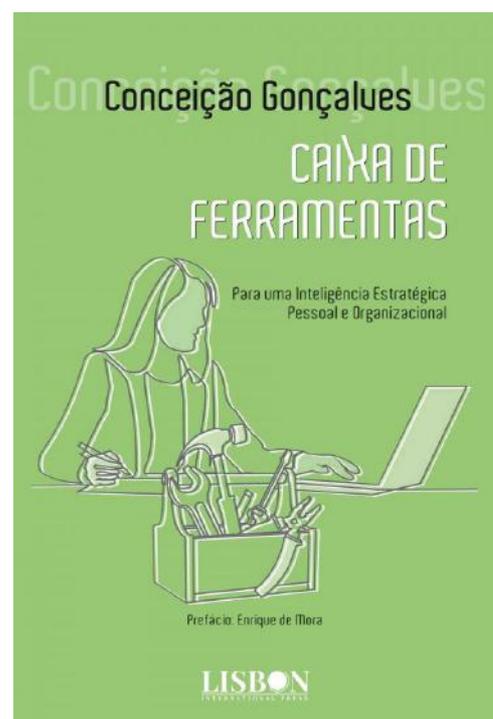
The book is fundamentally a collection of tools, techniques, and methods designed to help readers put into practice their strategic intelligence lessons learned.

The author suggests intelligence culture, and its learning process should be seen as something as natural as breathing. she advocates the intelligence concept needs to be seen as a natural, continuous process improvement; and it is precisely this improvement that allows us to realize no matter how daunting the task or how complex the organizational problem, it will seem like what it really is - trivial.

The author insists knowledge is indeed power - in her book she claims having a strategy is analogous to having an action plan and having this action plan handy is priceless when it comes to competing in life, and in business. She claims the use of the tools, and adoption of strategies allows one to adopt a more self-reflexive posture, which in turn results in more coherent decisions.

The book is filled with strategies, and opportunities to put into practice new concepts.

"Caixa de Ferramentas" is already available in Europe, as well as in South America. We certainly remain, awaiting the English edition.



Trump / Bolsonaro Elections

Vania Penha-Lopes' new book!

NEW

THE PRESIDENTIAL ELECTIONS OF TRUMP AND BOLSONARO, WHITENESS, AND THE NATION



VÂNIA PENHA-LOPES

About this book

The Presidential Elections of Trump and Bolsonaro, Whiteness, and the Nation is a sociological analysis of the similarities between the elections of Donald Trump and Jair Bolsonaro, based on biographies, academic sources, newspapers, television, and reports published in the United States and Brazil between 2014 and 2021.

Contents

Introduction: Race, the Media, and the Far Right in the United States and Brazil.
Chapter 1: Whiteness and the Idea of Nation in the United States.
Chapter 2: Whiteness and the Idea of Nation in Brazil.
Chapter 3: “Make America Great Again”: Donald Trump’s Presidential Campaign.
Chapter 4: Donald Trump’s Presidential Victory
Chapter 5: “Make Brazil Great Again”: Jair Bolsonaro’s Presidential Campaign.
Chapter 6: “Brazil above All and God Above Everything”: Jair Bolsonaro’s Presidential Victory
Conclusion: Mr. Bolsonaro Goes to Washington .

About the author

Vânia Penha-Lopes is a professor of sociology at Bloomfield College and co-chair of the Brazil Seminar at Columbia University.

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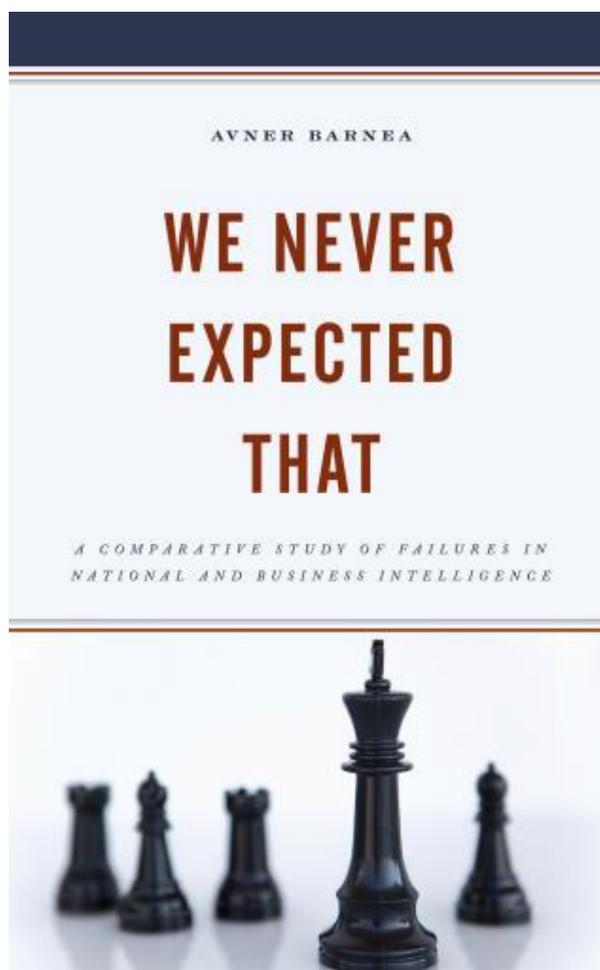
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We Never Expected That

A Comparative Study of Failures in National and Business Intelligence

Dr. Avner Barnea's new book!

NEW



The disciplines of strategic intelligence at the governmental level and competitive business intelligence constitute accepted methods of decision-supporting to prevent mistakes and strategic surprise. This research discovered that many researchers in the intelligence field feel that intelligence methodology in both contexts has reached a “glass ceiling.” Thus far, research has focused separately on national intelligence and intelligence in business, without any attempt to benchmark from one field to the other. This book shows that it is possible to use the experience gained in the business field to improve intelligence practices in national security, and vice versa through mutual learning. The book’s main innovation is its proposition that mutual learning can be employed in the context of a model that distinguishes between concentrated and diffused surprises to provide a breakthrough in the intelligence field, thereby facilitating better prediction of the surprise development.

Barnea's book bridges the analytical gap between national and business intelligence by comparing intelligence failures of states and major corporations and their causes. Barnea convincingly shows how the corporate world could greatly benefit from a better understanding of national intelligence, its means, and its analytical and forecast tools. This book is essential reading not only for intelligence scholars and students but also for managers who seek to gain an advantage over the competition by better use of intelligence.

SHLOMO SHPIRO

We Never Expected That: A Comparative Study of Failures in National and Business Intelligence focuses on a comparison between how states, through their intelligence organizations, cope with strategic surprises and how business organizations deal with unexpected movements in their field. Based on this comparison, the author proposes a new model which can better address the challenge of avoiding strategic surprises. This book can contribute significantly to the study of intelligence, which will become more influential in the coming years.

Futurize Yourself

Design your life on purpose

Tom Myers



Tom Meyers

"Technology is changing our world with a speed, scope and complexity unlike anything humankind has ever witnessed before. A new mega-shift in our evolution is needed to navigate these changes, and we can embrace technology but not become it. Futurize Yourself, by Tom Meyers is an exceptional book for those seeking guidance on how to set the foundations to navigate these challenges ahead and thrive."

GERD LEONHARD

Summary

As new emerging technologies like artificial intelligence, robotics and machine learning reshape our world with unprecedented speed, scope and complexity, learning how to live and act 'on purpose' will become the greatest gift you have ever given yourself. This gift will empower you and enhance your health, well-being, self-actualization, welfare, relationships, self-esteem and stress-resilience.

But how do you find your purpose? How can you design your life 'on purpose' and become the person you were born to be?

As Tom recounts his moving personal story, you will learn how, through a three-step process, you can find a deeper and holistic understanding of your talents, your potential, and who you are. With this knowledge, you can design a life you wake up to every morning with a smile on your face, feeling happy, fulfilled, resilient and ready for the future - regardless of what other people say or how much the world changes.

Bio

Tom Meyers (1970) was born in Antwerp, Belgium. At 29, he started his own business, a gourmet deli - which failed and led him into an existential crisis. However, three questions saved his life, gave him a sense of purpose and helped him become the person he was born to be.

Today, Tom is an Osteopath and Body-centred Stress Coach with a private practice in Brussels, a wellbeing futurist, speaker, author of "Futurize Yourself," TEDx Organiser and the founder of the 'Reaset Approach,' a novel body-mind and educational approach.

Tom's mission is to help you to flourish in the flow of evolution and thrive in this fast-changing, uncertain, and challenging world by empowering you to futurize y'ourself on purpose in body, mind and spirit.

Opinion

Are you interested in leveling up your CI practice?

By Cam Makey

Learning how other organizations do CI, and not reinventing the wheel? Check out SCIP, the world's largest non-profit community for competitive intelligence & strategy.

We've got you covered with best practices (case studies, videos, articles & studies), training & certification (virtual workshops & on-demand training), and a community of peers (Topic Tables, Workplace discussions), all grounded in our Code of Ethics. Learn more at [SCIP](https://scip.org).

"I always walk away from SCIP trainings with several valuable ideas I'm able to implement right away."



Maureen Nail
Abbott

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Feature



**ALTERNATIVE
PLANETARY
FUTURES
INSTITUTE**

Alternative Planetary Futures Institute

By: [Victor Motti](#)

The Alternative Planetary Futures Institute (ApFi) was founded in Washington DC to be a planetary think tank.

They have horizon scanning and advocacy programs focused primarily on Planetary Consciousness as a distinct agenda and advocacy for Globalization.

This is accomplished under the leadership of their world-class scientific council of leading foresight experts and by the contribution of a volunteer planetary creative council (groups of individuals and organizations) around the world that connect planetary views and futures research to help expand imagination about the possible futures and build preferred futures.

The ApFi has published a 2021 free ebook titled: *A Dialogue on Science Fiction; How to Achieve Planetary Wisdom Through Future Consciousness*. You can download the ebook by visiting their [website](#).

The ApFi has also contributed to the chapter on Futures Studies in the 2022 Palgrave Encyclopedia of the Possible. In this chapter, it is claimed that a different Globalization is a Possible Future in the year 2050 if and only if we:

1. Doubt the Self
2. Love the Other
3. Steward the Planet
4. Praise the Life
5. Revere the Cosmos
6. Empower the Virtual
7. Enrich the Complexity

There is a great and important distinction between Globalization and Planetization. Political spaces can benefit a great deal if some doubt is cast on the agenda of profit- and power-driven globalization and put in its place the idea of 'planetization', a planetary consciousness or identity, and the associated goals and targets which are necessary to make a radical change in the inner world of individuals, meaning that no one will be forgotten or left behind.

The framework of a possible planetary future should integrate analytical thinking with motivational feelings. It serves to transform the inner world of individuals, as well as the world out there, by helping them to question and update their mythologies, theologies, and the underlying worldviews and values.

We, therefore, need evaluation and monitoring of three key programs:

1. Culture of Hope Through Planetary Consciousness;
2. Planetary Benefits and Risks of Technological Revolutions; and
3. Integral Development of Scientific Worldview in Art and Literature.

Feature



**ALTERNATIVE
PLANETARY
FUTURES
INSTITUTE**

There are seven valleys in a value-focused transformation of consciousness for a possible world characterized by planetary wisdom:

- 1) Question all and any natural-born identities: Thou Shalt Doubt the Self! - e.g. tied to geography, ethnicity, nationality, faith, language, etc.
- 2) Love the aliens' cultures and hybrid mindsets: Thou Shalt Love the Other! - e.g. those of foreigners' on this planet or even extraterrestrials with the least common shared overlapping beliefs, norms, and practices.
- 3) Embrace the planetary identity to save the ecology: Thou Shalt Steward the Planet! - e.g. by refusing the geopolitical boundaries, to tackle climate change, loss of biodiversity, depletion of natural resources, etc.
- 4) Refuse all and any justification of violence and killing: Thou Shalt Praise the Life! - e.g. avoid praising warfare in texts and movies and stories and stop the glorification of fighters and warriors, etc.
- 5) Practice the key principles of scientific worldview: Thou Shalt Revere the Cosmos! - e.g. obtain a mythical sense of awe and reverence in learning laws of nature governing the cosmos and practicing global ethics that is inclusive of non-humans.
- 6) Realize the no-human-work economy and all activist society: Thou Shalt Empower the Virtual! - e.g. support automation of undignified hard and boring labor and encourage the everyday activity of political participation.
- 7) Transcend the simple vs. complex binary through enriching our symbolic systems: Thou Shalt Enrich the Complexity! - e.g. create new higher-level frames or languages, like the total space of the fiber bundle, to enrich the big picture understanding and more simple elegant generalization of the lower-level confusing complexity.

The ApFi is a US 501(c)(3) public charity; hence, for US taxpayers, the donation is tax-deductible.

Your donation supports:

- Networking among authors, artists, researchers, educators, and scholars to think together about the planetary futures.
- Designing, developing, and using frameworks for the planetary identity, technological progress, and the scientific worldview.
- Providing inclusive and participatory systems to measure positive planetary change.
- Collecting resources, books, and media that primarily explores the planetary futures.

Feature

It's Your Future - with Joyce Gioia

Want to know what's coming and how to prepare for it? This show is for you. Armed with this information and these insights, our host Joyce Gioia will help you make better decisions---both personally and professionally. Joyce will cover all the trends---from social to economic to workforce to medical---everything you're concerned about and more! You will even have a chance to get your questions answered in a segment we call "I'm Glad You Asked." Forewarned is forearmed. This is one show you can't afford to miss! It's Your Future airs on Futures Television, and it can be accessed freely on either Roku TV or Apple TV; the show is also featured on the YouTube channel.



Futures – Open to Variety

is the easy-to-read manual for the wise use of the later-than-now. It will boost your appetite for futures work and provides many concrete suggestions for what you can do in your context. Selected futures methods are presented for practical use. The author shares personal encounters and deep insights from the many futures processes he conducted or advised. Meaningful illustrations facilitate your journey towards higher futures literacy.

#FuturesLiteracy #OpenToVariety



THE AUTHOR:

Dr. Stefan Bergheim strengthens futures literacy in politics, business, academia, and civil society with processes on quality of life. He was an advisor to the German government's national wellbeing strategy and led the processes "Positive Futures - Forum for Frankfurt" and "Quality of life in the digital age". As a member of the UNESCO Futures Literacy Network, he helped curate the 2019 Design Forum and the 2020 High-Level Summit.

You can reach him on LinkedIn, Twitter and via stefan.bergheim@zukuenfte.net



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Q&A

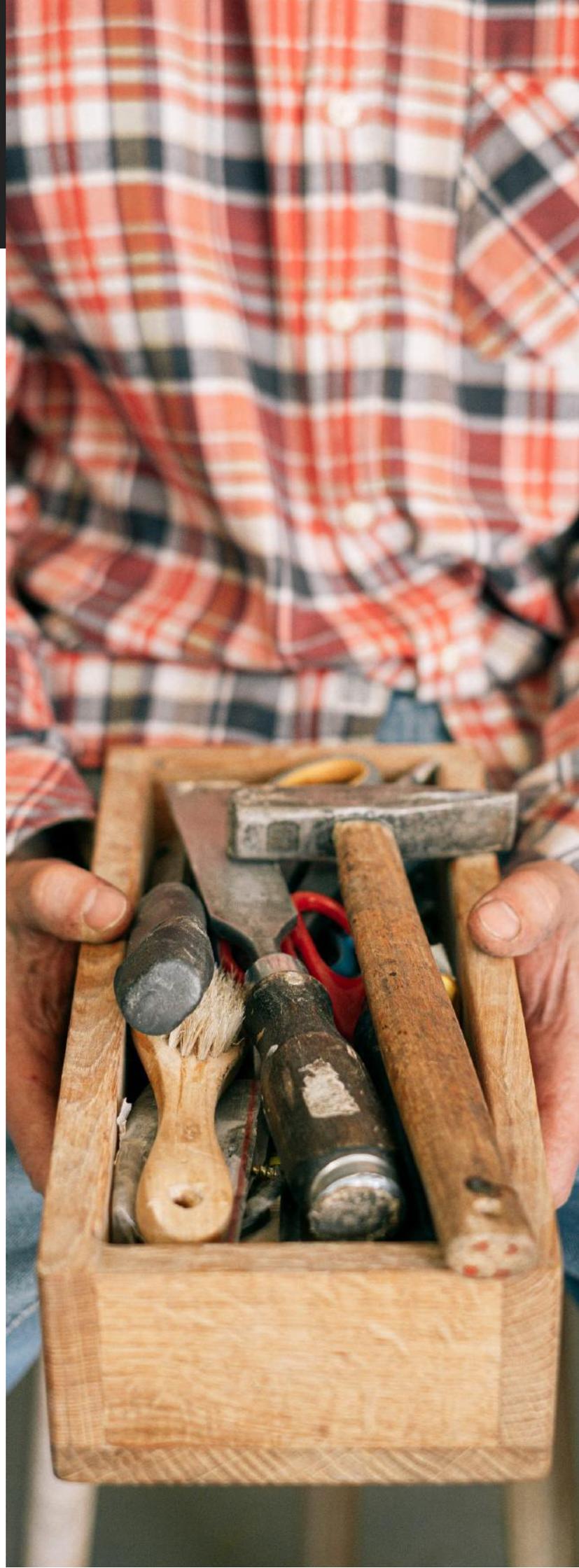
If I had a hammer: building your CI/MI toolset

By Arthur Weiss

Think back – 100 or more years ago. Consider how intelligence was collected then. The principal way of gathering intelligence was HUMINT. Any secondary research involved going through newspapers and libraries and other printed material. “Social media” was via letters – and in case they were intercepted, were often coded.

Move forward to the 1980s – and there were now a few online sources available. News aggregators including Dialog had been launched and it was possible to email intelligence so everything was faster. However, the gold standard for gathering intelligence was still HUMINT.

The early online databases contained the same sorts of material as had previously been found in libraries – and the key advantage was that you could quickly search through 100s of press sources in a way that was unthinkable a few decades before. However, to get up-to-the-minute intelligence, opinions, and much else, speaking to people was the way to go. Online/library research gave good background intelligence and could help with human intelligence but was insufficient to give a picture of what was happening.



Q&A

Now consider today – where almost all companies have a website, and many promote themselves via social media channels. Vast amounts of information are available online instantly that would never have been available before – enabling the intelligence gatherer to collect details that might have taken several days to find via older approaches.

As an example, in the “old days” uncovering what people thought about their employer required in-depth interviewing. Now, you can often gather this from sites such as glassdoor.com. To obtain product brochures you’d need to visit a trade show to pick them up from the company stand, or perhaps obtain them from friendly contacts, etc. Now you just visit the website. Financial information can be downloaded in minutes and patents perused – without needing the hardcopy annual report or printed patent.

The problem is that some older CI/MI analysts gained their experience in the “old days” and still view the old methods as the best methods. They were once – and sometimes they were the only ways to gather the critical intelligence needed. However, that is no longer the case, and it is important to recognize that the purpose of intelligence gathering is to provide answers to business questions.

It’s not the way intelligence is gathered that is important but the results of the process. The tools used need to reflect the business need and achieve accurate results efficiently, effectively, and speedily.

Online sources (OSINT), social media sources (SOCMINT), and elicitation from people in person or on the phone (HUMINT) are just tools.

Viewing them as tools is important as it means that rather than prioritizing HUMINT over OSINT or SOCMINT (or map intelligence (MAPINT), signals intelligence (SIGINT), or whatever) you consider what is best for the particular task. You don’t rank one over the other and so view the others as “secondary” research versus “primary research” which was what was done in the “old days” when this was truly the case.

Sometimes the best results will still involve interviewing contacts to elicit information from them. However other times, you may get much of the same or sometimes better information by using different tools. Knowing the toolset and what can be achieved by each becomes critical when you have a choice to make.

OSINT vs SOCMINT vs HUMINT (again)

Some time ago I wrote an article for IMCI magazine on the differences between OSINT (often classed as secondary research) and HUMINT (primary research). Despite this, I keep hearing from long-term intelligence professionals that primary research – speaking to people – is the best method for intelligence gathering. They say that “secondary research” i.e. looking at published sources - is good for setting direction and navigating the overall landscape but because primary observations are closer to the target they give a clearer picture.

Their view is that secondary data is good for alerting purposes and for identifying knowledge gaps, while primary research fills in the gaps and validates the secondary research. Primary research is better as it gets information that would never reach a secondary / published data source in time. Further, primary research beats secondary research as it gives intelligence gatherers an informational advantage – in that you have information that competitors can’t get.

Q&A

Toolsets

As discussed above, this may have been true once – when secondary information used to depend on visits to libraries and used sources that were old, while primary research, by speaking with those in the know, gave current information that would only appear in secondary sources days, weeks, months or even years later.

I strongly believe that this view is wrong. It's wrong as it depends on outdated definitions of what primary research involves versus secondary research. It's wrong as it seeks to categorize information collection into types of research while ignoring the purpose of intelligence gathering.

There is also the danger of bias and “groupthink” whenever conducting any type of research (see the last issue for my article on “groupthink” and how to identify and avoid it). HUMINT research generally involves speaking to people with knowledge of the target organization – whether current employees, ex-employees, industry experts, customers, or whatever. Such individuals, through familiarity with the target, will have certain viewpoints which may be biased. Following up with OSINT checks to verify some of what was said can help eliminate such biases – and asking for comments on information gathered through social media or from other online sources can help reduce the risks of bias from these sources.

A way of viewing this is to view the CI/MI tools like hammers, screwdrivers, drills, saws and so on. These are all tools – that serve different purposes. To make a hole in a wall, you need a drill, and trying to make the hole with a hammer and nail, or a screwdriver is likely to make a mess and give a poor result if any result at all.

However, you wouldn't use a drill to connect two pieces of wood – a screwdriver and screws would be the way to go, or perhaps a hammer and nails. If the aim is to put up shelves, then you may first need to drill holes in the wall, and then use a screwdriver or hammer to attach the shelves. Removing shelves would require things to be done in a different order.

Understanding which CI/MI tool to use for any particular situation is just as important – as is the order. Sometimes OSINT comes first, followed by HUMINT. Other times all you need is OSINT or OSINT and SOCMINT. Often, and certainly, for any in-depth research, you'll need multiple tools: a bit of OSINT to gain familiarity with the topic plus to gather database-type information, SOCMINT to identify potential interviewees and perhaps some opinions, then HUMINT to get the detail that can only come from direct human interaction, and to confirm and add to what was gathered via OSINT and SOCMINT. This may then need to be followed with more OSINT to verify some of what was said in the interviews (possibly in parallel with further SOCMINT research and HUMINT interviews to gain additional or revised insights).

The lesson is that CI/MI researchers need to be able to access the various tools – and know when and how to use them and what to expect from them – whether the tool involves navigating online sources, delving into social media, or gathering intelligence from in-depth elicitation interviews.



Q&A

About the author

Arthur Weiss is a regular contributor, published author, and speaker. He is the managing director of AWARE, specializing in marketing & competitive intelligence analysis, research, and training.

Arthus Weiss' Interview

**Reflections:
Intelligence
&
Counterintelligence**

 **Arthur Weiss**
AWARE

 **Rob Dover**
University of Hull

 **Rom Gayoso**
Host
Reflections - Podcast

www.imcimazine.com
<https://rss.com/podcasts/reflections/>



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STEPS TO MASTER MI/CI

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MAKE IT FUN & GAMES ON TOUGH TASKS

Learning a new piece of software is not easy. Try a scavenger hunt or an escape room: Learn while you play. How about a brown bag? Pizza pairs well with CI



WRITE YOUR PLAN DOWN

How about 30-60-90 day targets? Rome was not built in one day...it will take some time for you to sharpen your skills, so make it about the trip, not the destination.



READ, WATCH CLIPS, LISTEN TO PODCASTS...

Reading helps you build a foundation, but mixed media will help you establish a solid knowledge base.



LEARNING IS AN INTERACTIVE PROCESS

Try a couple of approaches, engage others - read blogs, articles, and comment on them. Share your thoughts & ideas with others - be open to different perspectives.



SET TIME ASIDE FOR THIS TASK

How about an hour each Friday, just to get started? Mark your calendar as "busy" for training & personal development.



STICK TO THE PLAN!

Commitment is key... you probably heard "showing up is half the battle," if you have goals, write them down, and stick to the plan, you will succeed.

GO THE EXTRA MILE, IF POSSIBLE



Take that online training, attend that conference



Move out of your comfort zone - look at other industries



Seek an international perspective: plurality of voices = better analysis

Executive Summary

World Futures Studies Federation



E. Øverland, page 6



In this article, Dr. Erik Øverlandwe talks about the World Futures Studies Federation (WFSF), its structure, the work it does, and the resources it offers.

The WFSF is the premier futurist organization and it works very hard to promote futures literacy.

IMCI Magazine, our online media and Futures Television joined forces with WFSF to promote the work of futurists.

What is new on Futures Television



R. Gayoso, page 9



In this article, the Program Director for Futures Television explains what is new in Futures Television programming.

Futures Television is now accessible from Apple TV, in addition to Roku.

Futures Television's regular programming includes Sustainability, Technology, and Futures.

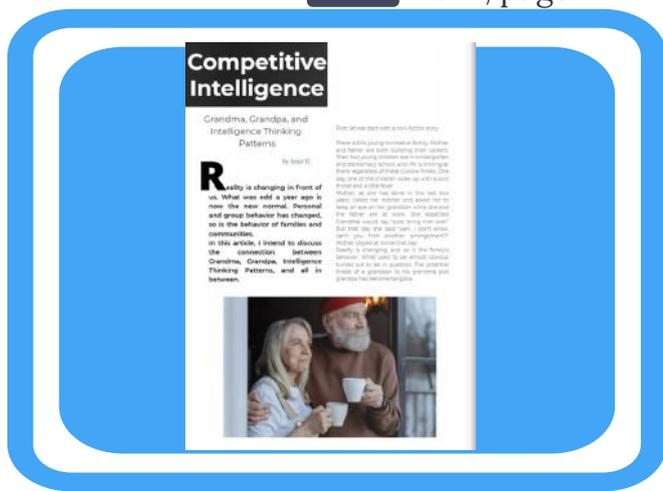
Each month the TV adds new shows and a variety of future-related content in the form of documentaries, shows, and interviews.

Executive Summary

Grandma, Granpa and Intelligence Thinking Patterns



A. El, page 12



In this article, Amir El uses everyday life situations to help us think about intelligence patterns.

intelligence is all about scouting our surroundings, identifying changes, analyzing them, and deciding on operational actions to mitigate them.

Making Sense of the Future



R. Szostak, page 18



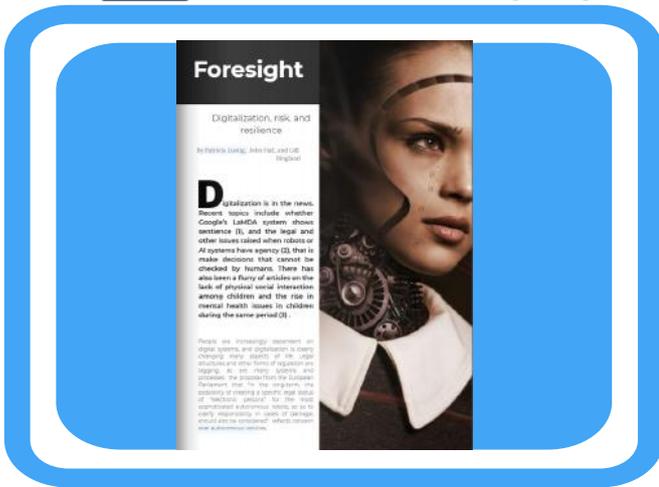
In this article, Dr. Szostak from the University of Alberta walks us through his latest work - Making Sense of the Future - and helps us explore ways to promote futures literacy.

Executive Summary

Digitalization, Risk and Resilience



P. Lustig, page 21



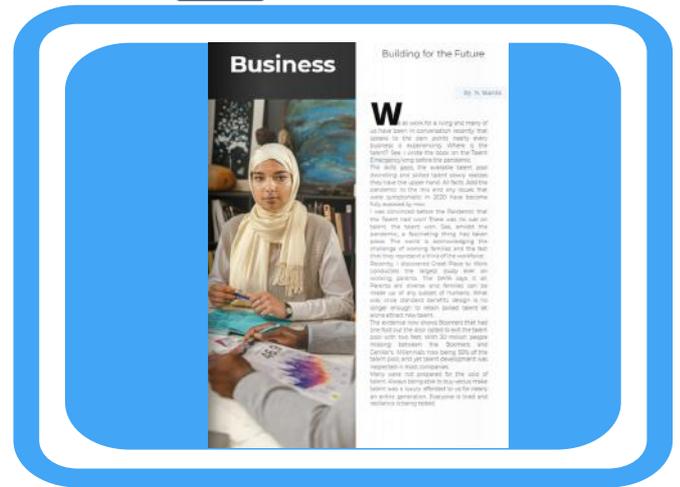
In this article, Patricia Lustig and others discuss the impacts of digitalization in our lives.

Now, more than ever, we became more dependent and more reliant on technology, but that also brings risks.

Building for the Future



N. Martin, 25



In this article, Nicole martin talks about trends in HR practices and hiring in the time of a talent emergency.

Executive Summary

From Buzz to Reality: The Metaverse



M. Schwirn page 32



In this article, Martin Schwirn goes over his talk at South by Southwest. In the presentation, there was a discussion with a great variety of Finish entrepreneurs, and their Metaverse projects.

Alternative Planetary Institute



V. Motti, page 47



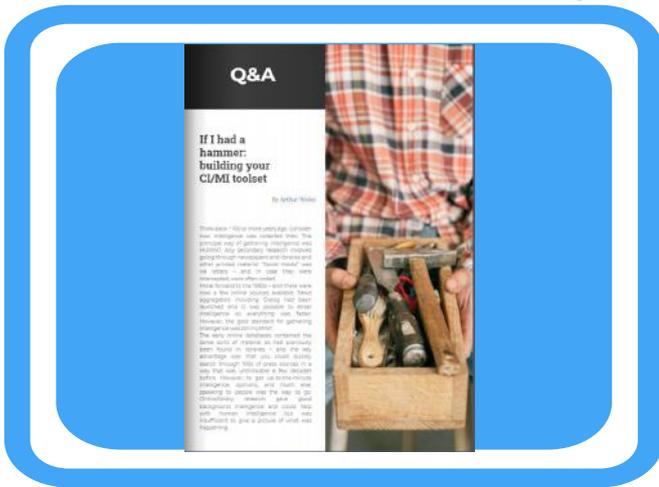
In this article, V. Motti introduces us to the Alternative Planetary Institute - its work, its mission - and shares its latest materials.

Executive Summary

If I had a Hammer: Building your CI Toolset



A. Weiss, page 51



In this article, A. Weiss reminds us CI practitioners need to leverage OSINT, HUMINT, and SOCMINT - in order to build our own CI toolset.



Let's connect!

Here is a short list of movers & shakers in the industry!
Please do reach out, connect & follow!

JD Gershbein

The LinkedIn wizard can help anyone with personal branding and social media presence.



JD Gershbein

Berta Montalvão

This HR consultant is an expert in emerging markets, and can help you everything East Timor!



Berta Montalvão

Michelle Hollis

"Emtre" is a TedX speaker, author, coach, and runs a great podcast.



Michelle Hollis

Ron Esser

Author, futurist, and liaison at the World Future Society.



Ron Esser

Sylvan Cottong

Economist and futurist - specializes on foresight and sustainability.



Sylvan Cottong

Maria Hoffacker

Consultant and expert in applied neuroscience, is the host of Magic Brain Kicks podcast.



Maria Hoffacker

Why Invest in CI Training?



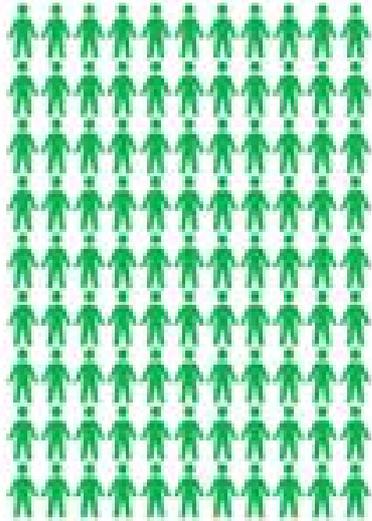
Stakeholders at high-growth companies say CI is critical to success

“A CI team is worth its weight in gold.”

Sanjay Guglani
Chief Strategy Officer



Win rates can increase 50%+ with CI programs like Battlecards



Why Trust SCIP for CI Training?

As a non-profit, our mission isn't enriching our shareholders. It's advancing the practice of ethical CI through training, best practices, & building peer connections.

- 1500+ Professionals trained
- 35 Years experience
- Backed by the SCIP Code of Ethics

Some of Our Training & Certification Offerings



Foundations of Market & Competitive Intelligence

1000+ Graduates from 25+ countries

EXECUTIVE PROGRAM WITH NOVA IMS



Maximizing ROI from CI Technology & Tools



How CI Can Drive Sales & Marketing Enablement



Building a Data-Driven CI Function

“SCIP's training left me armed with techniques and a network for sharing best practices. It was a wonderful experience and my management is ecstatic.”

Caroline Ball
RTI International





O depois de amanhã dos negócios:
transformação digital para administradores



REALIZAÇÃO:

brivia



A SERVIÇO DA ADMINISTRAÇÃO

CENTRO DO

GEIC

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Inteligência Competitiva

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