



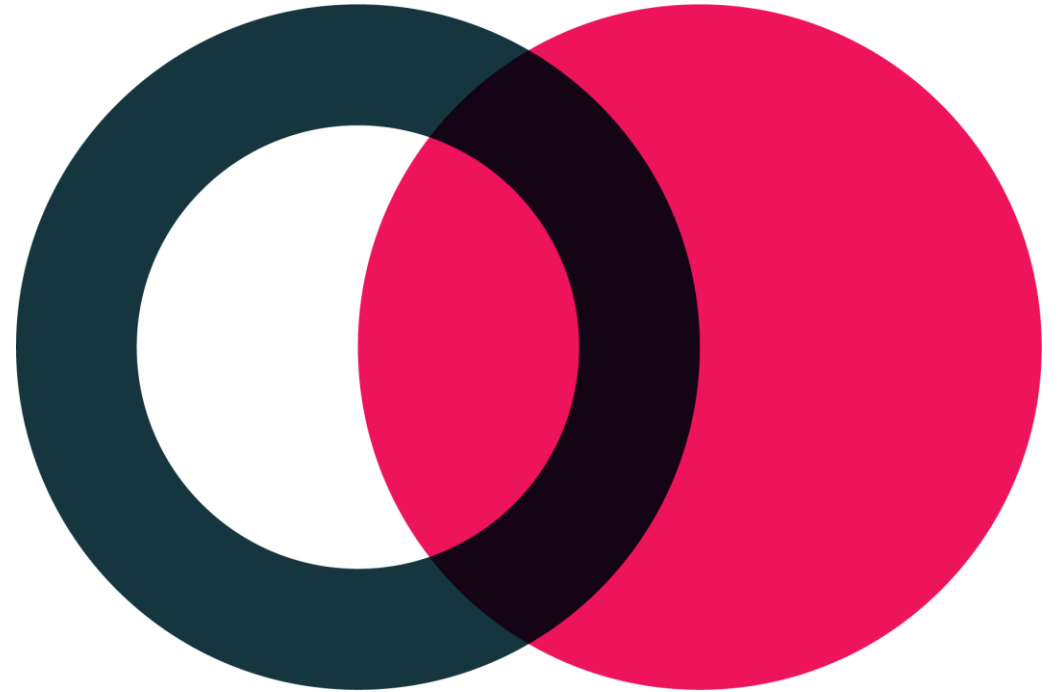
2018 Fjord Trends

Launch Event: December 12th 2017



The meta-theme: **Tension**

- 01 Physical fights back**
- 02 Computers have eyes**
- 03 Slaves to the algorithm**
- 04 A machine's search for meaning**
- 05 In transparency we trust**
- 06 The ethics economy**
- 07 Design outside the lines**





Physical fights back

Digital and physical will converge in 2018 as digital fades into the background. No longer the centerpiece of brand innovation, digital is becoming the invisible enabler of physical and sensory experiences.



Disaggregating channels: Growth of Google Home and Amazon Echo ranges



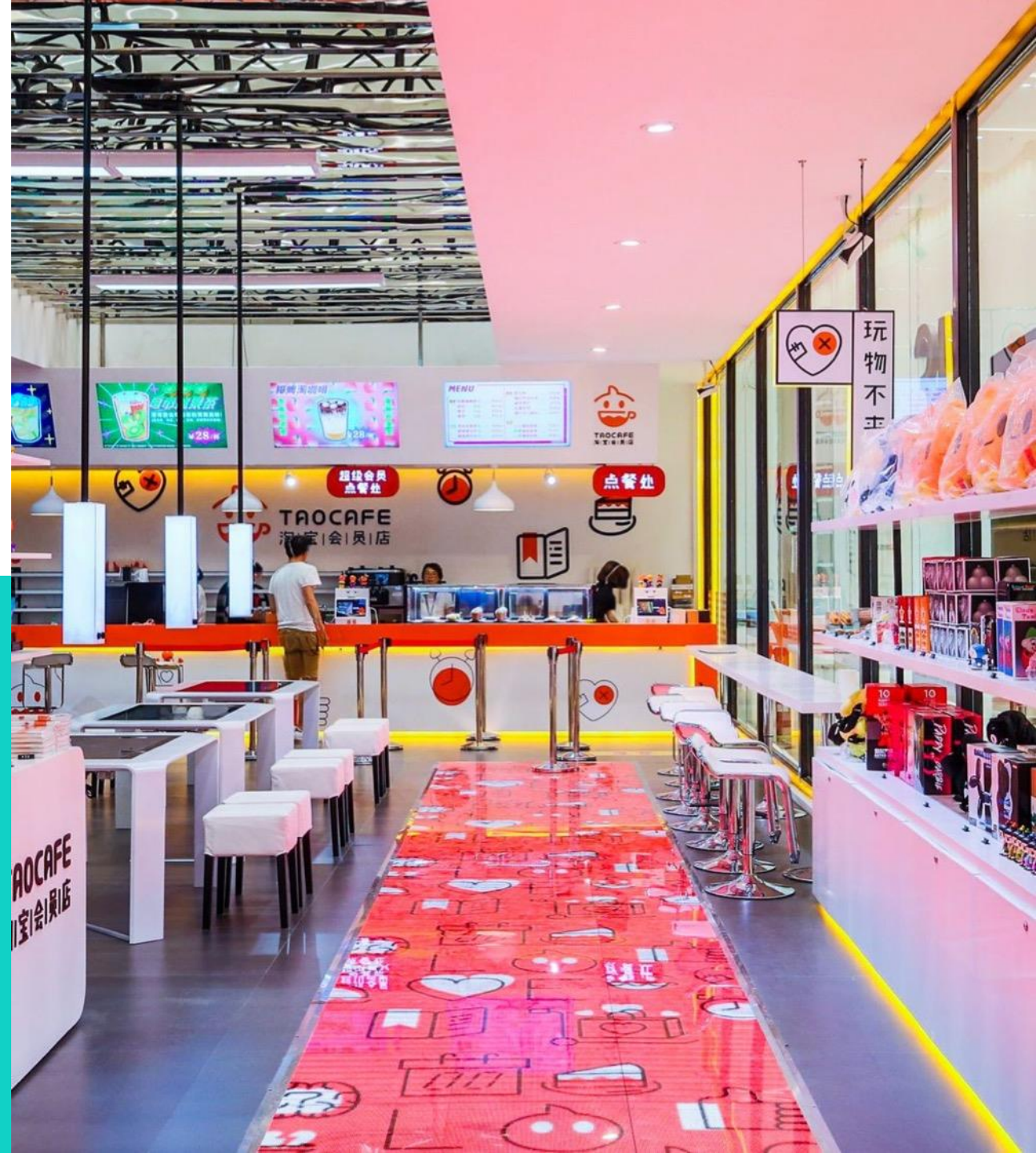
Voice-enabled smart devices are driving the disaggregation and recombining of technology and digital channels.



Super-physical: Alibaba's Tao Café & Amazon Go



We're seeing retailers using ever-smarter and ever-cheaper technology to create magical experiences.



Personalization in new places: Carnival Cruises Medallion



Wearable technology is another useful tool for organizations to provide experiences that are less reliant on screens to deliver an experience.



Fjord suggests

01

Stop viewing digital and physical as separate

Instead ask: how do we design experiences and spaces to connect with people around us, enabled by digital in a physical world?

02

Let technology inspire you

In addition to putting the user first, designers must understand (and think laterally about) the wealth of technological possibilities from the outset.

03

Sharpen your design skills

More digital will be integrated into physical products and services from the get-go. As a result, it will be prudent to have new physical and digital design capabilities in-house.



Computers have **eyes**

For a while now, computers have been able to read words, understand them, then react. Now, they can do the same with images.



Computer vision goes mainstream: Facial recognition on the iPhone X



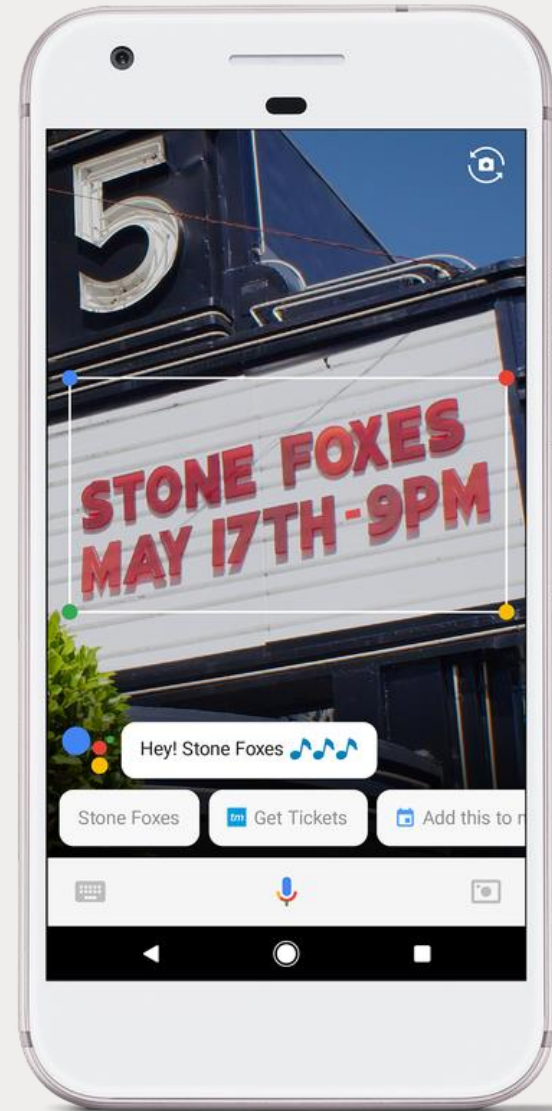
The ability for a phone to read and interpret all of the different data points from your face could expedite and augment the growth of Living Services.



A new generation of services: Google Lens



Cars are another example. They are using intelligent cameras to assess their environment, process the data and respond accordingly—like a human driver would. Bosch's Automated Mobility Academy teaches vehicles how to drive.



Disney, Sushi Express and Seeing AI: Using facial recognition to design movies and more

The implications of computer vision go well beyond “users” to enterprise operations, and social good.



Fjord suggests

01

Rethink services

Organizations must start imagining the new generation of services they could create using computers with sharper “eyes” and smarter “brains”.

02

Rethink your approach to data

Expect more data, and consider what data can be extracted from processing large quantities of visual images—and which would be most useful.

03

Rethink the design context

As computers get better at reading the emotions of people using computer vision, human behaviors and intrinsic features will need to be designed into services to fully interest and engage users.

A photograph of a metal shopping cart with orange handles and a lower basket, parked on a paved surface in a park-like setting. In the background, there are trees with autumn foliage and a white fence. The scene is lit with soft, natural light.

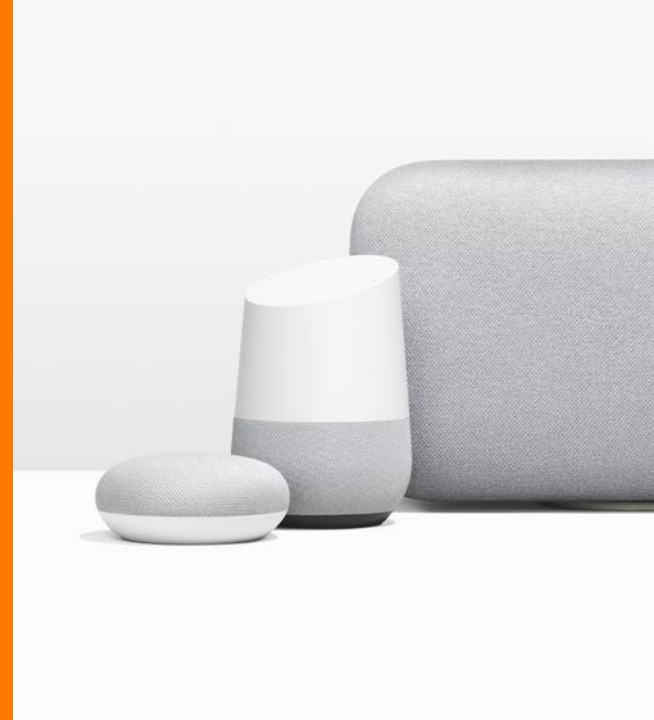
Slaves to the algorithm

As we become reliant on algorithm-driven services, they will act as gatekeepers that mediate the relationship between brands and consumers.

A new commerce channel:
20% have asked Alexa to make a
purchase on their behalf



If there is no longer a physical place where a brand might exist and come to life for consumers, how will brands connect with shoppers?



From competition, to co-operation: Amazon and Ocado partnership

Gatekeeper algorithms are indifferent to celebrity endorsement, TV campaigns and visual impact.

How does marketing strategy respond when visual cues are removed?
Alliances are one option.

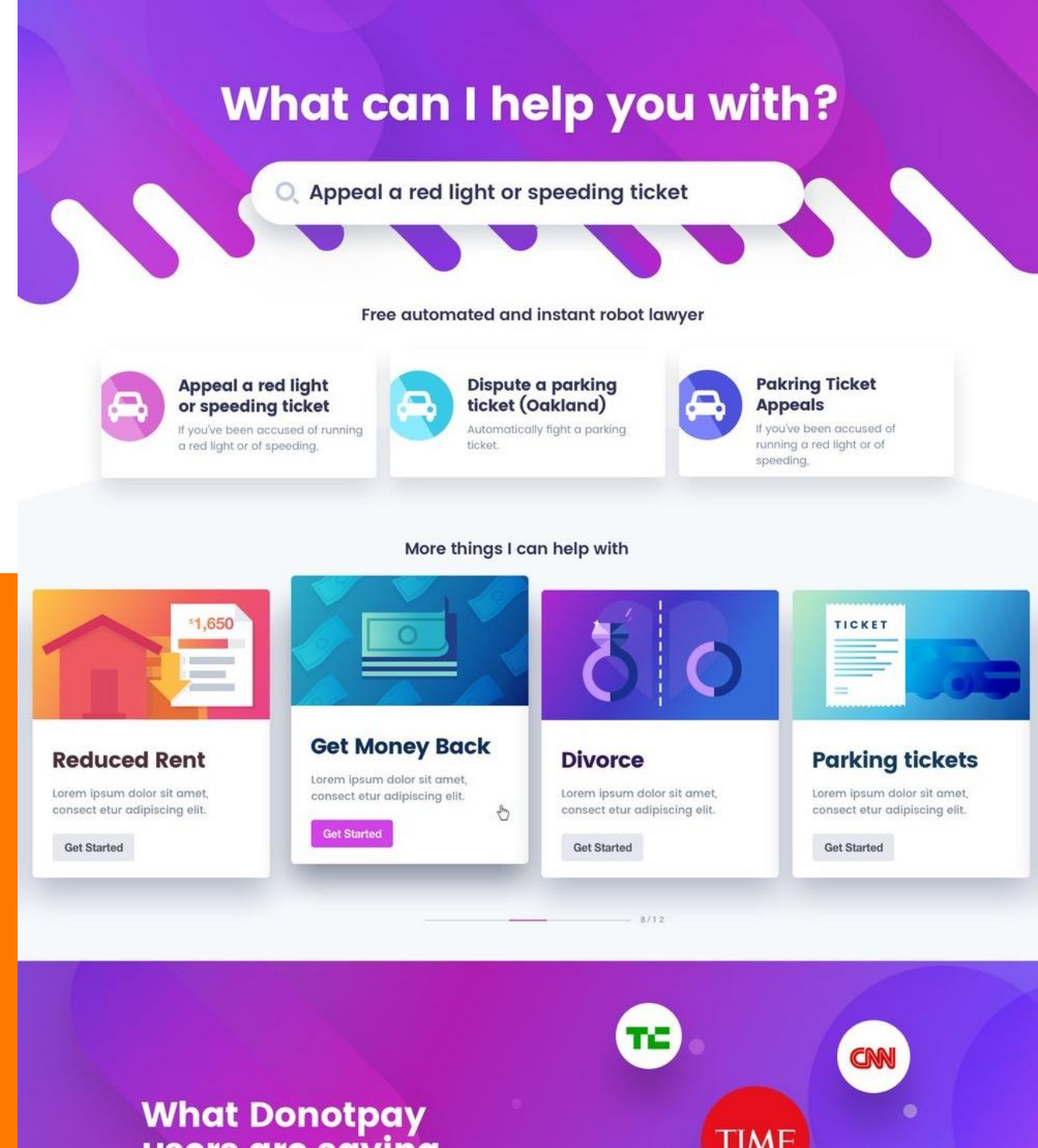


DoNotPay: A bot that fights your parking fines



Expect consumers to start to ask this question:

Exactly who is your algorithm working for?



Fjord suggests

01

Get to know the gatekeepers

Consider carefully where a product or service can be designed to make it past the gatekeeper—and how to earn customer loyalty once it does.

02

Adapt to a new marketing environment

Consider how to inject purchase prompts into the environment where the customer is—be that in the home, car or elsewhere.

03

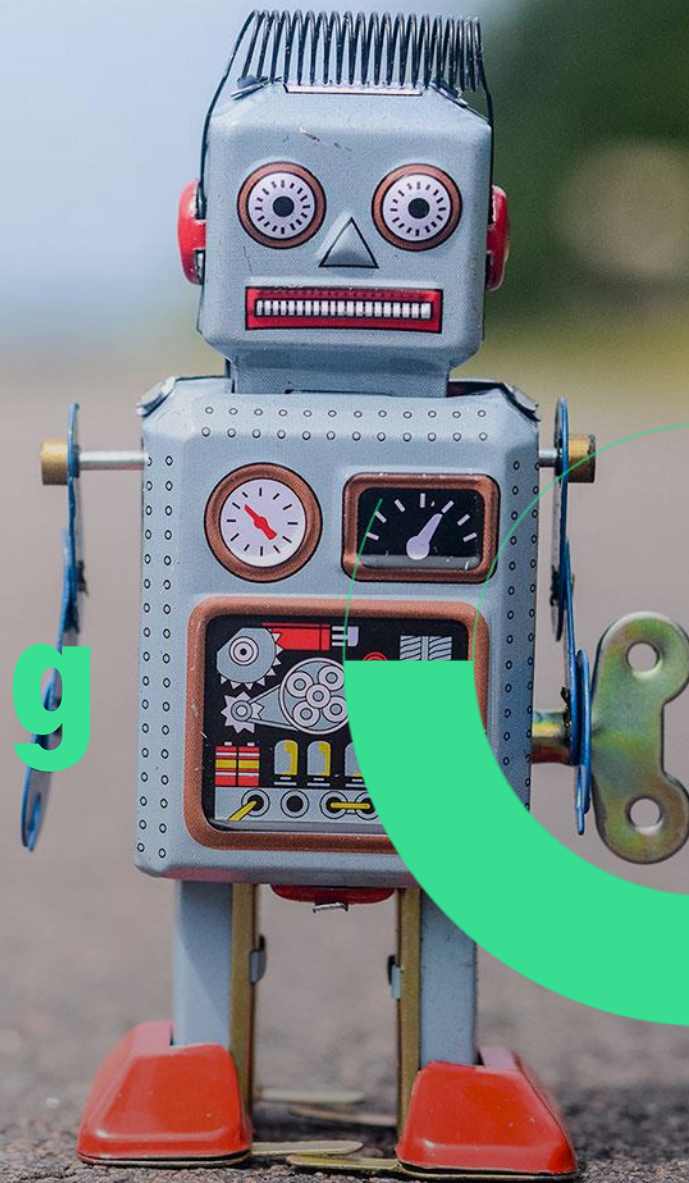
Beware the backlash

Prepare for the possibility that once algorithms' newness wears off, market fatigue could dampen consumers' enthusiasm.

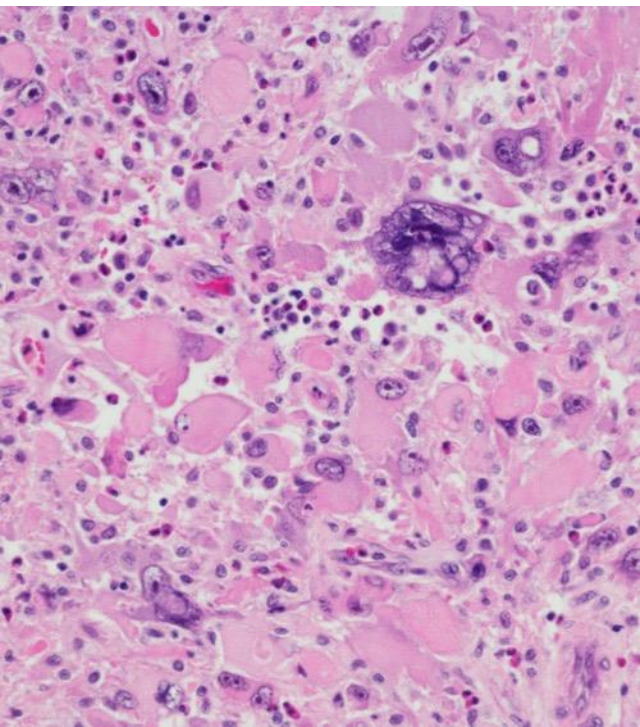


A machine's search for meaning

The rise of Artificial Intelligence and machine learning will transform working life, requiring organizations to re-imagine the workplace, work culture and work experience.



Better together: Cancer diagnostic error rates



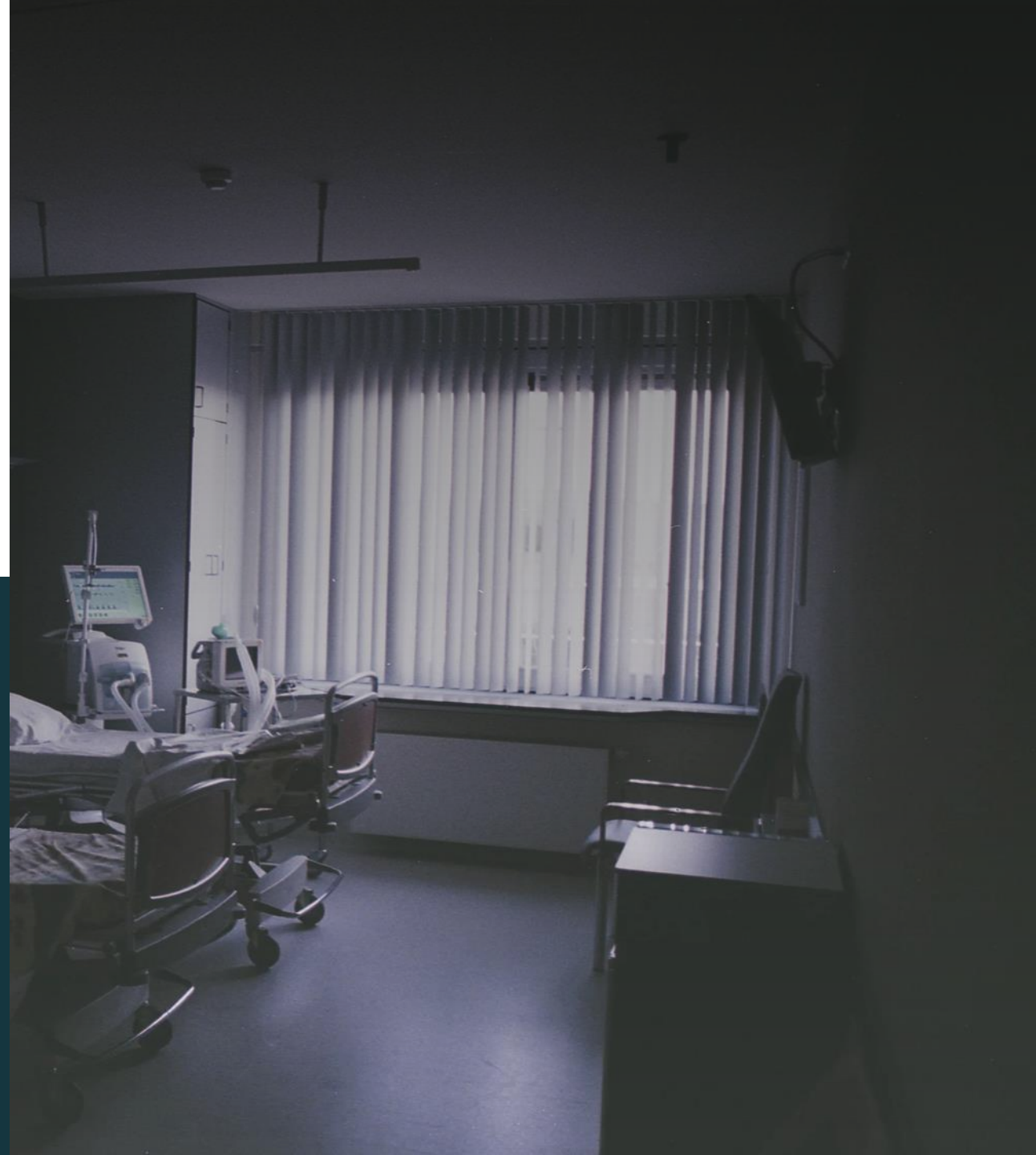
Impact of AI - human collaboration



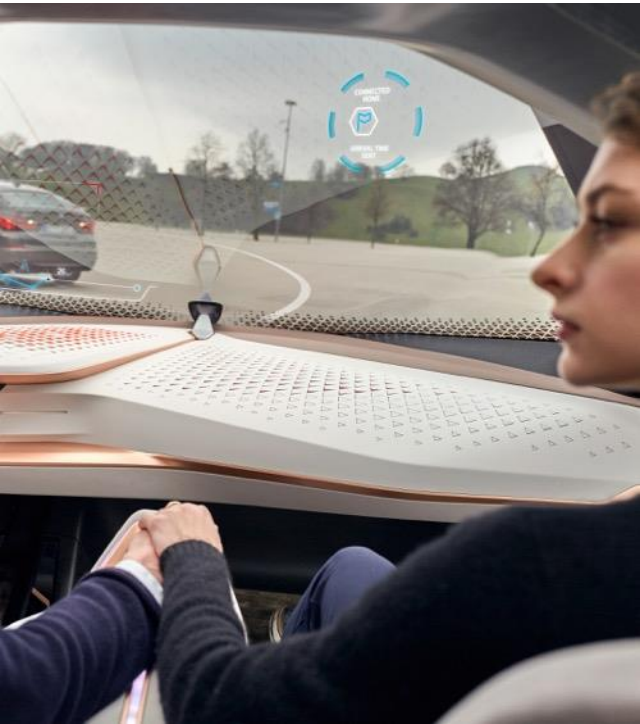
Accuracy of AI - **92%**

Accuracy of Pathologist - **96%**

Accuracy of AI + Pathologist - **99.5%**



Google and BMW: Using AI to aid humans



Google is now using AI combined with human reviewers to identify and remove controversial content across YouTube.



Working with AI: New categories of jobs

Sustainers

Automation ethicist, automation economist, machine relations manager.



Trainers

Customer-language tone and meaning trainer, smart-machine interaction modeller, worldview trainer.



Explainers

Context designers, transparency analyst, AI usefulness strategist.



Fjord suggests

01

Think collaboratively, not competitively

Let people do what they do best, and robots do what humans do worst. Start by considering which activities are most meaningful to people.

02

Design for interaction

Design machines to ask questions and clarify their instructions. Remember that their communication skills are less nuanced than ours.

03

Be transparent, be inclusive

Algorithmic transparency will be central to your brand values. Staff and customers alike must have an understanding of how decisions are being made.



In transparency we trust

Establishing trust and transparency has long been an issue in the digital world. With decentralized ownership and tight security, Blockchain has the potential to reinvent our conceptual model of trust.



ID2020: **A global ID system,** **powered by blockchain**



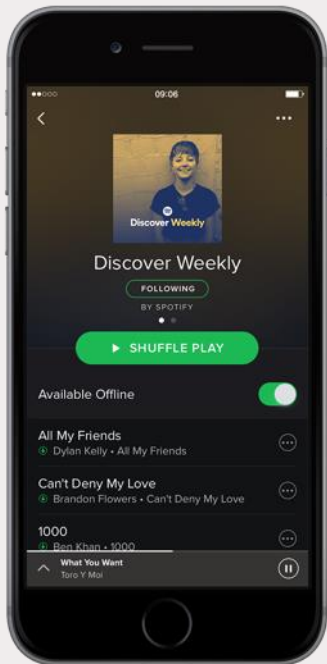
In September 2017, in blockchain investments was tipped to reach US\$3bn by the end of the year.

The price of bitcoin, now one of a number of digital currencies, jumped in value by 900% between January and November 2017



Spotify:

Media management through blockchain



Self-executing contracts represent a powerful example of a Living Service—a new generation of contextually-aware and indispensable services set to transform the way we live, through a combination of technologies delivering a new layer of connected intelligence.



FollowMyVote: Blockchain voting

FollowMyVote is a US-based blockchain venture, which is developing a service that will allow for secure, anonymous voting, monitored in real time.



followmyvote.com

2016
Parallel
Presidential
Election

Fjord suggests

01

Act now

Take understanding blockchain off the “too hard to do” list and educate yourself and your entire workforce about its potential.

02

Design for trust

Consider what next generation service you could create if a far deeper level of trust was demanded.

03

Open up for collaboration

Collaborate with trusted partners to maximize blockchain’s potential.



The **ethics** economy

Organizations have always engaged with public affairs to meet their narrow business needs. In 2017, they began taking a stance on wider issues of more general concern. As employees and customers now demand it, this will become commonplace.

Corporate diversity: Apple takes a stance



"People should have values... Companies are nothing more than a collection of people. So by extension, all companies should have values. As a CEO, I think one of your responsibilities is to decide what the values of your company are, and lead accordingly."
- Tim Cook



Tesla and IKEA:

Tesla donated batteries to Puerto Rico, IKEA is employing refugees as part of a global plan



Making unexpected moves to offer long-lasting, meaningful help for those who need it – this goes beyond the usual boundaries of CSR.



John Lewis: Retires “Boys” and “Girls” labels in children’s clothing



While being reactive was previously enough, customers and employees now expect brands to proactively represent their ideologies and bring their ethical beliefs to life across a broader canvas of issues and concerns.



Fjord suggests

01

Ethically self-audit

Look within, and understand your employees and customers. Find shared values and desires, and build on them regularly. Evaluate every decision for its human impact.

02

Define your personality and purpose

Make your ethical positions relevant and clear to your employees, and publicly model the behaviors you'd like to see in the world.

03

Shared ownership of goals

Co-generate ideas with your employees on things that matter at different levels. Define new success indicators to jointly assess how you're doing.

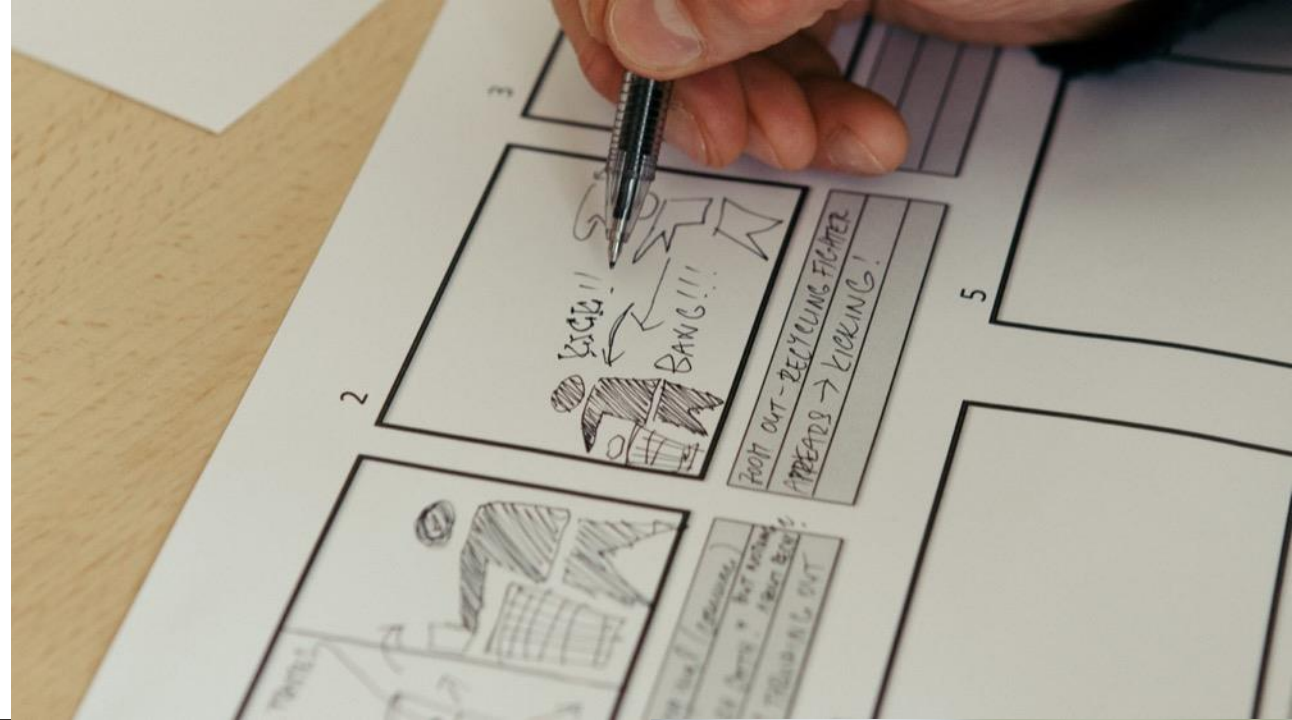
A person wearing an orange sweater is working on a silver laptop. The laptop has a red sticker that says "PIKA EXPRESS". Next to the laptop is a green notebook with "INSPIRATIONS AND IDEAS" written on it. A black pen is also visible. The background is a blurred outdoor setting. The text "Design outside the lines" is overlaid on the image.

Design outside the lines

As the discipline of design broadens its horizons, new challenges are arising. To continue making an impact, designers need to evolve how they work, learn, and differentiate themselves.

Forbes:

A survey found 39% of senior level executives have adopted the key precepts of design thinking



The proliferation of design thinking threatens a narrow focus on what design can, and should do. It tends to undervalue beauty, for example.



Monzo and Citymapper: Great design adds USP and personality



The “loveability” factor. Design craft makes products loveable, and elevates them to become truly compelling. Apple products are instantly recognizable inside and out—even without the logo.



IOT:

By 2020, 30% of web browsing will be done without a screen



Whether it's enabled by augmented reality, voice UI or machine learning, the process and output of design will be very different tomorrow from today. AI will eat some routine design tasks.



Fjord suggests

01

Give designers space to focus on craft

Up-weight emphasis on design craft to ensure your products are loveable and truly compelling.

02

Establish multi-disciplinary teams

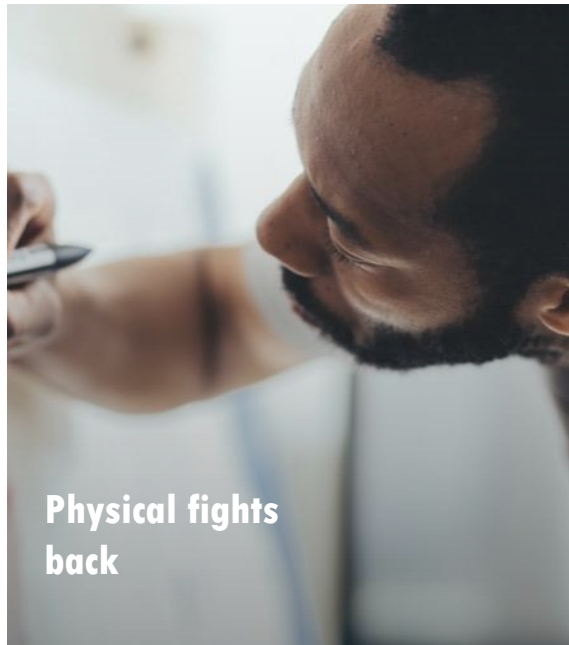
These teams need to be empowered to work with autonomy, bypassing bureaucratic barriers that often slow down progress.

03

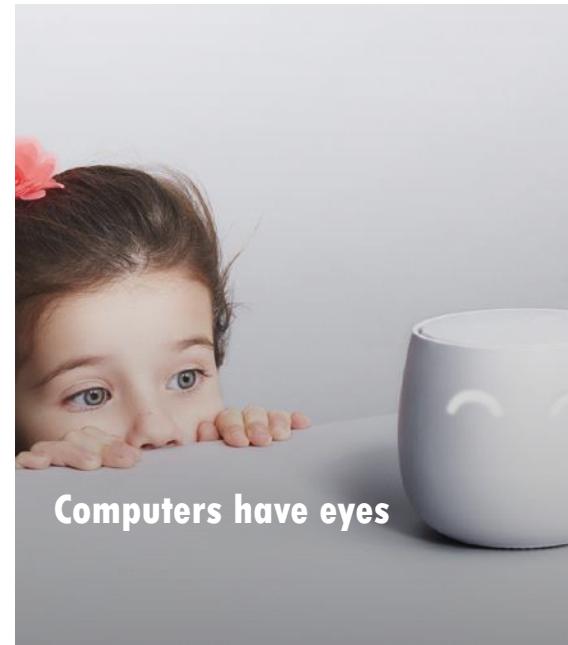
Designers: take responsibility for your craft

Design is changing. Become determined to remain constantly curious to discover—and keen to understand—new technologies and processes.

The 7



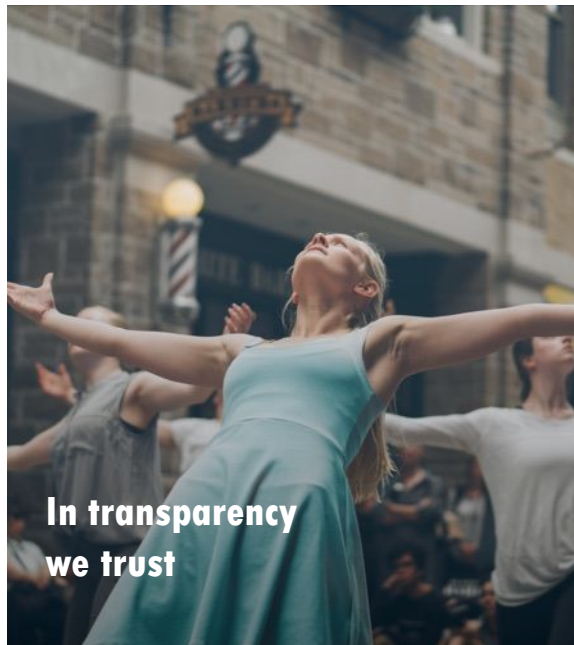
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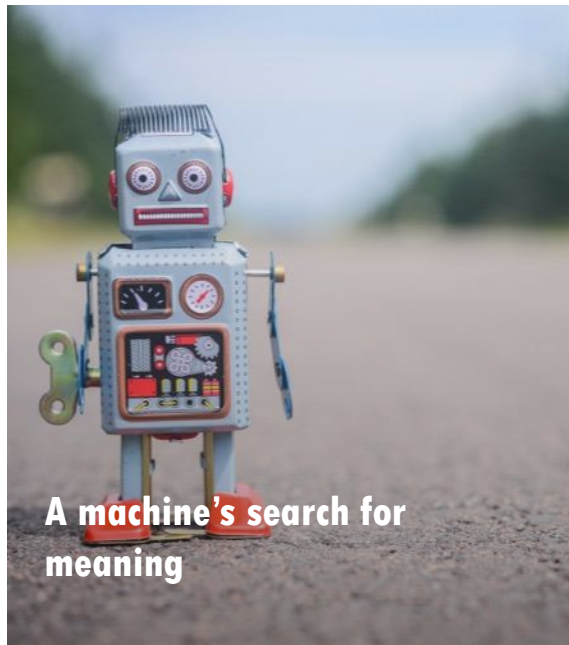
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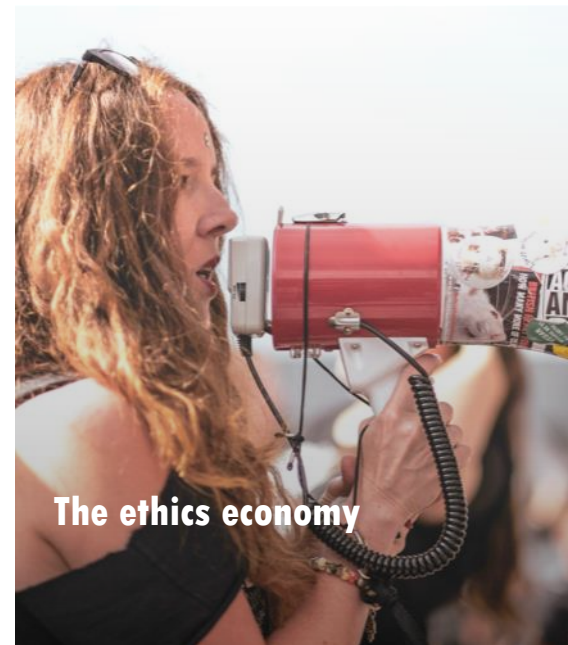
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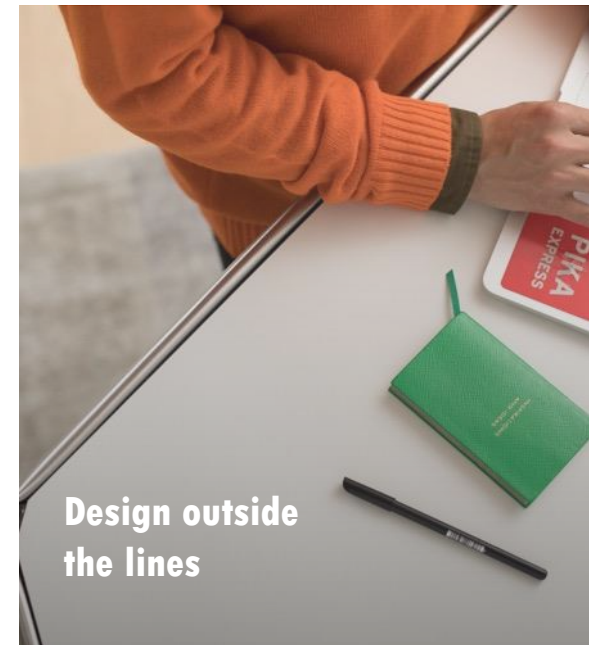
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Thank you

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