

C | INTERFACES OF TRANSITION TOOLKIT

As today's organizations adapt their processes and assumptions to the demands of networked platforms, we must also look beyond the current volatility to the post-platform scenarios emerging on the ten-year horizon. This toolkit is your guide to the SCENARIOS and STRATEGIES of tomorrow.

Across almost every sector, it's becoming clear that the age of platforms is upon us. The rise of companies like Amazon, Uber, Netflix, and Tencent has thrown incumbent industries into tumult as users and customers flock to the convenience, personalization, and low cost of highly networked and on-demand services. With a collective market cap of \$4.3 trillion dollars in 2015, the platform economy is still gaining speed, now knocking at the doors of finance, healthcare, and global logistics. Companies, institutions, and policy frameworks face immense pressure as they strain to adapt to these transformative innovations.

What will your organization pursue today to compete with the rising tide of networked platforms?

What happens when every organization has formed a robust network strategy?

Amidst this upheaval, there is reason to believe that what we are experiencing now is not the end state, but the active churn of a more substantial transition. As the traditional boundaries between industries continue to blur and dissolve, as global networks thrust us into deeper and less comfortable waters, as our markets and governments and communities flash warning signs across the globe, the questions are the same: Where are we going? Where is this transition taking us?

HOW TO USE THIS TOOLKIT

The Interfaces of Transition Toolkit offers both longer-term **scenarios** and near-term **strategies** that organizations of every size will need to contend with over the next ten years.

FOUR POST-PLATFORM **SCENARIOS** FOR THE NETWORKED FRONTIER:

Pocket Markets | Crypto Seas | Meme Hives | Metanarratives

Drawing on the metaphors of history's great transitions, the four post-platform scenarios offer a glimpse at what comes after today's narrow focus on individual platforms. These future-looking scenarios are designed to provoke longer-term thinking about the capabilities and affordances of a world ten years from now—where every organization and individual is highly networked and where active disruption begins to give way to more lasting assumptions. Though the details are sketchy and the premises tentative, these early illustrations represent a pioneer's guide to the explorations and experiments of the networked frontier.

These **scenarios** and their accompanying exercises **will help you generate** a new inventory of assets and capabilities for thriving and adapting in the coming decade.

FOUR PLATFORM **STRATEGIES** FOR THE NEXT DECADE:

Networked Integration | Extreme Personalization | Bottom-Up Collaboration | Real-Time Adaptation

To navigate the turbulent and ambiguous landscape of the coming decade, we must first recognize the key innovations and disruptions that are driving the rise of individual platforms today. For most companies and institutions, these capabilities represent the minimum requirements for competing in the highly networked global economy of the future.

These **strategies** will help you **train your organization** or sector for the global sprint towards a hyper-networked world.



POST-PLATFORM SCENARIO

POCKET MARKETS

The new saloons of the networked frontier

Over the next decade, the Internet of Things promises to integrate everything from our appliances to our clothes into the larger global network. As technology allows, many organizations will have the opportunity to turn every tangible point of contact—products, interfaces, and interactions—into on-demand digital hubs. These will be the interfaces for accessing pocket marketplaces of related products and services. Just as the saloons of the Old West provided food, lodging, work, and entertainment to early pioneers, the digital saloons of the next decade will come in the form of our home audio systems, wearables, and car dashboards, each offering a similarly broad menu of everything the networked world has to offer.

PLATFORM STRATEGY NETWORKED INTEGRATION

From single-function roles to connective hubs for distributed partnerships

As APIs make it trivially easy to integrate and embed third-party services into existing platforms, many companies that started with a single focus are becoming hubs for the broader lifestyles of their users.



linkedin.com/pulse

Prime Example: While WeChat began as a messaging app, it quickly expanded its offerings and is now a portal for users to do anything from pay their bills, book a doctor’s appointment, and even report an incident to the police.

EXERCISE - SETTING UP SHOP IN POCKET MARKETS

[**POCKET MARKETS:** interfaces for multiple complex services that can appear on any physical object you might carry with you or find in your environment]

ASSUMPTIONS: Highly connected Internet of Things, smart objects

DILEMMA: Scarcity of nothing except attention

As pocket markets proliferate across every interface that will support them, they're likely to commodify the very concept of marketplaces. Most people will be able to access their digital goods and services from anywhere they'd like. The hard part will not be delivering services, but getting people's attention at all.

INSIGHT-TO-ACTION QUESTIONS

1. What are your organization's points of connection? Where do you have people's active attention, even if for a moment? This could be through a product, interface, interaction, or conversation.

2. What else could you provide at these points? Assuming a world of ubiquitous connectivity and smart objects, what other services would be desirable at these points of connection?

3. What would others want to provide at these points? What do other companies and institutions offer that would be particularly valuable at these points of connection?

POST-PLATFORM SCENARIO

CRYPTO SEAS

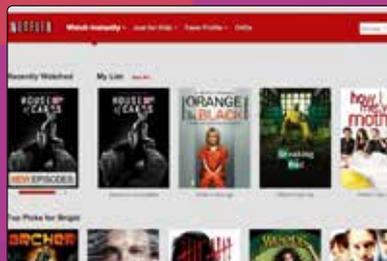
The new trade routes of the networked frontier

We know that personal data has real, tangible value and that the sharing of this data is essential for facilitating the kinds of contextual personalization coveted by both users and providers. We can surmise that negotiations around the ownership of that data are going to be drawn-out, contentious, and not easily settled. In the midterm, blockchain networks and smart contracts will empower individuals and organizations to leverage personal data across global networks without relying on traditional brokers to manage the ledger. At scale, everyone will have access to their own distributed hidden pools for storing, managing and trading their personal assets. These crypto seas promise many new trading opportunities for those who can find them.

PLATFORM STRATEGY **EXTREME PERSONALIZATION**

From “one size fits all” products and policies to highly granular customization

The combination of multi-sided platforms, high-resolution user data, and inexpensive fabrication technologies is empowering companies to tailor their products, services, and experiences to the individual preferences and unique contexts of their users.



becomingthefboss.com

Prime Example: Netflix provides its users on-demand access to their entire video library, with detailed recommendations based on past viewing history. No two Netflix dashboards look alike.

EXERCISE • DISCOVERING NEW TREASURE IN CRYPTO SEAS

[**CRYPTO SEAS: encrypted, semi-hidden networks driving alternative economies of wealth, influence, and information**]

ASSUMPTIONS: New identity assets, blockchain-like distributed ledgers

DILEMMA: Raised stakes for access and trust

As people rely on the crypto seas for managing their personal data, the opportunity to leverage that data to deeply personalize services and experiences will increase dramatically—but only for entities that people trust and for value propositions where the trade provides significant value.

INSIGHT-TO-ACTION QUESTIONS

1. What are your organization's service relationships? What services do you offer to your customers, workers, partners, and users? Think broadly to include non-obvious benefits, such as well-being and cultural services.

2. How could you deepen these relationships by enhancing and personalizing services according to individual preferences, needs, and contexts?

3. What data would you need from people to inform these personalizations? Does the personalization you're offering justify that trade? How much would you be willing to pay and in what form?



POST-PLATFORM SCENARIO

MEME HIVES

The new town squares of the networked frontier

The Internet has already demonstrated the latent power of the masses: Anonymous, hashtag campaigns, and crowd-powered platforms like Kickstarter are all byproducts of the crowd's ability to mobilize their collective efforts online for creation and destruction. Powered by memes and impossibly fickle, these hives will continue to hone their powers over the next decade, supercharging campaigns that resonate with authenticity and urgency—and forcefully rejecting self-serving messages and perceived opponents. As the decade continues, these digital town squares will become invaluable channels for continuously gauging the needs and perspectives of distributed communities of millions of people.

PLATFORM STRATEGY **BOTTOM-UP COLLABORATION**

From protected silos for producers and consumers to dynamic multi-sided markets

One of the platform economy's unique strengths stems from its ability to scale swiftly by engaging user audiences as both producers and consumers. Today's collaboration platforms have rocketed crowdfunding and sharing economy companies into mainstream awareness.



Prime Example: COWORKER.ORG provides a digital space for workers from many organizations to mobilize themselves for collective action through online petitions and social media.

EXERCISE - ENGAGING MEME HIVES AS SIGNAL GATHERERS

[**MEME HIVES: bottom-up networks of signal creation that mobilize large and diverse communities to action—or resistance to action**]

ASSUMPTIONS: Crowd-powered transparency, microworker-based workforce

DILEMMA: Cultural alignment in a post-institutional landscape

Anywhere people gather in the networked frontier, the logic of meme hives will prevail. In this emerging world, public relations can no longer be held as a periodic strategy, but will become an ongoing daily or even hourly negotiation. If people anywhere have an opinion about what you're doing, people everywhere will have more opportunity than ever to hear about it. As your networks of impact expand to include temporary microworkers, your ability to instill organizational culture and values into your workforce will become more difficult, even as the need to be aware of cultural impact increases.

INSIGHT-TO-ACTION QUESTIONS

1. Which communities do you impact? Which groups of people does your organization cross paths with and affect in some way? Think broadly.

2. What issues do these communities care about? How are you impacting them?

3. How could these communities provide continuous feedback to your organization? How could you proactively engage meme hives for ongoing insight into your impact in these areas?



POST-PLATFORM SCENARIO

METANARRATIVES

The new civilizations of the networked frontier

Throughout history, we can identify cultural forces and organizing principles that helped new cities and regions blossom into prosperous cultural centers. The Renaissance was funded by powerful families that favored art and classical knowledge. The Islamic Golden Age was coordinated by the Abbasid caliphate that encouraged the sharing and translation of information. Though it may seem far-off, there is a power vacuum of narrative authority looming on the horizon of the networked frontier. As we depend more on networked platforms to facilitate our personal and professional lives, what are the organizing principles that will govern the distributed global activity of billions of people?

PLATFORM STRATEGY **REAL-TIME ADAPTATION**

From centralized organizational structures to flexible, self-iterating metastructures

Today's organizations are beginning to model themselves after mobile operating systems—iterating regularly based on real-world feedback, adapting their structures and processes to the shifting demands of their environment, and extending their influence beyond the boundaries of traditional organizational niches.



support.apple.com

Prime Example: Apple's iOS provides a comprehensive cross-device operating system that updates itself regularly as it adapts to new user expectations.

EXERCISE - CRAFTING METANARRATIVES FOR A NEW GENERATION

[**METANARRATIVES:** the storylines, embedded in human consciousness and machine algorithms, that act as buffers and translators among the millions of individual expressions that make up any collective]

ASSUMPTIONS: Intelligent virtual assistants, algorithm-based decision making

DILEMMA: Coherent narratives in an incoherent world

In a world where competing platforms, intelligent virtual assistants, and powerful algorithms vie for our attention and influence, who will we trust to guide our online and offline pathways? Who or what will have the agency to create the metanarratives that shape our collective identities?

INSIGHT-TO-ACTION QUESTIONS

1. What personal metanarratives does your organization have the authority and ability to amplify? For example: finances, professional development, personal development, well-being, family and relationships, civic life, recreation.

2. How could your organization work across your points of contact, service relationships, and impacted communities to help people optimize their metanarratives to meet personal goals?

3. How would you optimize your personal metanarrative, given the chance?
What would you prioritize?
