Never Offline.
The Apple Watch is just the start. How wearable tech will change your life—like it or not.
The 2020 DIGITAL STRESS Test

STAY HÖME

- Key: 1x
- Lock: 1x
- Toilet Paper: 100x

✔️

❌
COVID-19 PANDEMIC

Four-legged robot at Bishan-Ang Mo Kio Park tells you to keep a distance

Processes at COVID-19 community care facilities under review after several health...
MAYBE IF I CLOSE MY EYES AND OPEN THEM AGAIN, EVERYTHING WILL COME BACK TO NORMAL!
We’re not going back to normal

WE REALLY DON’T KNOW.
SEISMIC SHOCKS
BIOLOGICAL SEismic SHock
ECOLOGICAL
SEISMIC SHOCK
China says it will cut its net carbon emissions to zero by 2060
SYSTEMIC SHIFTS
CONSUMER BEHAVIOR SHIFTS
BUSINESS MODEL SHIFTS
CAPACITY
RESOURCES
SHIFTS
KEEP CALM
IT'S
THE NEW BUSINESS AS USUAL
Google will keep employees working remotely until July 2021

Alphabet CEO Sundar Pichai emailed employees Monday to announce the plan

By Mimi Lynn | Jul 27, 2020, 3:41am EDT
Half Of Facebook’s Employees May Permanently Work From Home By 2030, Zuckerberg Says

TOPLINE: CEO Mark Zuckerberg anticipates that half of Facebook’s workforce will permanently work from home by 2030 as the company gradually shifts to allow for permanent remote work, Zuckerberg announced Thursday, signaling how the coronavirus pandemic is beginning to fundamentally change how we work.

Coronavirus: Twitter allows staff to work from home ‘forever’

Coronavirus pandemic
Best Time Ever To Get Braces!

Smile at the World Orthodontics

SmileAtTheWorld.com
WHO / WHAT
IDENTIFICATION

WHY
AUTHENTICATION

WHERE
LOCATION

CONTEXT
AGGREGATION
Intelligence is the ability to adapt to change.

Stephen Hawking
EVERYTHING IS CONNECTED
HYPER
CONNECTED
It is the BEST of TIMES,
It is the WORST of TIMES.
Zoom is worth more than the top seven airlines combined.

<table>
<thead>
<tr>
<th>Airline</th>
<th>Market Capitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoom Communications</td>
<td>$48.78B</td>
</tr>
<tr>
<td>Southwest</td>
<td>$14.04B</td>
</tr>
<tr>
<td>Delta</td>
<td>$12.30B</td>
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<tr>
<td>United</td>
<td>$5.87B</td>
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<tr>
<td>IAG</td>
<td>$4.11B</td>
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<tr>
<td>Lufthansa</td>
<td>$3.87B</td>
</tr>
<tr>
<td>American Airlines</td>
<td>$3.89B</td>
</tr>
<tr>
<td>Air France KLM Group</td>
<td>$2.14B</td>
</tr>
</tbody>
</table>

Total Airlines: $46.21B

Source: T horrible charts: as of May 13, 2020. Top airlines are selected based on their 2020 revenue. Concept inspired by Leonor Zubizarreta at Lighthouse Innovation Lab.

**Sunday 31 March 2019**

Number of airborne flights in ECAC: 2374

**Sunday 29 March 2020**

Number of airborne flights in ECAC: 278

8:00:00
Sell online with Shopify
Trusted by over 1,000,000 businesses worldwide

“The future we imagined for 2030 has been pulled forward to the present, with everything going digital by default.”

Tobias Lütke
CEO Shopify
WE REALLY DON’T KNOW.

THE RESET IS HERE
Gain/Benefit

Fragile (Harm by Tension)

Loss/Cost

Stress/Change

Break

Fragile
ROBUSTNESS = THE ABILITY TO KEEP OPERATING
RESILIENCE = THE CAPABILITY TO BOUNCE BACK
Prospering in the pandemic: the top 100 companies

The first in an FT series on corporate resilience in a year of human and economic devastation
Horse vs. Automobile

Before you discard your horse and buy an auto it is well to think of the cost. Figure how much you spend for harness and then think of what new tires amount to. Figure up what it takes to feed Dobbin in a year and then think of gasoline, repairs and storage charges. Dobbin is worth what you paid for him two years ago, where’s the man with an auto that can say the same? Come in and get a new harness instead of a new car and remember that Dobbin will take you through snow and mud as well as on good roads and that his carburetor is never out of order.

Ed. Klein

732 Massachusetts Street
REALLY KNOW YOUR CUSTOMER

ESSENTIAL

RELEVANT
PLATFORMS ARE LIKE MAGNETS

FEED the BEAST
What future are you building?
VACINE

- velocity
- innovation
- agility
- network
- creativity
- experimentation
If everything seems under control, you’re not going fast enough.

Mario Andretti
Lego is making 13,000 face visors a day to protect healthcare workers in Denmark on the front lines of the COVID-19 outbreak

Doctors and nurses fighting COVID-19 are in desperate need of safety equipment

The company has modified some of its molding machines so that they produce Personal Protective Equipment (PPE).
VACCINE WORLD

- velocity
- innovation
- agility
- network
- creativity
- experimentation
Disney Plus surpasses 50 million subscribers

Thanks to an international rollout in a number of countries
By John Beveridge | April 6, 2020, 5:18pm EDT

Disney Plus has surpassed 50 million subscribers — up more than 22 million since the last time Disney disclosed numbers two months ago.

Disney plans digital debut for ‘Mulan’

Move to bypass cinema premiere comes as media giant grapples with pandemic fallout

Walt Disney will sell Mulan online for $30 in September, dealing a blow to cinemas that were counting on the blockbuster film to lure people back to the movies.
Disney Stock Jumps After Announcing 100M Streaming Subscribers, ‘Mulan’ Early VOD Release on Disney Plus

By Todd Spangler

Disney says its ‘primary focus’ for entertainment is streaming — announces a major reorg

KEY POINTS

- Disney is restructuring its media and entertainment divisions.
- In order to further accelerate its direct-to-consumer strategy, the company will be centralizing its media businesses into a single organization that will be responsible for content distribution, ad sales and Disney.
- The change comes as the global coronavirus pandemic has crippled its theatrical business and ushered more customers toward its streaming options.
"IT TAKES A NETWORK TO FIGHT A NETWORK"
THE NETWORK ALWAYS WINS
PSYCHOLOGICAL SAFETY

“I never fail, I either win or learn”
- Nelson Mandela
Want to increase innovation? Lower the cost of failure.

Joichi Ito
So please ask yourself: What would I do if I weren't afraid? And then go do it.

– Sheryl Sandberg
LESSONS LEARNED
LESSONS
LEARNED

LESSONS
LEARNING
SCALABLE LEARNING
SCALABLE EFFICIENCY

WE REALLY DON’T KNOW.
TRUST IS A CONFIDENT RELATIONSHIP WITH THE UNKNOWN.
If you’re always trying to be normal, you will never know how amazing you can be.

- Maya Angelou