

# KNOW WHAT'S NEXT

Strategies for  
Transforming Your  
Business & Future

by **Daniel Burrus**  
CEO of Burrus Research

- ▶ 20 Game-Changing Technology Trends That Will Create Both Disruption and Opportunity on a Global Level
- ▶ 3 Keys Leaders Can Use to See The Future
- ▶ Leverage Technology to Increase Your Organization's Human Factor
- ▶ Use Hard Trends to Create Your Company's New Cash Cow
- ▶ How Smart Can Our Devices Get?
- ▶ Ultra-Intelligent Electronic Agents Will Shape the Future - Is Your Company Ready?
- ▶ Text Messaging Can Dramatically Improve Your Marketing Efforts
- ▶ The Growing Power of Women in Business
- ▶ Why Your Organization Needs an Adaptive Website
- ▶ 3D Printing Is Turning the Impossible Into the Possible



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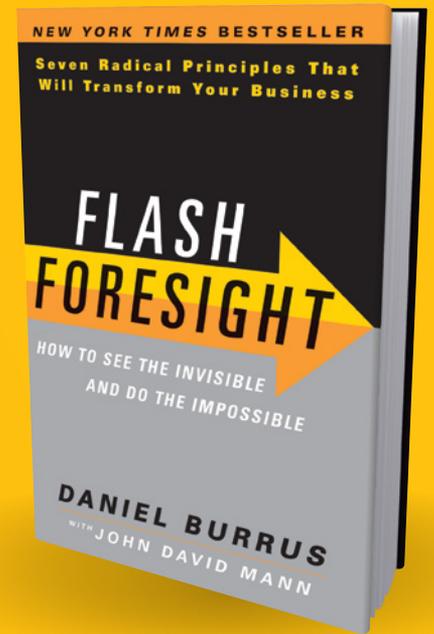
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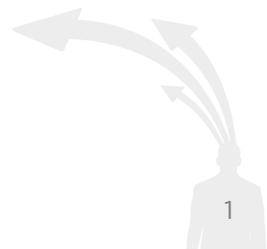
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# 20 GAME-CHANGING TECHNOLOGY TRENDS

## THAT WILL CREATE BOTH DISRUPTION AND OPPORTUNITY ON A GLOBAL LEVEL

by Daniel Burrus

**N**o matter what industry you're in, your company can't survive without technology. And these days, even non-technical employees know that technology goes way beyond desktop computers and networks. From smart phones and tablet computers to mobile apps and cloud-based technology, there's a plethora of technological advancements to not only keep track of, but also to profit from. To stay competitive, your organization needs to anticipate the most significant technology trends that are shaping your business and then develop innovative ways to use them to your advantage, both inside and outside of your organization. Remember, if it can be done, it will be done. If you don't use these technologies to create a competitive advantage, someone else will.

Over the next five short years, the following game-changing technologies will transform how we sell, market, communicate, collaborate, educate, train, innovate, and much more.

**1 RAPID GROWTH OF BIG DATA.** Big Data is a term used that describes the technologies and techniques used to capture and utilize the exponentially increasing streams of data with the goal of bringing enterprise-wide visibility and insights to make critical decisions rapidly. **High Speed Analytics** using advanced cloud services will increasingly be utilized as a complement to existing information management systems and programs to tame the massive data explosion. This new level of data integration and analytics will require many new skills and cross-functional buy-in in order to break down the many data and organizational silos that still exist. The rapid increase in data makes this a fast-growing hard trend that cannot be ignored.

- 2 CLOUD COMPUTING AND ADVANCED CLOUD SERVICES** will be increasingly embraced by businesses of all sizes, as this represents a major shift in how organizations obtain and maintain software, hardware, and computing capacity. As consumers, we first experienced public clouds (think about when you use Google or Apple's iCloud). Then we saw more private clouds and hybrid clouds from businesses such as Flextronics, Siemens, Accenture, and many others, all using the cloud to cut costs in human resources and sales management functions. This was only the beginning, as cloud services enable the rapid transformation of all business processes.
- 3 ON DEMAND SERVICES** will increasingly be offered to companies needing to rapidly deploy new services. **Hardware as a Service (HaaS)** joins **Software as a Service (SaaS)**, creating what some have called "IT as a service." All will grow rapidly for small as well as large companies, with many new players in a multitude of business process categories. These services will help companies cut costs as they provide access to powerful software programs and the latest technology without having the expense of a large IT staff and time-consuming, expensive upgrades. As a result, IT departments in all industries will be increasingly freed to focus on enabling business process transformation, which will allow organizations to maximize their return on their technology investments.
- 4 VIRTUALIZATION OF STORAGE, DESKTOPS, APPLICATIONS, AND NETWORKING** will see continued acceptance and growth by both large and small businesses as virtualization security improves. We will continue to see the virtualization

of processing power, allowing mobile devices to access supercomputer capabilities and apply them to processes such as purchasing and logistics, to name a few.

- 5 **CONSUMERIZATION OF IT** increases as consumers become the driving source for innovation and technology, which is fueled by rapid advances in processing power, storage, and bandwidth. Smart companies have recognized that this is a hard trend that will continue and have stopped fighting consumerization. Instead, they are turning it into a competitive advantage by consumerizing their applications, such as recommending safe and secure third-party hardware and apps. Encouraging employees to share productivity enhancing consumer technology will become a wise strategy.
- 6 **GAMIFICATION OF TRAINING AND EDUCATION** will fuel a fast-moving hard trend of using advanced simulations and skill-based learning systems that are self-diagnostic, interactive, game-like, and competitive, all focused on giving the user an immersive experience thanks to a photo-realistic 3D interface. Some will develop software using these gaming techniques to work on existing hardware systems, such as the Xbox and PlayStation. A social component that includes sharing will drive success.
- 7 **SOCIAL BUSINESS** takes on a new level of urgency as organizations shift from an Information Age “informing” model to a Communication Age “communicating and engaging” model. **Social Software** for business will reach a new level of adoption with applications to enhance relationships, collaboration, networking, social validation, and more. **Social Search** will increasingly be used by marketers and researchers, not to mention Wall Street, to tap into millions of daily tweets and Facebook conversations, providing real-time analysis of many key consumer metrics.
- 8 **SMART PHONES & TABLETS BECOME OUR PRIMARY PERSONAL COMPUTERS**, and the **Mobile Web** becomes a must-have capability. An **Enterprise Mobility Strategy Becomes Mandatory** for organizations of all sizes, as mobile data, mobile media, mobile sales, mobile marketing, mobile commerce, mobile finance, mobile payments, mobile health, and many more explode. The vast majority of mobile phones sold globally will have a browser, making the smart phone our primary computer that is with us 24/7 and signaling a profound shift in global computing. This new level of mobility will allow businesses of all sizes to transform how they market, sell, communicate, collaborate, educate, train, and innovate using mobility.
- 9 **3D PRINTING (ADDITIVE MANUFACTURING)** represents a revolutionary type of manufacturing where 3D printers build things by depositing material, typically plastic or metal, layer by layer until the final product is finished. Originally designed to print prototypes, they are increasingly being used to print final products such as jewelry, iPhone cases, shoes, car dashboards, parts for jet engines, prosthetic limbs, and much more. It allows companies to manufacture quickly, locally, and with far fewer costs.
- 10 **INTELLIGENT ELECTRONIC AGENTS** using natural language voice commands were launched with Apple’s Siri, which was rapidly followed by Android, Microsoft, and others all offering what will become a mobile electronic concierge on your smart devices including your phone, tablet, and television. Soon retailers will have a Siri-like sales assistant, and maintenance workers will have a Siri-like assistant. The possibilities are endless.
- 11 **DIGITAL IDENTITY MANAGEMENT** will become increasingly important to both organizations and individuals as new software allows users to better manage their multiple identities across business and personal networks. **Next Generation Biometrics** integrated into your smart phone and tablet will play a key role in both identity management and security.
- 12 **VISUAL COMMUNICATIONS** takes video conferencing to a new level with programs such as SKYPE, FaceTime, and others, giving us video communication on phones, tablets, and home televisions. Visual Communications will be integrated with current video-conferencing systems, fueling this as a main relationship-building tool for businesses of all sizes.
- 13 **ENHANCED LOCATION AWARENESS** will accelerate the number of business-to-consumer apps for smart phones and tablets that will take geo-social marketing and sales to a new level of creative application, driving rapid growth. In addition, **Geo-Spatial Visualization** combines geographic information systems (GIS) with location-aware data, RFID (radio frequency identification), and other location-aware sensors (including the current location of users from the use of their mobile

devices) to create new insights and competitive advantage. Early enterprise applications include logistics and supply chain, to name a few.

- 14 MOBILE BANKING** using smart phones as an eWallet is already common in a few countries and will finally take off on a larger scale thanks to an increasing number of phones with **Near Field Communications (NFC)** chips. More importantly, banks and credit card companies are already starting to see non-bank competitors jump in to the mobile payment race, including Google Wallet and Apple's iOS 6 Passbook, for example.
- 15 SMART TV USING APPS** will get a major boost in the marketplace, fueling a significant shift in home viewing. Ever wonder how you could have over 500 cable or satellite channels and nothing to watch? You didn't have apps on your TV allowing you to personalize the experience. This is the beginning of a major shift that will take place in living rooms globally. Look for Apple to introduce the iTV (living room-size iPad).
- 16 MULTIPLE APP STORES** for all smart phone, tablet, and television operating systems (Android, Blackberry, Windows, and others) will grow rapidly, creating an abundant distribution and sales ecosystem for all. In addition, there will be an increasing focus on **Business App Stores** within companies using apps for sales support, maintenance, purchasing, logistics, and much more. This will cement the revolution versus evolution that apps software represents.
- 17 3D DISPLAYS FOR SMART PHONES AND TABLETS** will be the breakthrough that will drive wide-scale consumer acceptance of 3D computing. This trend has already started with hand-held gaming systems and, thanks to the need to visualize ever-increasing amounts of rich data, we will see 3D data simulations for the enterprise grow rapidly, starting with the military and then to medicine, fashion, architecture, and entertainment, to name a few.
- 18 EBOOKS, ENEWSPAPERS, EMAGAZINES AND INTERACTIVE MULTIMEDIA ETEXTBOOKS** pass the Tipping Point due to the abundance of smart phones and tablets that provide a full-color experience, and publishers providing apps that give a better-than-paper experience by including cut, copy, paste, print, and multimedia capabilities. Interactive eTextbooks will finally take off, thanks to easy-to-

use software such as Apple's iBook Author and other competing tools, freeing new publishers to create compelling and engaging content, and freeing students from a static, expensive, and literally heavy experience.

- 19 ADVANCED AUTOMATION AND ROBOTICS** will take a giant leap forward after decades of promise but slow growth, thanks to exponential advances in processing power, storage, and bandwidth. Also, with advancements in sensors, artificial intelligence, and Siri-like voice communications, robots will work with humans in new and productive ways.
- 20 MACHINE-TO-MACHINE COMMUNICATIONS** using chips, micro sensors, and both wired and wireless networks will create a rapidly growing "Internet of things" sharing real-time data, performing diagnostics, and making virtual repairs all without human intervention. By 2020, there will be well over a billion machines talking to each other, performing tasks, and making decisions based on predefined guidelines using artificial intelligence.

## SPOT YOUR OWN HARD TRENDS

Are these the only game-changing technology-driven trends to be aware of? Of course not. As we all know from past experience, technology is always evolving, with new trends emerging and new products appearing every day. That's why smart organizations stay ahead of the trends by anticipating them, adapting them to their unique environment before the competition does, and ultimately enabling the organization to profit from them. The more you're able to do that, the sooner your organizations will reach the next level of success.



# 3 KEYS

## LEADERS CAN USE TO SEE THE FUTURE

by Daniel Burrus

**W**e're all aware that there are timeless leadership principles that have been true since the dawn of time and that will continue to be valid in tomorrow's business environment. Things like integrity, honesty, and personal responsibility immediately come to mind. While those are all vital traits, they're not the leadership traits I'm addressing right now.

In today's world of technology-driven transformation, leaders need to embrace a new leadership principle if they want their organizations to be relevant today and in the future.

In the recent past, leaders have focused on *agility*—being able to change quickly based on external circumstances because change from the outside-in has been coming at an ever-increasing speed, and it's only getting faster. Many of these types of changes are driven by technology, but also by our customers, because technology is influencing our customers and changing the way they interact with us.

We also have increasing transparency, meaning your customers and prospects have access to complaints, as well as accolades, through social media and other new forms of communication. All of these changes, which are coming from the outside-in and force agility, cause leaders to react, manage crises, and put out fires on a daily basis.

Knowing this, it's evident that simply being agile no longer works. Instead, today's leaders need to be *anticipatory*.

When you're anticipatory, you're creating changes and driving disruption from the inside-out rather than being disrupted from the outside-in. Disruption is the disruptive technology that changes our world on us and keeps many leaders up at night. Chances are you've often asked, "What new technology will disrupt my path to market?"

or "What new technology will change how my customers behave?" For many leaders, disruption is a familiar foe.

But realize that disruptive technology is only disruptive if you didn't know about it ahead of time. And when you're anticipatory, you can not only see and accurately anticipate those disruptive technologies, but you can also use them to create new revenue streams, new products, new services, and new markets. That's when you drive growth and change from the inside-out so that others have to react to you instead of you reacting to what others are doing. In this scenario, disruption is your friend.

So the question is, how do you become more anticipatory?

### **First, you have to make the future more visible.**

Ask yourself, "In these times of unprecedented change and uncertainty, what am I certain about?" If you look closely, you'll see there are two types of change you routinely deal with, and both are fully predictable. The first is cyclical change. There are over three hundred known cycles that allow anyone to anticipate the future. For example, home values, the stock market, imports, and exports will continually ebb and flow. Those all represent cyclical changes that are in many ways easier to deal with, provided you know historically how long the cycle will last.

Sometimes, though, changes are linear. For example, someone gets an iPod and starts listening to music on that device rather than buying CDs. That person now has all her music with her at all times. That's a linear change because she's not going back to music on CDs. Other examples of linear change include globalization, the acceleration of computer processing speed, and an increase in the world's population. Linear changes, even small ones, can

have devastating effects on a business. What linear marketplace changes are on your organization's radar? Identify them so you can anticipate them.

**Next, identify the Hard Trends**—the trends that *will* happen—and ask yourself, “What are the disruptions on the horizon?” How we do our supply chain, purchasing, logistics, and many more functions are being transformed by technologies such as the cloud and virtualization. It's creating disruption/opportunity. You can either sit back and wait until the disruption hits—take a “wait-and-see” approach—or you can get active, what I call being preactive, and take positive action based on future known events.

For example, if you were a cable television company, you would have to look at IPTV—Internet Protocol Television—and ask yourself, “How are young people watching TV today?” You'd see they're using tablets like iPads or using smartphones like iPhones and Androids to watch television, such as YouTube, Hulu, and Netflix, to name a few. Many of them aren't watching cable TV anymore, even though some cable channels like Time Warner have created apps recently. Most cable companies are not embracing this revolution as a new profit center, even though it is already disrupting and will continue to disrupt at an ever-increasing pace.

**Finally, look outside your industry for the solutions you need.** You're probably reading a lot of information

every day about the industry you're in. You're also likely a member of multiple industry associations, and as a leader, you probably play a leadership role in some of them. However, by being so immersed in your industry, you may be missing what's going on outside your industry. Therefore, look outside your industry and see where others have been innovating. Find out what changes they've made, technologies they've developed or adapted, and then modify those to your situation. Learn from their mistakes so you don't have to make them. That's how you proactively approach the disruptions you know are coming.

So while we all know the timeless traits of leadership, there's no competitive advantage in being just like everyone else. That's why being anticipatory is so important. What do you see that's about to happen, and how can you use that to your advantage? Instead of getting stopped by things you don't know, it's time to anticipate what's coming so it doesn't disrupt you.

No matter who you are or what you do, you can anticipate. Therefore, don't wait for your future to unfold randomly, only to end up in a place you don't want to be. Instead, identify the certainties that await you, pinpoint the looming disruptions, and go outside your industry to devise tomorrow's solutions today. Look at what you can do rather than what you can't, and you'll emerge as a timeless leader who always succeeds.

“Daniel is one of the best speakers we have hired to date. He is energetic and keeps the audience engaged from start to finish. He has spoken to two different C-level audiences for us and both times has gotten rave reviews, which is not easy with this audience level. I would not hesitate to hire him in the future.”

—SANDY PIZZARUSSO, **DIRECTOR, OPEN SOLUTIONS**





# LEVERAGING TECHNOLOGY

## TO INCREASE YOUR ORGANIZATION'S HUMAN FACTOR

by Daniel Burrus

**W**e live in an amazing era of technology-driven transformation that's redefining how we sell, market, communicate, collaborate, innovate, train, and educate—all in an amazingly short period of time. With that said, though, we don't want to lose sight of the fact that the future is a human future. And when it comes to humans, it's all about relationships and trust. If you don't have trust, you don't have a good relationship.

But trust isn't something you give and receive freely. Trust is earned through key values, such as honesty, integrity, and delivering on promises. These types of values are true in every country and every culture all over the world.

Today we're more connected to others than ever before, thanks to the mobile Internet being on our phones. In fact, right now 2.5 billion people are connected to the Internet. At any one time, 30% of the world population is going online. And over 70% of the phones sold last year were smart phones, meaning that people have television, radio, and Internet access in the palm of their hand.

Despite all this technology, the human factor is more important for business success than ever before. For example, I know companies that have had breakthrough technology over the years and were using the latest equipment, yet they failed because they neglected the human factor of doing business. I've also seen companies using older technology, what we might call "legacy technology," and they beat out their competitors because of their focus on the human factor.

So the question is, "Can you leverage today's technology to increase the human factor?" The answer is yes! And if you're in human resources or in charge of training employees, you are now in a position to not only transform your career, but also

transform your organization because of the positive impact technology can have on the human factor.

Earlier I mentioned that we're transforming how we sell, market, communicate, collaborate, innovate, train, and educate over a short period of time. All those processes involve people. Without people, none of those things happen.

Let's look at education and training specifically, which are things that cost money but are essential for companies to do, especially in a time of rapid change and transformation. I recently had an executive ask, "What if I spend a lot of money educating and training my people and they leave?" My response was, "What if you don't, and they stay?"

The point is that you want your people to feel that they're working for a company that's vibrant and thriving. A strong human factor helps you create that mindset. You also want employees to feel that when they go to work, they're going into a time machine to the future. Technology helps you create that. And when the two work in conjunction—when you use technology to increase the human factor—that's when you have an engaged workforce that excels.

Following are some leveraging technologies that will enable HR and training departments to build the human factor in their organizations.

### Just-in-Time Training

Over the next two years, we will be transforming how we educate and train people using mobile devices such as smart phones and tablets. All trainers know that the best way to learn something is by doing it. That's what just-in-time training enables people to do. Rather than sit in a classroom and learn, people learn in real-time.

Since most employees have a multimedia computer with them at all times (their phone or tablet), if they have a question or need assistance, they can simply touch an icon on their device's screen and be connected to a live trainer who can help. If the trainer needs to see something to give assistance, the employee can aim the device's built-in camera to the problem so the trainer can see it. When used in conjunction with classroom-based training, this approach would cut training costs tremendously.

## Gameification of Training

With today's technology we can deliver advanced simulations on not only mobile devices, but also on today's gaming systems. For example, an Xbox 360 is a perfect tool to deliver three-dimensional photo-realistic advanced simulations to train workers—all while making it fun and game-like. I've identified five core elements of gameification that, when applied together, can dramatically accelerate learning. They are to make the training **self-diagnostic** (so it can know each person's skill level and progress accordingly), **interactive** (where people actually do something as opposed to sitting and watching), **immersive** (using interspatial 3D where you go into scenarios versus having things pop out at you), **competitive** (the adrenaline rush keeps people engaged), and **focused** (which is a byproduct of the other four elements).

## Social Learning

In the past, executives would decide what people needed to learn and then find someone to teach it to them. Today, learning is going social. By leveraging social learning, companies are empowering their employees to share their best practices and best ideas with each other, using tools like their own computer video system. And thanks to YouTube, companies don't need high production and high expense on educational videos. With social learning, we can get our own employees to be both teachers and students, sharing with each other, because socializing is all about sharing.

## Visual Communications

Visual communications is very different from video conferencing. Video conferencing requires expensive equipment and is usually something only seen in mid- and large-sized organizations. And those systems are always booked by the executives. Visual communications

is using free tools like Skype. The only equipment you need is a laptop, tablet, or smart phone to hear and see the person or people you're talking to. When you can see the person you're talking to, you can adjust your communications to them in real time based on their facial expressions and body language. Plus, if the kids are using visual communications when they play their Xbox games, shouldn't we be doing it with our employees when we want to communicate at higher levels?

## Personalized Training

Training used to be all about customization. Today, it's about personalization. For example, if you and I both have iPhones and we both choose AT&T as our phone service provider, I know for a fact that my iPhone is completely different than yours. Why? Because we've both personalized our phones with specific apps that are most useful for us. So in essence, we've each created a "my phone." Similarly, we're now starting to see not just customized education, but personalized education for the user, based on both achievement and menu of options that are determined by the user's needs.

# MAKE THE HUMAN FACTOR YOUR NEW PRIORITY

All these factors are transforming training and education, and they are raising the bar on the human factor in organizations. Remember, in times of rapid technological transformation, it's the human factor that will win the race, not the technical factor. So you can either be passively transformed, letting all of these technologies sweep down upon you and change your world, or you can actively be the transformer and use these tools to add value to your organization and increase the human factor. Which option will you choose?



# USE HARD TRENDS

## TO CREATE YOUR COMPANY'S NEW CASH COW

by Daniel Burrus

Most companies begin with a flash of foresight that leads to an innovation. They come out with a new product or service that satisfies an unmet need, or better yet, a need that customers can't live without, and then focus on growing their "cash cow." Of course, a cash cow is a company's major source of money. They then "milk" the cash cow for all it's worth. If they're smart, they create some additional cash cows, but that isn't always the case.

We saw much of this scenario play out with Google, a company that was founded with a strong focus on innovation. Their initial cash cow was built on a new way to bring in advertising dollars around search. And one of the great things that Google did was to keep the pipeline of innovation going by encouraging the Google engineers to spend 20% of their time coming up with new ideas. They even provided resources for the engineers to be creative. The result? It yielded lots of great stuff from Google, including Gmail, Chrome, and many other advances.

### Falling Behind Can Happen Fast When You Focus on Your Competition

Predictably, based on hard trends, we can see that the main computer people use has been shifting from a laptop/desktop to a smart phone or tablet. And even though that shift started happening just a few short years ago with Apple's launch of the iPhone, the reality is that it was very predictable. For example, increasing and predictable advances in processing power, storage, and bandwidth have been in play for many decades.

So what did Google do when Apple changed the game by launching the iPhone? They reacted by innovating, and copying to a degree, and came out with the Android

operating system that could work on a variety of manufacturers' smart phones. Unfortunately, Google didn't create a game-changing innovation as Apple did; it was instead playing Apple's game, and that's never a good place to be for a company that wants to lead.

At the same time there was another predictable hard trend, social media, that was not being addressed by Google's innovation engine, and that gave Facebook time to rapidly become a giant in that market. And this was where it looks like some bigger mistakes started to occur, mistakes that many companies that have a great cash cow make. Google shifted their focus from "innovation" to "beating the competition."

One of the problems of focusing on the competition is that you end up competing with them. In contrast, when you focus on innovation, you become the competition. That's a big difference.

Realize that when you try to copy someone, you can never really catch up, because the leader is constantly innovating. Unless you manage to jump ahead in a big way, you're always behind. And that's what happened when Google released Google+, their counter to Facebook. It's very good, but there is too much copying and trying to catch up with Facebook and not enough game-changing innovation.

Unfortunately, the company was so focused on winning the social media game that all of the engineers were told to put their innovation around social media. In other words, they were told to spend 20% of their time focused on innovation, so long as that innovation was aimed at social media. This mandate, of course, diluted its innovation engine. A better approach would have been to jump ahead—to use hard trends to look where social media is going and innovate there to create a new bouncing baby cash cow.

## Using Hard Trends to Jump Ahead

Where are the Web and social media going? Well, it started with search, what has been called Web 1.0. Of course, Yahoo started that long before Google, giving us access to information. Then Web 2.0 came along with the key focus being content sharing and social media.

Back in 1993, I wrote about this shift in my book *Technotrends*, and I said that when our devices (phones and computers) become true communication age devices, so that we can use them for informing and communicating (think smart phone), then we'd have another major revolution. And, of course, that's exactly what Apple helped to spur when they released the iPhone and gave us a true communication/information age device. Apple combined the information age and communication age.

What's next? If you use the predictability of hard trends to look ahead, which is what I'd like Google to do, you'll see that we're embarking on Web 3.0, which is all about immersion. It's the 3D experience. But I'm not talking about 3D as we've known it for years, where you have to put on special glasses. That's too cumbersome.

I'm talking about using our primary personal computers—our tablets and smart phones—and having a fully-immersed 3D experience where you go into environments (think X-Box gaming), as well as having things stick out at you, like when you wear the 3D glasses. As it turns out, you can have that experience on some hand-held gaming devices right now, without having to wear glasses.

So let's turn this around to Google. What innovation is waiting for the company to seize? How about a 3D Web browser? That would be a game-changing innovation. That could create a platform for a big new cash cow!

Why? Because Web pages right now are like a flat piece of paper, except they have a hyperlink and perhaps an embedded video. So we can watch a video, but it's a flat video—it's not 3D. But what if we had a 3D browser and didn't just look at a Web page, but actually went into it and experienced it? Now that changes the game.

Let's then look ahead even more. After Web 3.0 is Web

4.0, which is all about intelligence—the personal assistant. Apple has already started this with Siri, where you can talk to your smart phone and your intelligent agent tells you the answers. And, of course, Siri will get smarter every year.

Could Google have done what Apple did before Apple? Yes. In fact, Google already had the ability to do so with their Google search App. In fact, most iPhone users already loved it, where you could type or say, “Where is a restaurant in Del Mar, California?” and then Google would send you to a Website. Imagine if Google had added the Siri capability of responding to you in voice before Apple. It would have helped Google jump ahead rather than once again copy Apple.

The point is that Apple used the predictability of hard trends to innovate outside of their core. Because Apple was focused not just on one thing—not just on computers or smart phones or tablets—but rather on innovation, they were able to jump ahead. Apple was not focusing on what the competition was doing. They were looking in front of the company rather than at what everyone else was doing.

By the way, Google did come out with their e-personal assistant shortly after Siri was launched. Agility, the ability to react quickly is good, but it keeps you behind, playing the catch-up game, and that's a hard game to win..

## Crank Up the Innovation Engine Using Hard Trends

What I'd like to see Google and all companies do is to get back on the innovation bandwagon. Yes, social is big and will continue to grow, but there are far more numerous ways to create game-changing innovations than that.

So here's the moral to all this: Don't just milk your cash cow. True success comes when you focus on innovating versus imitating, anticipating versus reacting. So use the hard trends to create some new bouncing baby cash cows. We're in a new world of technology-driven transformational change. The playing field has been leveled, and the game is changing fast. It's time to stop playing the old game, or someone else's game, and start defining the new one.

READ DANIEL'S TOP TWENTY TECHNOLOGY-DRIVEN TRENDS FOR 2013

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# HOW SMART

## CAN OUR DEVICES GET?

by Daniel Burrus

From phones to cars to bridges, technology is getting smarter every day. Just how smart? Here are a few examples to consider:

- ▶ **Kraft Foods is working with Intel to develop a smart vending machine that can market specific products by demographic group. Basically, the vending machine uses a camera that's mounted in the machine to record who is using the machine. Then, based on the image it captures, the vending machine determines the person's age and gender, and offers free samples to people within certain demographics.**

In other words, you may be at the vending machine purchasing a candy bar or some potato chips. Because the vending machine has taken your photo, it knows your age and gender and will give you a specific marketing message. It would then offer you a code that you use from your smart phone to claim a free sample of a particular product. The sample would then be mailed to your home.

- ▶ **A number of years ago, I was working with Accenture. The company was experimenting with an innovative device I haven't seen used publicly yet, but I'm sure we will soon.**

Accenture's device was a mirror that could be placed in large public places where people gather, such as a shopping mall or airport. People look in the mirror and see a reflection of themselves. They then answer some questions, such as, "Do you smoke? If yes, how much?" "Do you drink? If yes, how many?" "Do you exercise? If yes, how often?" After answering several questions, your image morphs into what you might look like in 10 to 15 years, based on your answers.

Finally, the machine suggests back to you, "What if you quit smoking?" and then it displays the impact that one

lifestyle choice would make on your future appearance. Or, what if you increased your exercise? Or, what if you improved your diet? Suddenly, wrinkles are gone and fat disappears based on the alternate scenarios. The goal is to show people the impact of their behavior on their future, because we don't often see that. With this tool, we can.

While both these technologies are in the experimental phase, you can see how they can easily turn into marketing tools. In the first example, you are getting marketed to by a vending machine—and it's all driven by a smart machine using facial recognition software to know which products to promote to you. In the second example, you have an intelligent machine giving you lifestyle suggestions based on your future. And of course, it would market appropriate products to you, such as weight loss aids or stop smoking products, based on your challenges and what you want to change in your future. In the near future, intelligence will be everywhere.

### Predictive Intelligence

Another example of smart technology is your phone. Today's smart phones are getting smarter, thanks to the algorithms being developed in the background, which are essentially analyzing everything you do. To show how smart the phone can be, the University of Birmingham did an experiment using data collected from individuals' smart phones and those of the individuals' friends to predict a person's future whereabouts.

For example, suppose you and a friend get together every Thursday after work. It's in your calendar every week. Also suppose that on Monday of this week, your friend does some general searches for

restaurants in your area. The phone puts two and two together and predicts that on Thursday, you and your friend will be at a certain restaurant.

Sound farfetched? It's not. The University's study found that, on average, researchers were able to predict within a 20-meter radius where any given person in the study would be 24 hours later. In other words, they pinpointed a person's future location... and their accuracy was within 20 meters. Given that one meter is about three feet, 20 meters is not far off.

Currently, Android's new phone system has a predictive analysis system in place called Google Now, which aims at predicting what you'll need and then getting it before you even know you need it, all based on your interests and habits.

How is this possible? Well, we're using our smart phones to surf and to do our Google searches. All those searches are tied to our GPS, which is our location. And, increasingly, we're using social media on our phones, which are also collecting data. So the phone knows where we are, what we're doing, and what our interests are at all times.

When you combine all of those things, it's easy to see that more companies will be doing predictive analysis of what individuals are going to buy, what they're going to do, and where they're going to be. This definitely impacts marketing tremendously.

## Who's Making Your Decisions?

Years ago, I told members of the Direct Marketing Association that junk mail was good mail that went to the wrong person. It was true to them back then, and it's true for all marketers today.

In other words, if I'm interested in sailboats and you send me something about snowmobiles, you've just sent me junk mail. But if I'm interested in snowmobiles and you send me something about snowmobiles, you've just sent me something valuable because your message is in my interest zone. It's no longer junk mail.

In terms of predictive analysis, if I'm on my smart phone and doing searches about a specific snowmobile in a certain price range, and if I see an ad for a snowmobile that matches my search criteria, that ad is even more germane to what I am interested in. I'd probably even click on it.

These intelligent ads that match a person's search patterns occur because of cookies. Remember, cookies are the little bits of code that identify your device online. Companies are accessing your browsing habits, which are stored in those cookies, from the highest traffic websites (such as Google, Twitter, etc.). When you register to use those sites, the sites know who you are, where you are, and what you're doing. Your registration converts you from being an anonymous Web surfer to a specific person using that site.

Now that they know who you are, they can also access publicly-available information about you, such as your address, your age, your employer, etc. They can even take a look at your hobbies based on what you've been doing online and where you've been going with your searches.

Using all of this information, they can direct much more targeted ads to you. So instead of seeing a generalized ad as you often do on television, you'd see an electronic ad that's very targeted and specific based on your interests and your online search history.

When will this sort of targeting start happening? It already is. So the next time you see an ad online and feel that it really resonates with you, realize that it does so for a reason. It was created specifically for you.

Now, this brings up an interesting question: Who is really deciding our actions?

Predictive analysis suggests that a smart device is using past information to determine what a future action will be. That's fine. But maybe you weren't going to do or buy what your phone suggested. Maybe the phone simply made such a good prediction (suggestion) that you decided to actually do it. In other words, maybe the phone is not predicting, but rather, determining what you'll do through the power of intelligent suggestion.

We'll see this area develop and this concern play out over the coming months and years. For now, take the time to think about why you do things and the actions you take. If you don't, someone else may do the thinking for you.

## Stay Smart

The message is clear: Today's smart devices are just the tip of the iceberg. Current smart devices will only get smarter, and technology that is currently "dumb" will develop intelligence quickly. This intelligence will change not only how companies market to consumers, but also how we live, work, and play in this age of technological transformation.

# ULTRA-INTELLIGENT ELECTRONIC AGENTS

WILL SHAPE THE FUTURE - IS YOUR COMPANY READY?

by Daniel Burrus

Ever since our first digital search, we've all spent increasing amounts of time on the Web looking for the information we need. Since most of us are in a hurry, we've used various search sites and mega portals over the years, from early players like AOL and Excite to today's leaders such as Google and Bing. You know the process: you enter a keyword or phrase to find what you are looking for, and then you manually scan the results, which are sometimes staggering in length, looking for what you really want.

The good news is that the Web has provided us with a world of information at our fingertips. The bad news is that the world of information we have access to is getting bigger by the day. As a result, we are all spending way too much time looking for the information we really want.

## Help Is On the Way!

We are now on the brink of having access to a powerful new tool that will do much of the searching and sorting work for us, with far more intelligence and personalization than we have had in the past. Very soon you will find yourself using, on a daily basis, an emerging new technology called an ultra-intelligent electronic agent.

Actually, the first generation of intelligent agents is here... and her name is Siri.

Siri, what Apple calls their intelligent personal assistant, is very different from the Google app on your smart phone where you ask for directions or a restaurant and it provides search results. While Google search is intelligent and works very well, Siri gives you an actual agent to interact with. Siri has a woman's voice; it has a personality; it can even give you some humor. Essentially, it's an audio avatar. And if we look to the

future a little further out, it's obvious that soon we'll be able to see Siri's face (or visual representation) on a smart phone, tablet, computer, or even TV screen.

Of course, Siri was just the beginning. In no time at all we saw an Android version of Siri, and as you already know, there will be many others.

So what makes Siri an ultra-intelligent electronic agent versus the Google app many of you use on your smart phones? Siri (as well as its competitors) are linked to a super-computer in the cloud that can tap into all of the world's databases and news feeds. It has access to increasing amounts of information coming from everywhere. This is about machines talking to machines and sensors, all communicating through the Internet. In addition, it's connected to our personal computing devices with access, granted by you, to your calendar, contacts, and more. All the data goes to a super-computer that feeds into our ultra-intelligent agent, which can then give us the actionable knowledge that's pertinent to us.

## Why You Need to Take Notice

Most people don't realize the impact an ultra-intelligent agent will have, much less how it will transform companies the world over. Think about it...if you have an ultra-intelligent agent that can give you exactly the information you want, do you need to take the time to personally go to a Website to get it? Did you do a traditional search? Did you issue the request for information, analyze the information, or even physically place the order for a product or service? The answer to all of these questions is "no." The agent did the search, gathered the information, issued the request, and in some cases even analyzed the results and placed the order.

This is something powerful and disruptive, and it's not an "if" or a "maybe." We can see already with Siri and some of the Siri competitors emerging how this technology is taking hold. And because of the exponential growth of bandwidth, storage, and processing power, we'll see more advanced versions of the ultra-intelligent electronic agent coming onboard very quickly.

When you know what's going to happen before it happens, you have the upper hand. Therefore, you have to start looking at how you can both control and use this technology in your company rather than waiting for your competitors to use it, which puts you in the position of having to play catch-up.

### Sell and Connect Better

Ultra-intelligent electronic agents provide a new level of competitive advantage to organizations because they help create a level of electronic advice and trust between your company and your customers. Even though the world is becoming more and more technological, relationships are becoming more and more important. Trust is still something that either earns your business or loses your business depending on whether your customers trust you. Business—all business—is still about trust and relationships.

You could expand upon this trust by offering your customers a plug-in to their ultra-intelligent electronic agent. Basically you're making your company's information a part of your customer's intelligent agent so your company is always top of mind for them.

For example, your financial planner may offer an agent plug-in module to help you manage your investments. Your child's school might offer a plug-in giving you information about your child's progress. And your bank might offer a plug-in to help maintain your account balances and other financial information. The list of possible plug-ins is endless. Essentially, you'll build your agent based on the relationships of the different companies and organizations you work with and have a trusting relationship with.

Currently, Siri and its competitors represent a general, early intelligent agent, which means it's intelligent, but not that intelligent. In the near future, though, it will become a lot more intelligent.

Not only will it become more intelligent, but it will also get more personalized. For example, let's say you and I both have iPhones and we both use AT&T as our carrier. Even though we have the same phone, I can bet you \$1,000 that my phone is still very different from your

phone, and I'd win. Why? Because I have hundreds of thousands of apps to choose from. So it's not an iPhone; it's a myPhone customized by me to serve me best. The same is true for other smart phones and tablets.

In that same way, we're going to create a customized ultra-intelligent agent by adding little components to it from the most trusted providers. That's why business needs to wake up to this and take part—you want your company's plug-in to be a part of every customer's intelligent agent.

Additionally, we'll have B-to-B intelligent agents. Now it's not just about interacting with customers. It's also about selling to businesses that service or sell to other businesses, to suppliers, to distributors, etc. Various levels of this selling, servicing, and advising will be done using intelligent agents to save us time; therefore, you have to decide how you'll build the intelligence of your agent that's helping you.

### Work Smarter

In addition to helping your customers, your company's ultra-intelligent electronic agent will be able to help your employees work smarter. Chances are you have many employees who don't always have access to a computer screen but still need information. This could pertain to employees who are on the road, such as salespeople, as well as those in the field, such as repair and maintenance people or engineers. These people can pull out their smart phones or tablets and ask an intelligent agent for detailed information.

For example, suppose you have a maintenance person fixing an air conditioner. He can pull out his smart phone and ask his agent, "Do I have this part in my truck?" And the agent can reply, "No, you don't have that part in your truck." He can then ask, "Well, do we have it back at the shop?" As he asks and gets his answers, he's still working and doing maintenance, essentially multiplying his time.

Instead of having to get their laptop back in the truck or type in search terms on their smart phone, employees simply ask a question and have access to all of the information they need, including diagrams and videos for just-in-time training. These ultra-intelligent electronic agents are the way to help employees do more with less.

So determine how your company can use its ultra-intelligent electronic agent in the various functions. Just like mobility is driving a transformation of almost every business process—including purchasing, logistics, supply chain, etc.—we can do the same with an ultra-intelligent electronic agent.

## The Future of Google, Search, and Your Company

In the future, will anyone want to do a manual search or surf the Web when an electronic agent can simply do the work for them? To help answer that question, it is important to remember a guiding principle I have shared over the years: To see the future, think both/and. Some people will want to surf the Web and do manual searches while others will never take on that task again. It is easy to predict that the number of people going to a search site will diminish greatly because of the increasing value of our time.

So does that mean that Google and others are out of business? Not if they have expanded their vision of what they are and how they serve customers. In fact, Google, Yahoo, Microsoft, and other companies that focus on search will be key players in the development of ultra-intelligent agents. Why? Because, if they don't do it, someone else will.

The same can be said for your company. Why be disrupted when you can be the disruptor by offering customers an ultra-intelligent electronic agent plug-in? Remember, offering an ultra-intelligent electronic agent is not something that is here today, gone tomorrow. It's something that is already here today... it just hasn't been fully applied to business yet. If you don't do it, someone else in your industry will.

# TEXT MESSAGING



## CAN DRAMATICALLY IMPROVE YOUR MARKETING EFFORTS

by Daniel Burrus

In recent years, text messaging has become a major part of how we communicate. Recent surveys find that 60% of people worldwide are active texters, with over 193,000 text messages sent *every second*. In fact, texting is the number one most used data service in the world. So if you're not using text messaging to market your business, now is the time to get started.

In many respects, text marketing is even better than email marketing. The latest IBM research shows that 90 percent of email marketing goes unopened and unread. Most business owners and marketing department executives have experienced this firsthand. So in order for your email campaign to work, you have to send out a lot of messages.

However, the opposite is true for text marketing in that 90 percent of text messages get read and acted on. That's a huge response rate. But before we go any further, let's make one thing perfectly clear: successful email marketing strategies will *not* work for text messaging! So even though text marketing is the new marketing hotspot, you have to use the tool correctly.

### Three Keys to Making Text Marketing Work

**GET PERMISSION FIRST:** Text marketing isn't like other marketing techniques you've used in the past, so you can't treat it like email or print advertising. Since this is permission-based marketing, the first step is to get people to agree to receive your texts. Why would anyone do that? Because you're offering them something they value, not just a blatant ad.

For example, at the end of all my presentations, radio and television interviews, and on my print and online marketing materials, I promote the following: "Text Burrus to 99000 for a special handout and access to valuable resources on this subject." When people do that, they immediately receive a text message from me that welcomes them and includes links to my mobile Web app, handouts, and anything else of value I decide to offer that month. Since the people initiating the text are receiving something they want, they all give me permission to text them again, and they install the app I send them on their smart phone...and they use it.

**SET POSITIVE EXPECTATIONS:** No one wants to receive an inordinate number of text messages from any company. If you send people too many messages, they'll quickly ask to be removed from your list. That's why you have to tell them upfront, in the first text you send them, how many messages they'll receive from you each year. Keep the number low! I suggest a maximum of 12 per year.

In my welcome text to people, I clearly state that they will receive 0-4 messages per year from me. This may seem very low, but in my case I have several goals. The first is to have none of them opt out of future text messages from me. So far, no one has asked to be removed from my list. Why? Because the low number is a quick way of telling them I'm not going to be intrusive. Rather than send them information every day or week, disturb them, and impede on their message and data limits with their service provider, they know I'm only going to send them important information no more than 4 times per year. Essentially, I've removed any fears or false assumptions and have set a reasonable expectation for the texts. Second, I will only text them for major promotions of very high value to both them and me. Third, I want to train them to read and act on all of my messages. The number of texts you choose to send may be different, but remember to keep it low for best long-term results.

**GIVE HIGH-VALUE INFORMATION:** Texting something that isn't useful, even if you do it only once in a while, will only annoy your customers. So be particular about what you send out via text.

In my case, my initial message contains a link to an app, and that is where they can have immediate access to all my social media feeds, YouTube videos, newsletters, and blogs. I also provide a link where they can get a three-month trial subscription to my newsletter. It also lists all my products, which people can purchase right from the app, and it has all of my contact information at the touch of a button. Essentially, it gives them access to continuous, updated offers and useful information on an app they install on their smart phone. And because the free newsletter subscription requires their email address, I have now captured both their mobile number for text message marketing and their email address for email marketing. When I use them in an integrated marketing approach, I have superior results!

Of course, this strategy works for more than just authors, speakers, and consultants. Suppose you are an auto dealer. Instead of just offering an app via text that simply lists your locations and hours, it can be a place where customers can store all the auto service records and receive reminders for when service is due.

Perhaps it can even give customers the ability to schedule appointments, watch informational video about car maintenance, and even call for emergency roadside service. The possibilities for any company are endless.

Once your organization's app is downloaded onto your customers' phones, you can do push marketing messages to the app and save text messaging for a few, big offers. Depending on how customers have their push notifications set up on their phones, they'll see a notification on your app that a new announcement is waiting for them. This, combined with your periodic direct text messages, is a powerful strategy for reaching and engaging customers.

## THE NEXT FRONTIER OF MARKETING

Text marketing is a hard trend that will be increasingly more powerful as time goes on. Not only is it an effective way to reach customers, but it's also a prime opportunity to provide useful information and resources that make you stand out as the market leader. So if you haven't developed a text marketing strategy yet, do it now. Text marketing, when done correctly, will help you to both increase profits and jump ahead of the competition.

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Read the *Flash Foresights Blog*  
by Daniel Burrus on [BigThink.com](http://BigThink.com)



# THE GROWING POWER

## OF WOMEN IN BUSINESS

by Daniel Burrus

It used to be that the business landscape was a man's world. Times have certainly changed! Today, women are wielding more and more power on both sides of the business transaction. First, let's look at some facts from the consumer side. In family purchases that involve two adults (a woman and a man), women make:

- ▶ **94% of the purchase decision on home furnishings**
- ▶ **92% of the purchase decision on family vacations**
- ▶ **91% of the purchase decision on home purchases**
- ▶ **80% of the purchase decision on healthcare**
- ▶ **60% of the purchase decision on family cars**
- ▶ **51% of the purchase decision on consumer electronics**

It's clear that in many cases, women are not just influencing the market; they are the market. And perhaps even more surprising is that these statistics have changed very little over the past ten years. In other words, women have been the market for some time now, yet many executives have not taken action on this huge opportunity. And while these figures represent U.S. households, the percentages are being exported due to technology-driven globalization. Even in countries where you'd expect women to have no voice at all, thanks to computers and smart phones becoming more prevalent worldwide, people everywhere are getting informed and empowered, which ultimately has an effect on culture.

This brings us to the other side of the equation. Who is running and leading the companies that make the products women are buying for themselves and their families? Increasingly, it's women.

As of July 2012, 20 of the Fortune 500 companies had women CEOs at the helm. While at first glance, 20 may not seem like a lot, it's an all-time high and shows the steady pace of women leading the largest companies in the world.

Even more interesting is that we're now seeing women lead companies in industries that have been historically male dominated. For example, for the first time ever, IBM chose a woman CEO, Virginia "Ginni" Rometty. Hewlett-Packard, another technology company, named Meg Whitman as its CEO in September 2011. These are just two examples of global, male-dominated companies now run by women.

And this trend isn't just in the United States. India, for example, has more women CEOs than the United States. And over the past 30 years, we've seen the number of women leaders in the Middle East, Africa, China, and Europe increase as well.

Now it's important to note that so far, we've just been talking about CEO spots at major corporations. Add in the number of female CEOs at small and mid-sized companies, female upper-level managers, and female entrepreneurs, and you can see that we're actually talking about a large number. And these are numbers you wouldn't have seen twenty years ago. So women are definitely



Follow Daniel on Twitter at [www.twitter.com/DanielBurrus](http://www.twitter.com/DanielBurrus), where Daniel shares guiding principles and strategic insight on a daily basis.

making their mark and exerting their business power.

## The New Hard Trends

Some people may say the rise of female leaders is surprising. I say it's 100% predictable. In my book, *Flash Foresight*, I make the point that in an uncertain world, you have to ask yourself, "What am I certain about?" Strategy based on uncertainty has high risk; strategy based on certainty has low risk. There are a number of certainties in today's world that make the rise of women obvious.

### ▶ Relationships are number one.

The number one certainty is that the future is all about relationships. Even though we live in a technology-driven world, it's still a human world and relationships still matter. This is where women shine.

Most people and even scientists and researchers agree that women and men think differently in terms of relationships. Women are more adept at relationship building. If we have too many leaders in an organization who are men, we don't have a balance and we don't have the ability to grow relationships with a holistic approach. That's because men tend to be informers, while women tend to be real communicators.

This is important and timely, because we're shifting from the information age to the communication age. Social media is all about communicating and engaging, and women have the upper hand here. So the shift in business from informing to communicating provides great opportunities for women leadership.

### ▶ The big picture matters.

Women are intuitively great "system-thinkers." In other words, rather than just looking at the piece of the puzzle you're responsible for and executing on that, which men tend to be very good at, women are adept at looking more holistically at the entire puzzle or system and seeing how the various pieces go together.

Obviously, it's not that men can't be system-thinkers. But over the years, as men were in leadership positions—not just the CEO level, but all lead managers—they focused on "give me the job to do and I'll focus and get it done."

That's certainly important, but sometimes that mindset works against you as things become more interconnected.

### ▶ Collaboration is key.

Women tend to seek agreement and work toward being more collaborative. In fact, women seem to be far better at collaboration than men are. In the past, business was about cooperation, and we cooperated because we had to. Men are great at cooperating. But in this new totally networked and connected world, we need to find and develop new levels of collaboration.

Everyone has heard of "silos" in companies. We have massive silos in all sorts of industries. The key is to break those silos down and get people communicating, collaborating, and working together. No job is just a technical job; every job is also a human job.

### ▶ Passion counts.

When women are excited and passionate about a product, a service, a company, or whatever they are doing, they become extremely driven from that emotion. Men, on the other hand, strive to hide their emotions. Having an emotional drive can be very powerful in leading a business, product launches, and any initiative. This is not to say that men can't be passionate. It's just that male-dominated groups are one-sided and tend to downplay the positive benefits of emotion and passion as a force to drive innovation and growth.

### ▶ Taking risks (carefully) is essential.

Women are now starting to do something that's been a male trait for a long time: they're becoming risk takers. Men are hard-wired to be risk takers, and they make decisions fast. Sometimes it's not always the right decision, but it is a decision. Unfortunately, this often becomes a ready-fire-aim approach. Women, on the other hand, tend to analyze, think things through, weigh all the elements, and then make a decision. Today we're seeing more women taking bigger risks in shorter amounts of time. Part of this is due to the increased speed at which information is available. This combination of thinking first and acting fast is certainly good news, because the old rule of business was the big eat the small; now the fast eat the slow.



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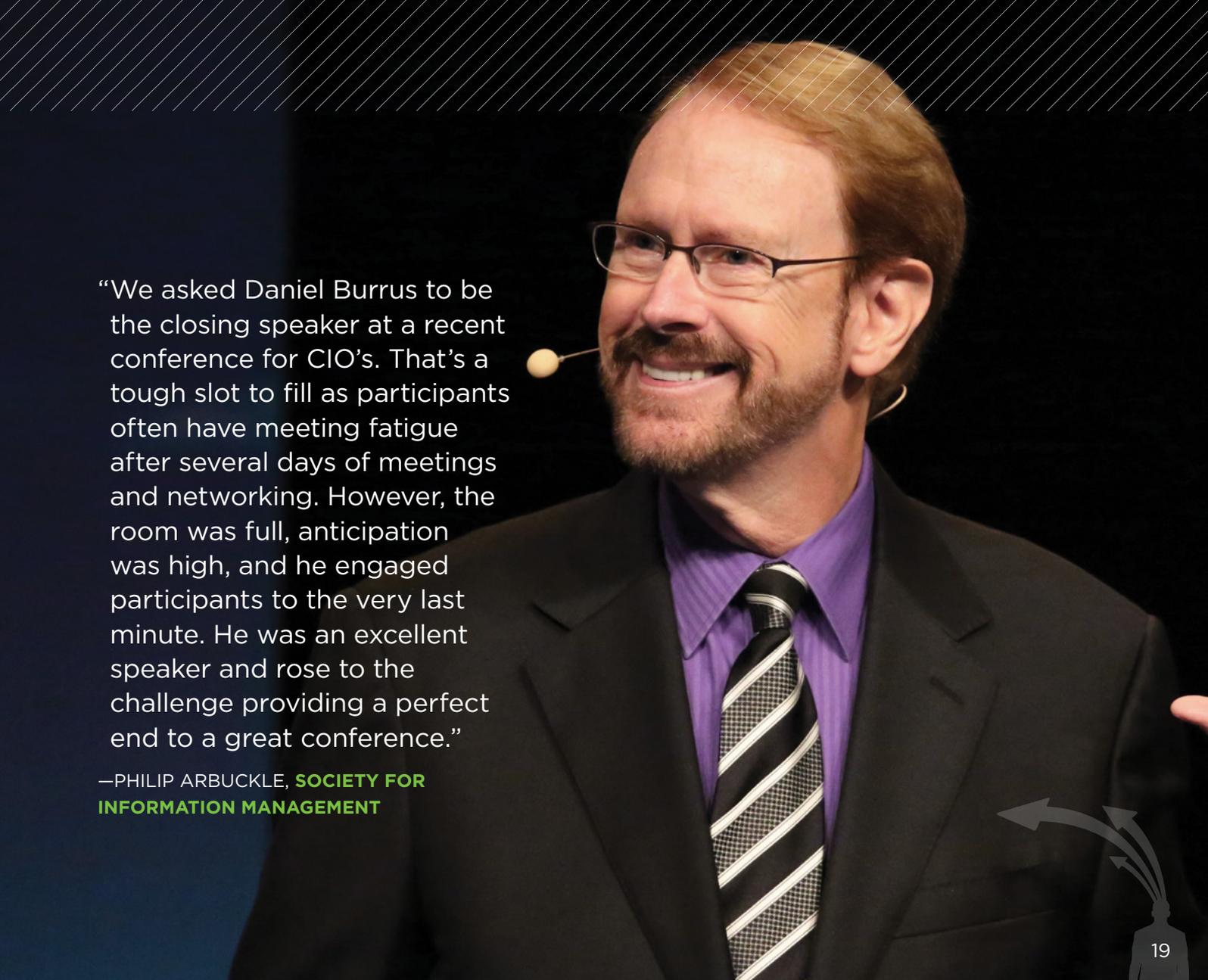
## A Brighter Future

Granted, some people may say all these elements are generalizations, but there is truth in generalization. So while all these traits may not apply to every woman, if you look at the group as a whole, these things tend to be true.

So the bottom line is that diversity has always been an unbelievably powerful force in any company—not just racial diversity, but male-female diversity too. All diversity gives you better solutions to challenges, allows you to solve problems faster, and enables you to see opportunities more clearly. This is crucial, because over the next five years we're going to be transforming how we sell, market, educate, train, communicate, collaborate, innovate, and much more. Thanks to

today's rapidly evolving technology, we're witnessing the biggest game-changing transformation that any of us have ever lived through. And we're going to need a variety of thinking, diversity, and people working together in a collaborative, communicative way to make a positive and productive transformation possible.

As we look to the future, we're going to see the number of female business leaders growing even higher because we need the balance. We need the creativity. We need men and women working and leading together in business and in government. So if you're a man reading this, support the women in your organization to reach new heights. And if you're a woman reading this, think about your career. Plot it out. Make it happen. We need you!



“We asked Daniel Burrus to be the closing speaker at a recent conference for CIO’s. That’s a tough slot to fill as participants often have meeting fatigue after several days of meetings and networking. However, the room was full, anticipation was high, and he engaged participants to the very last minute. He was an excellent speaker and rose to the challenge providing a perfect end to a great conference.”

—PHILIP ARBUCKLE, **SOCIETY FOR INFORMATION MANAGEMENT**

# WHY YOUR ORGANIZATION



## NEEDS AN ADAPTIVE WEBSITE

by Daniel Burrus

We are currently in the midst of one the biggest software and hardware revolutions we've ever witnessed. With processing power, storage, and bandwidth increasing exponentially, smart phones and smart tablets are quickly becoming our main personal and business computers. Customers, employees, and other stakeholders are bringing and using their smart phones and tablets everywhere, and that definitely impacts how they see and interact with your company online.

For organizations of all sizes, this means it's time to take a good look at your website. Sure, your site might look great on a desktop or laptop computer screen. But how does it look on all of the different sizes of screens found on today's wide variety of tablets and smart phones? Chances are the answer is "not good." That's why at this point in time, all companies need to make their sites adaptive and design their websites for mobile first.

### Today's Mobile Web Sites

To address the mobile revolution, many companies have created a second mobile version of their websites so their content can be viewed on smart phones without a problem. But there are big problems! First, you have to design, maintain, and pay for two separate websites. When you update one, the other is in most cases not automatically updated. Additionally, the mobile site is designed for a specific mobile screen size. If your user does not have that phone model, they will still have to scroll around to see your mobile site version.

### The New Adaptive Website Imperative

To get a better idea of why a traditionally designed website doesn't work for mobile devices, try this little experiment. Using a laptop or desktop, go to your company's website. Depending on the size of your screen, the website will either fill the entire screen or there will be a border on the right and left sides.

Using your mouse arrow, grab the bottom right corner of the browser window for your website. Drag it from the right to the left diagonally up and start making the window smaller. If your website is not adaptive, you'll see that all you're really doing is covering things up. And as soon as the window gets smaller than the pre-defined width of the site, you'll see scrollbars appear on the right and bottom. Now the only way to move around on the page is to scroll.

Keep making the window smaller until it's about the size of a smart phone screen. How does it look? You'll see that it doesn't look good at all. As a matter of fact, it's probably not useful either.

If your website were adaptive, as you move that window and make it smaller, the text would automatically reformat and the pictures would move accordingly to fit the smaller screen size. The menu would also adapt and change so your website and content would work *on any device*.

That last point is important, because, as I mentioned earlier, not all smart phones have the same size screen. An Android screen is different from an iPhone screen, which is different from a Blackberry screen. Even tablets have different size screens. So if you don't have an adaptive site, the person viewing your site on a tablet or smart phone will end up having to scroll somehow, somewhere, because of the wide variety of screen sizes.



[www.facebook.com/DanielBurrus](http://www.facebook.com/DanielBurrus)

To see a real example of how an adaptive site would look, go to my website at [www.burrus.com](http://www.burrus.com). Other site examples include: <http://calebogden.com/> <http://owltastic.com/> and <http://thinkvitamin.com/>. Visit any of those sites and give them a try. View them on your laptop first and shrink the browser window, as described earlier, and notice how the site changes to fit any size screen. Now try them on your tablet or smart phone. Regardless of screen size, they will all look great. The good news is that any website developer can do this once they understand the concept!

So the message is clear: The time to create an adaptive site is now! That means you have two choices. You can go back to whomever designed your current site and have them take your current look and make it adaptive, or you can start over and design a new website.

## Design for Mobile First

If you decide it's time to design a new website, an important key to success is to design it for mobile first.

When you design for mobile first, you have to re-evaluate all your content. Business owners as well as website designers are still in laptop and desktop design mode. And because they're thinking in terms of large screens that need to be filled, they put a lot of content online—often way too much. As a result, the vast majority of websites are bloated with way too much information.

It's time to throw all that non-essential stuff out. The best way to help you make those tough decisions of which content to cut is to think in terms of mobile first. After all, if your main design is optimized for a small screen that adapts by getting bigger when viewed on a laptop screen (as opposed to shrinking when it gets viewed on a smaller screen), it will be easier to take out all the content and graphics that are not really necessary.

If you think that all the content on your current site is necessary, you're only fooling yourself. Most companies have websites that are way too busy. And

while the website may look nice and be “cool” or “trendy,” it's not getting to the essence of what people need to make decisions or to buy your products. This gives you a strategic reason to get rid of the clutter.

Designing for mobile first forces you to make the hard decisions of what should stay and what should go. It's similar to when someone moves from a large house to a small condo. When you have the big house, you fill it with a lot of furniture you don't use, a lot of artwork you don't look at, and a lot of “must have” gadgets you don't need. Once you downsize your space, you realize you really don't need all that stuff. Even though letting go is painful at first, it gradually gets easier once you realize how free and uncluttered you feel.

The same concept applies for your website. You have a big screen to fill, so you fill it. Now put your website on a small screen and decide what your prospects and customers really need to make a buying decision.

## THE FUTURE OF WEBSITE DESIGN

Make no mistake: it's a hard trend (a certainty) that tablets and smart phones are rapidly becoming people's main computer. Therefore, you want your website to be seen well on these devices and to be useful. If you don't want the added expense and hassle of two websites, then step one is to make your current site adaptive. When it's time to redo the site entirely, design it for mobile first. These two steps will put you light years ahead of your competition and boost your online presence and sales immensely.

## WATCH AUDIENCE REACTION TO DANIEL BURRUS' RECENT KEYNOTE SPEECH

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# 3D PRINTING (ADDITIVE MANUFACTURING)

## IS TURNING THE IMPOSSIBLE INTO THE POSSIBLE

by Daniel Burrus

What if you could deliver your product to your customer the moment it was manufactured? What if your customers could manufacture a replacement part whenever they need one? What if doctors could manufacture a body part, personalized for the individual patient, in the hospital at a moment's notice?

The answer to all of these seemingly impossible questions is: it's already happening, thanks to 3D printing.

3D Printing is the popular name for additive manufacturing, and it represents a true revolution in global manufacturing that will create both major disruptions, as well as amazing new opportunities.

I have been covering 3D printing for over 20 years in my *Technotrends Newsletter*, and at first the technology was used for rapid prototyping. Over the past few years, however, rapid advances in processing power, storage, and bandwidth have catapulted this technology into a tool for manufacturing finished products that include jewelry, shoes, dresses, car dashboards, parts for jet engines, jawbones for humans, replacement parts for synthesizers, and much more.

### What Is 3D Printing?

When people first hear that you can manufacture something by printing it, they have a hard time visualizing it. Think of it this way: 3D printers build things by depositing material, typically plastic or metal, layer by layer, until the prototype or final product is finished. When the design is downloaded into the printer, a laser creates a layer of material and fuses it. Then it adds another layer and fuses it...and then another and another...until the object is completed.

3D printers can range from the size of a microwave oven to the size of a car. A printer that can print a house by depositing cement, layer upon layer using a printer the size of a tractor-trailer, is already in development. Prices range from hobbyist kits for under \$1,000 to over \$100,000 for industrial versions.

### Examples from Around the World

A Belgian company, LayerWise, used 3D printing to create a jawbone that was recently implanted into an 83-year-old woman. The jawbone was made of titanium and included all of the articulated joints and grooves needed for nerves, veins, and other internal workings of the jaw. The company is also printing spines for humans and bones for injured racehorses.

An Australian company, Inventech, has created what it calls 3D BioPrinters to print tissue structures using human tissue. For example, they can print 5 centimeters of artery for transplant in about 5 hours.

Bespoke Innovations is using 3D printing to create prosthetic limb castings. The company says it will soon be printing the entire limb at a fraction of the cost it takes to manufacture limbs today.

Dutch fashion designer Iris van Herpen has printed dresses for Lady Gaga, and Dutch furniture designer Dirk van der Kooij has used 3D printing techniques coupled with robotics to print one-of-a-kind chairs, tables, and lamps using layers of thread as the production medium.

## On-Demand Replacement Parts

This amazing technology can also be used for on-demand printing of spare parts—something the U.S. military is already doing in the field. Knowing this, it is not hard to see that in the future, a manufacturer could sell a machine or system to a company, and as part of its maintenance and support, it can put their 3D printer on-site with the licensed software to print replacement parts as needed.

On a smaller level, it is easy to see that service mechanics will have portable 3D printers in their vans or at their main offices. Original equipment manufacturers (OEM) will most likely sell and license these printers to their dealer networks.

It's also possible to scan an object or a part, convert it to a 3D printable CAD file, and then print a copy of the object at your location or at another location anywhere on the planet. Companies such as Replicator are already offering this as a service.

## Social Manufacturing

Thanks to a number of companies such as MakerBot and Cube, which sell 3D printers for home hobbyists, open-source computer-aided design (CAD) software and websites where people can share their designs so that others can print them are now available. This is the beginning of social manufacturing.

In addition, there are already a number of companies including Shapeways and Quirky that will use their 3D printers to print the design you send them, and then

they'll ship the final product to you. It's not hard to see that at some point, Amazon will provide this service too.

## Getting Ready for Tomorrow Today

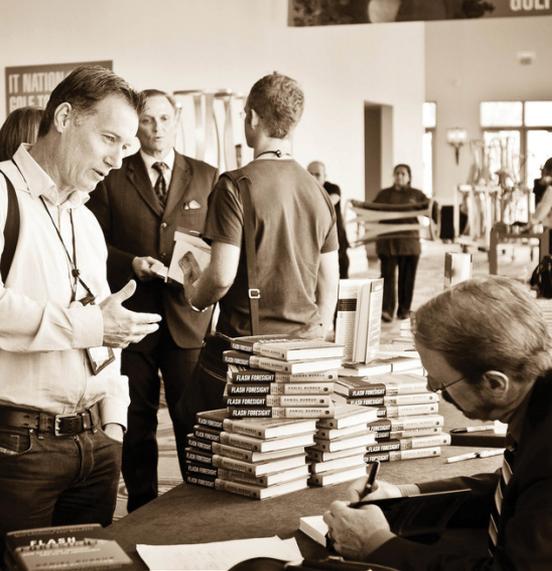
3D printing is ideally suited for low-volume production, so it will not disrupt products that are best manufactured in mass. On the other hand, given the transformational nature of the technology, it's easy to see that rapid developments in distribution and just-in-time manufacturing will have an impact on the global supply chains, as well as outsourced manufacturing. In order for the United States to stay competitive in this new field of manufacturing, the U.S. government, working with the private sector, has begun construction on the \$70 million National Additive Manufacturing Innovation Institute.

3D printing will definitely become more commonplace in the near future thanks to its many benefits, including the ability to print the complete part without assembly and the ability to print complex inner structures too difficult to be machined. Additionally, the entire process produces much less waste than traditional manufacturing, where large amounts of material have to be trimmed away from the usable part.

Whether you call it 3D printing or additive manufacturing, it is advancing quickly on a global level and offers something that up until recently was impossible: on-demand, anytime, anywhere, by anyone manufacturing.

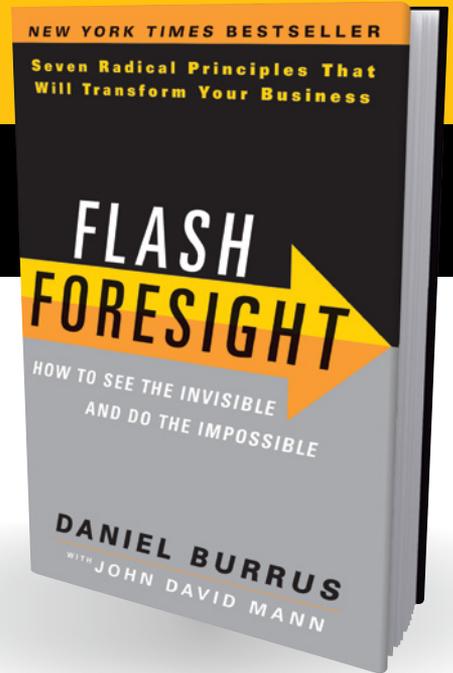
The screenshot shows the LinkedIn profile of Daniel Burrus. At the top, it says "Daniel Burrus" with "17,094 followers" and a "Create a New Post" button. Below the profile picture, his bio reads: "Technology Futurist, Innovation Expert, Business Strategist, Bestselling Business Author, & Keynote Speaker". Underneath, it shows "Published (20)", "Drafts (0)", and "Followers". The main content area displays a grid of six article cards. Each card includes a thumbnail image, the article title, the date, and engagement metrics (likes, comments, shares). The articles are: 1. "Take Control of Your Technology Before It" (Dec 17, 2012, 3,043 likes, 112 comments, 41 shares); 2. "Being Big Is No Longer Enough; Today The Fast" (Dec 13, 2012, 4,125 likes, 145 comments, 35 shares); 3. "Envision Your Company's Future" (Dec 10, 2012, 673 likes, 31 comments, 9 shares); 4. "How to Make Your Company More Like Apple" (Dec 6, 2012, 6,757 likes, 115 comments, 46 shares); 5. "Harness the Power of the Communication Age" (Dec 4, 2012, 8,306 likes, 200 comments, 51 shares); 6. "3 Keys Leaders Can Use to See the Future" (Nov 29, 2012, 5,552 likes, 131 comments, 37 shares). The last article has a "FLASH FORESIGHT" graphic with the subtitle "HOW TO SEE THE INVISIBLE".

Daniel Burrus is one of 150 Top Global Thought Leaders handpicked by LinkedIn for the Influencer program. Visit Daniel's page at: <http://www.linkedin.com/today/post/articles/48342529>



After reading the first few chapters of *Flash Foresight*, my mind was reeling with new ideas. I had fallen into a trap: I wasn't changing and the world was. The book encouraged me to step back and release myself from my emotional attachment. The answer I could not see popped into my mind. I started my new strategy in August and by the last quarter of this year my company was growing again and hiring additional employees, and the first quarter of this year looks great. Your book gave me the jolt I needed to step back and take a look at the opportunities in front of me and then change direction.

– CHUCK WOLFF, REDMOND, VA



# FLASH FORESIGHT

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# ABOUT

## DANIEL BURRUS

Daniel Burrus is considered one of the world's leading futurists on global trends and innovation. *The New York Times* has referred to him as one of the top three business gurus in the highest demand as a speaker.

He is a strategic advisor to executives from Fortune 500 companies, helping them to develop game-changing strategies based on his proven methodologies for capitalizing on technology innovations and their future impact. His client list includes companies such as Microsoft, GE, American Express, Google, Toshiba, Procter & Gamble, Honda, and IBM.

**He is the author of six books, including *The New York Times* and *Wall Street Journal* best-seller *Flash Foresight: How To See The Invisible and Do The Impossible*, as well as the international best-seller *Technotrends*.**

He is also a featured writer on the topics of innovation, change and the future for *CNBC*, *Huffington Post*, and *Wired Magazine* to name a few.

He has been the featured subject of several *PBS* television specials and has appeared on programs such as *CNN*, *Fox Business*, and *Bloomberg*, and is quoted in a variety of publications, including *The Wall Street Journal*, *Financial Times*, *Fortune*, and *Forbes*.

He has founded six businesses, three of which were national leaders in the United States in the first year. He is the CEO of Burrus Research, a research and consulting firm that monitors global advancements in technology driven trends to help clients profit from technological, social and business forces that are converging to create enormous, untapped opportunities.

His accurate predictions date back to the early 1980s where he became the first and only futurist to accurately identify the twenty technologies that would become the driving force of business and economic change for decades to come. Since then, he has continued to establish a worldwide reputation for his exceptional record of predicting the future of technology driven change and its direct impact on the business world.



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