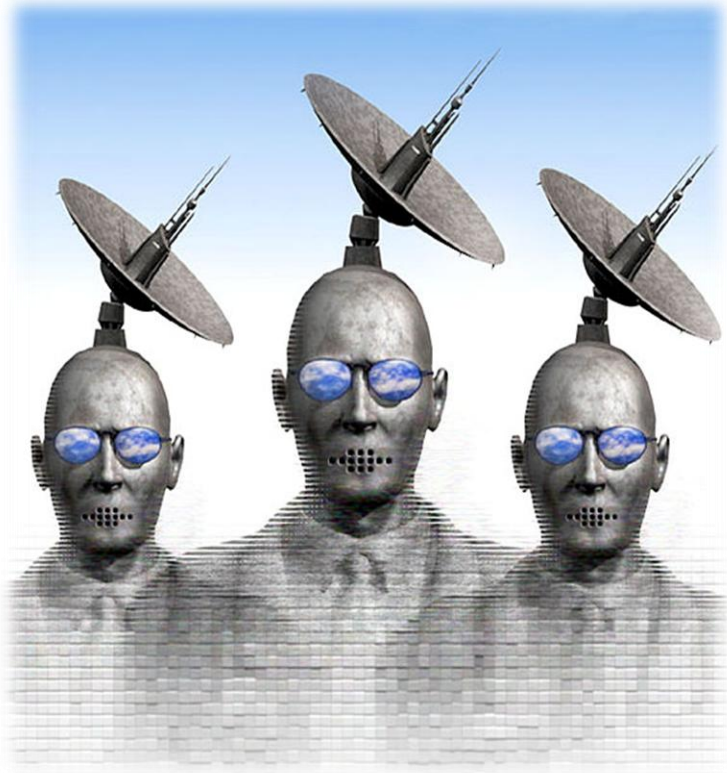


# Riding the Rapids - Global Business Trends and the Implications for the Meetings Industry

Imex America – October 9<sup>th</sup> 2012



**Rohit Talwar - CEO – Fast Future Research**

[www.fastfuture.com](http://www.fastfuture.com)

[rohit@fastfuture.com](mailto:rohit@fastfuture.com)

Twitter [@fastfuture](https://twitter.com/fastfuture)

# Contents

- Presentation p. 3
- About Fast Future p. 58
- Image Sources p. 67

# **‘Future Proofed’ Organisations Work on 3 Horizons in Parallel**



**1-12 Months**

**Operational  
Excellence**



**1-3 Years**

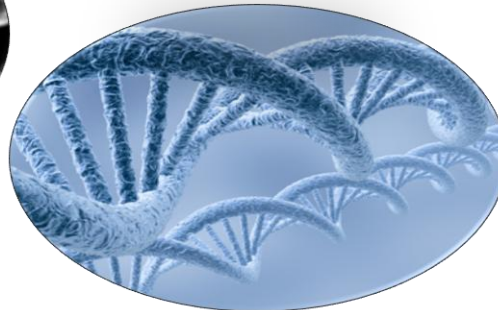
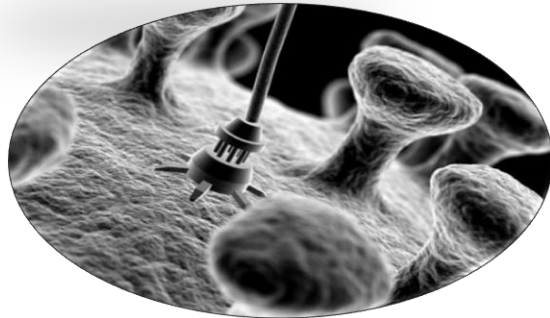
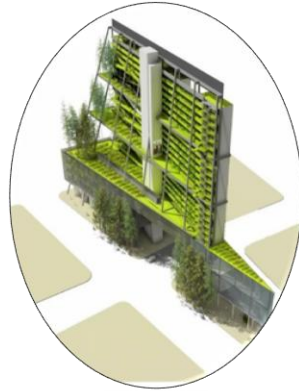
**Drive for  
Growth**



**4-10 Years**

**Creating  
the Future**

# The World in 2022





# Future Proofing the Business



**Markets**



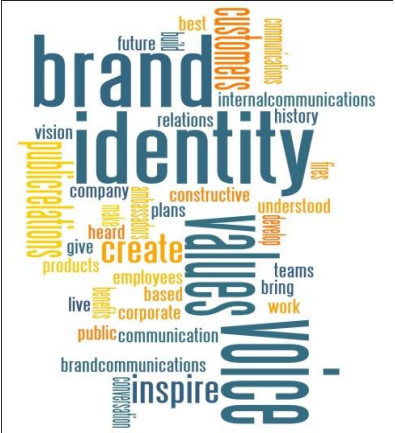
**Mastery**



**Muscle**



**Magic**



**Message**



**Models**



**Mindset**



**Management**

# Markets



# Markets – Growth Poles

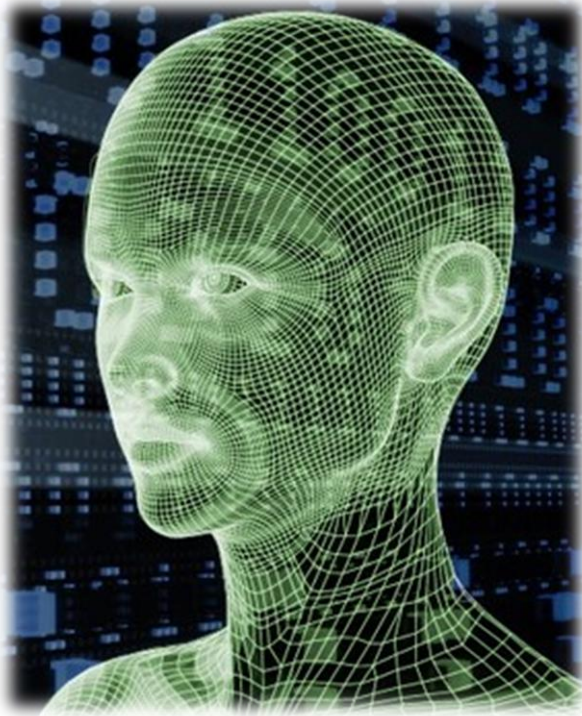
## 2 billion more people in 40 years – Demographics is Driving Economics



Source : United Nations

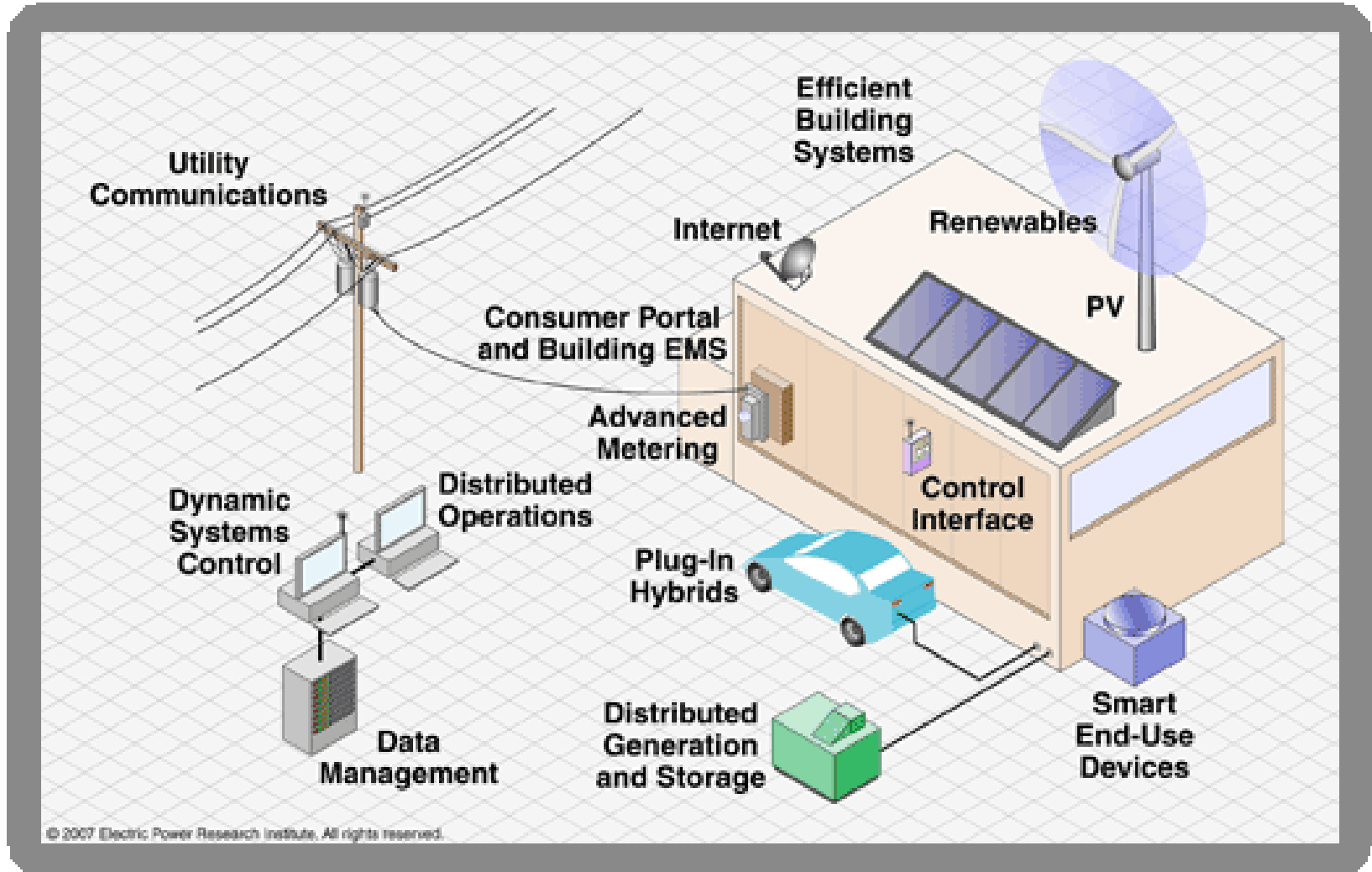


# Markets – Focus on Growth Industries



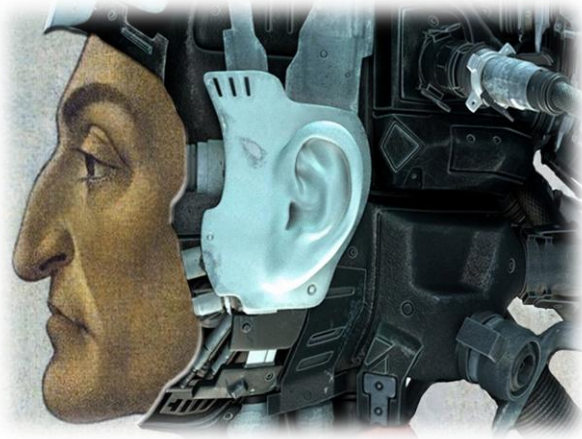


# \$750Bn+ Annual Infrastructure Investment to 2020 e.g. Smart Grids



# Human Enhancement

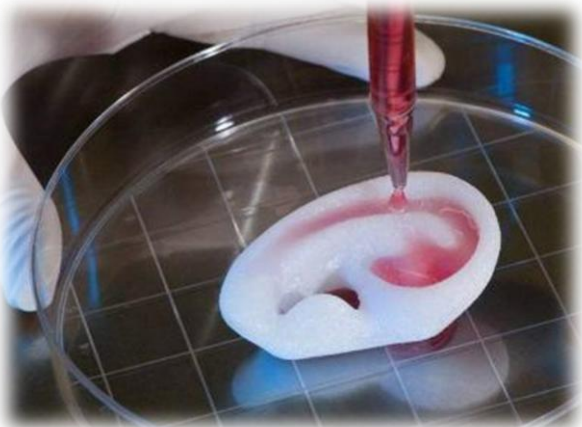




**Technology**



**Chemical**



**Biological Manufacturing**

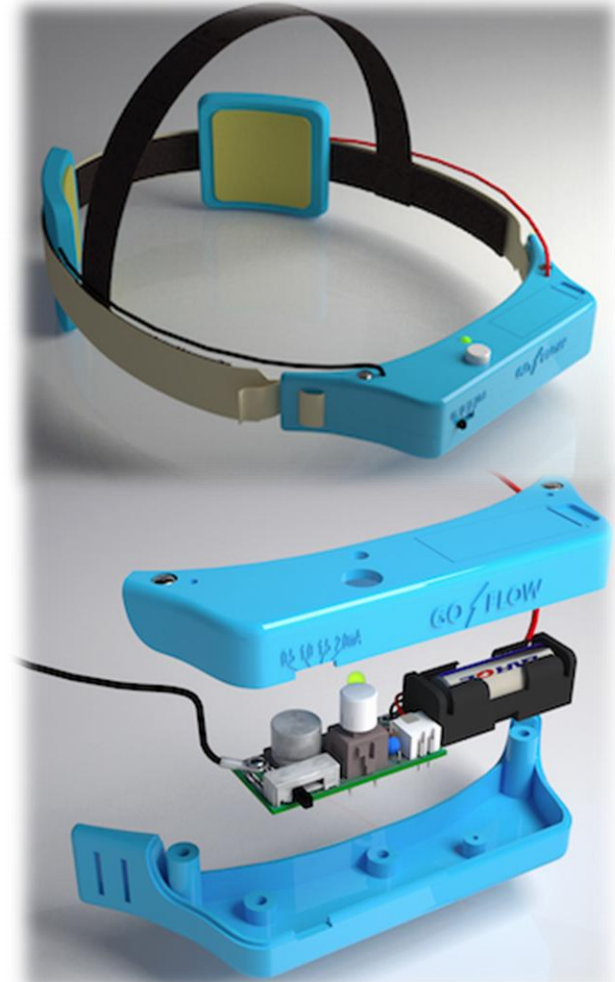
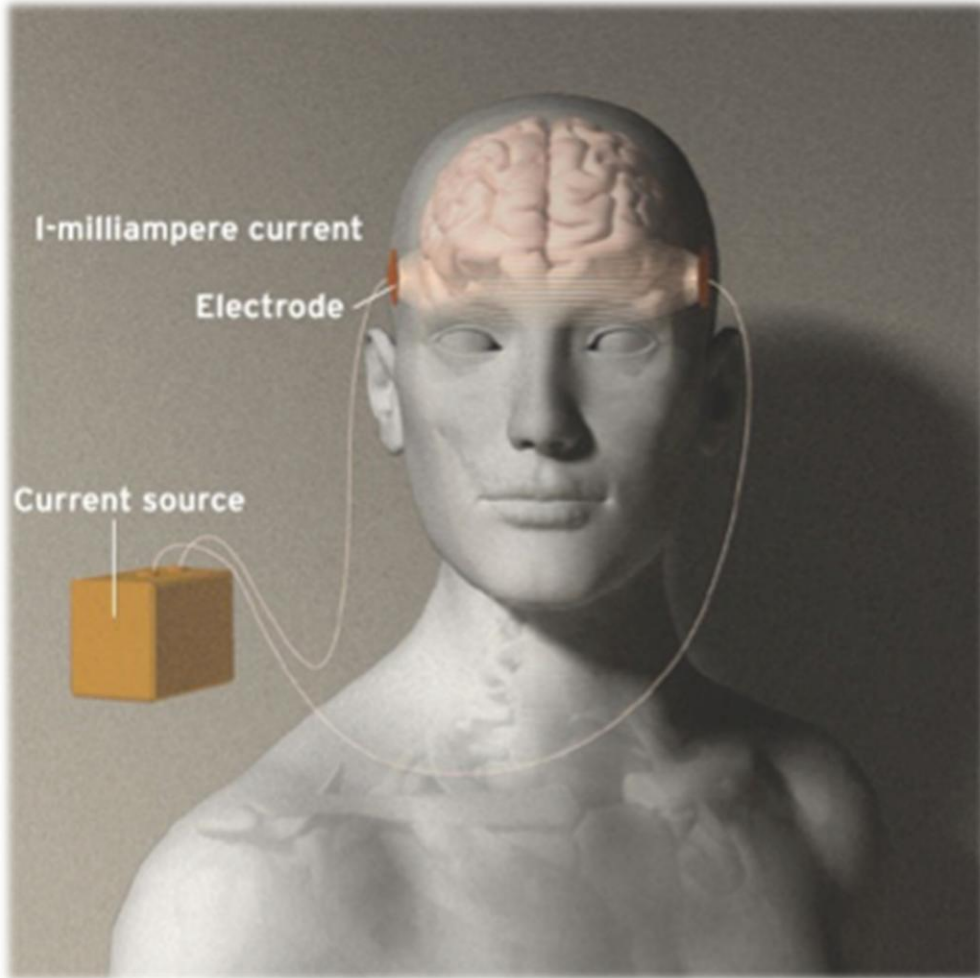


**Genetics**

**'The human species can, if it wishes, transcend itself'**

**- "Transhumanism" by Julian Huxley (1957)**

# Trans-Cranial Direct Current Stimulation (tDCS)



**GoFlow – Low Cost Home tDCS Kit**



# tDCS – Making Us Smarter



**DARPA - Better at video games**



**Harvard – Treating depression**



**USAF – Enhanced training**



**Where next?**

# Brain-Machine Interfaces – Restoring Mobility and Speech



*The BrainGate sensor taps into brain activity to control the robotic arm*



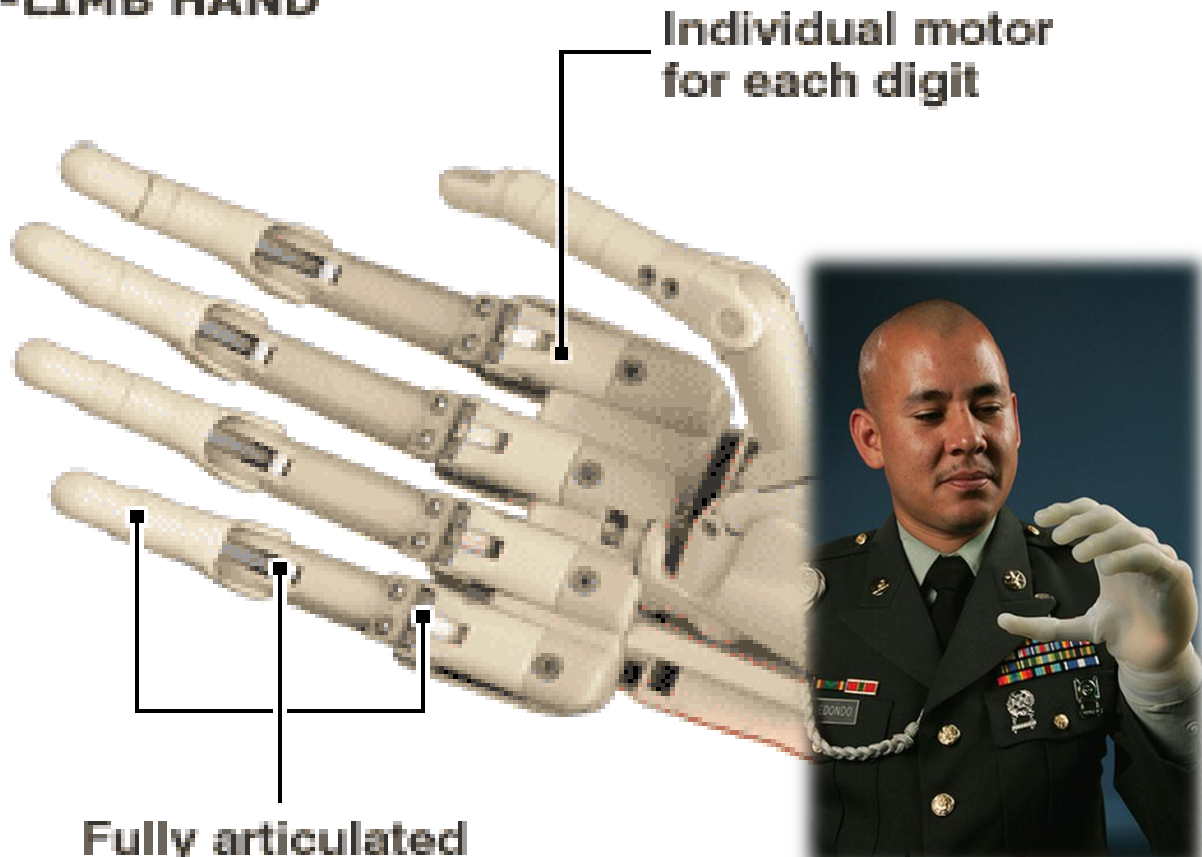
# Exoskeletons



*Completed race in 16 days, using a 40lb exoskeleton strapped to her legs*

# Artificial Limbs

## i-LIMB HAND



Individual motor  
for each digit

Fully articulated  
joints

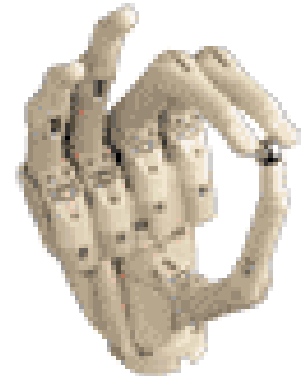
Sensors in socket pick up myoelectric  
signals from arm muscles to make  
full range of movements

## GRIPS

Key



Precision

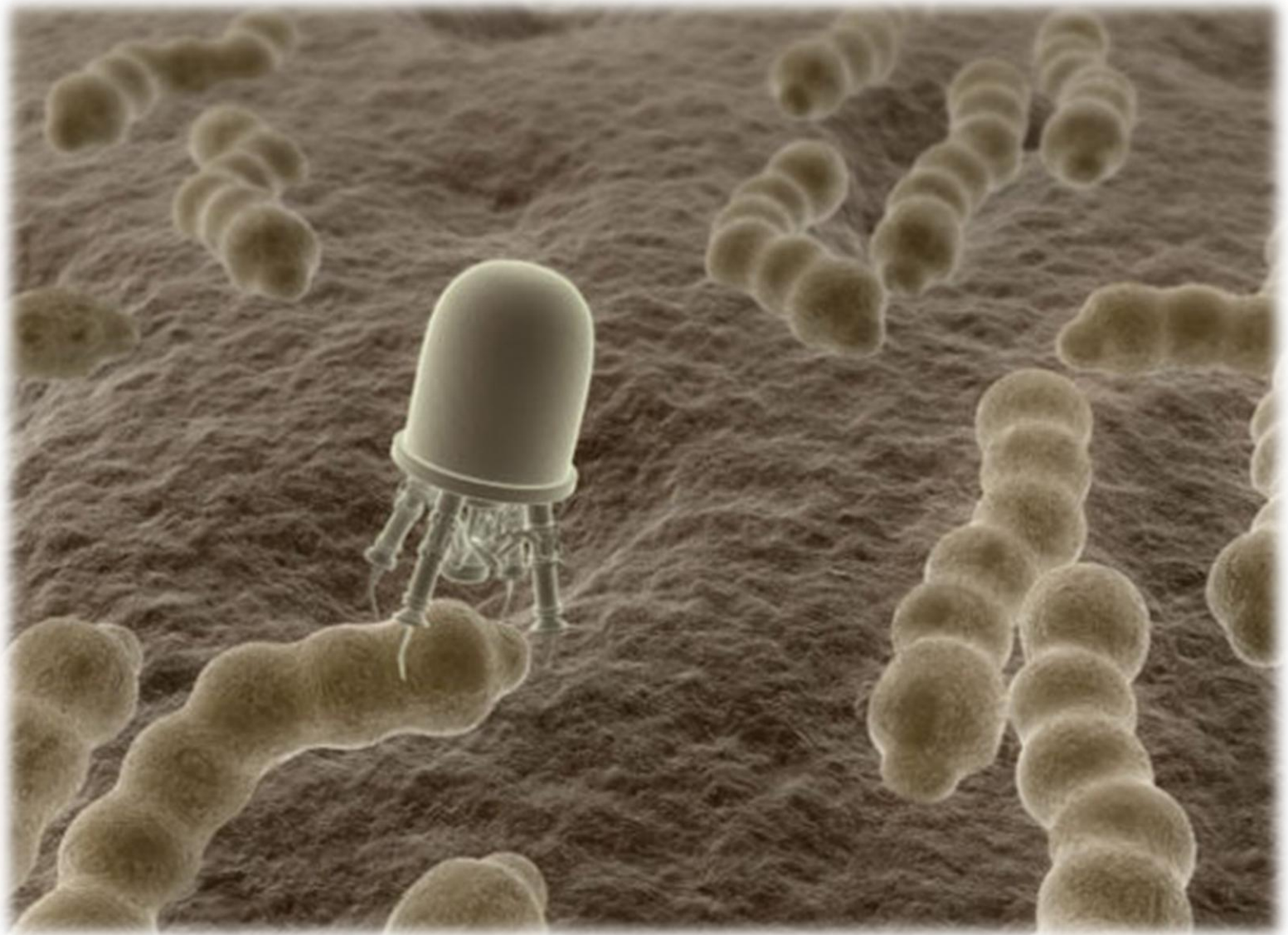


Power

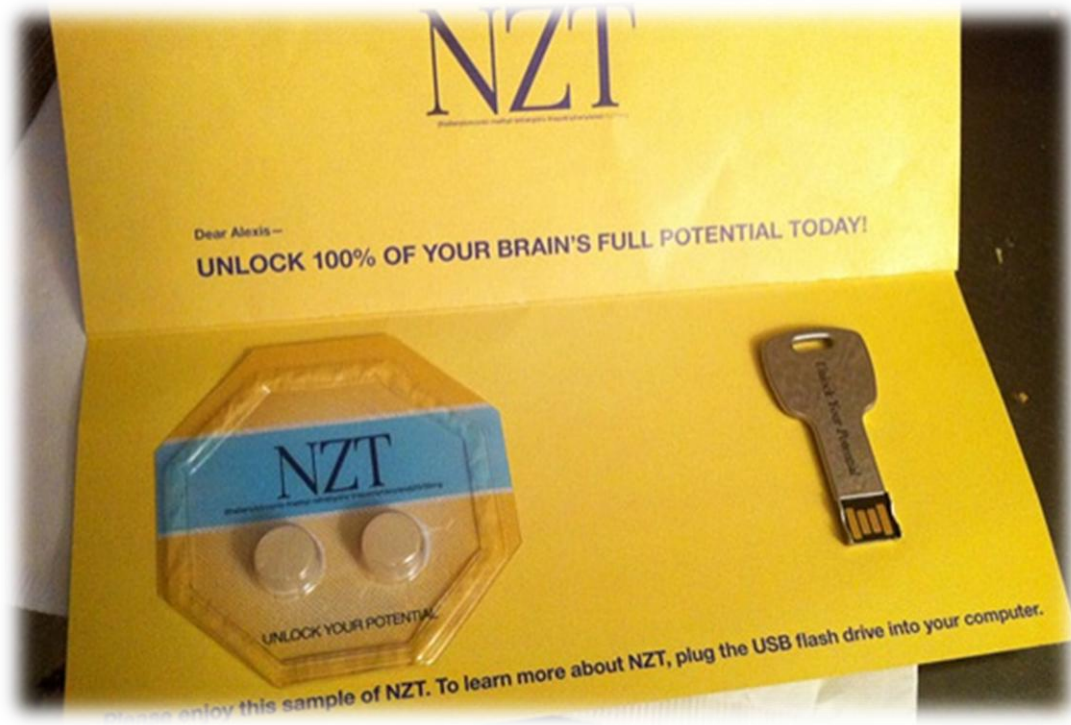
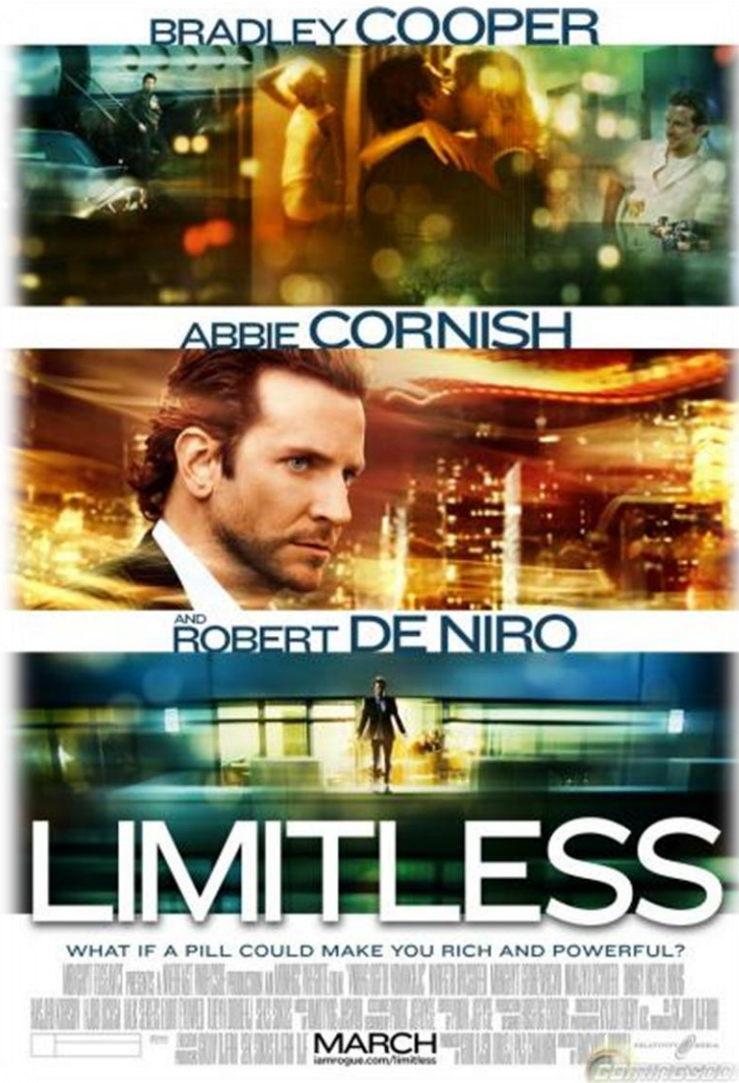




# The Machines Inside Us?



# Smart Drugs: Changing How We Feel and Learn





# Off-Label Use



**Modafinil**



**Ritalin**

- *17% of students in some US universities have admitted to taking Ritalin, a drug designed to treat hyperactive children, to improve their concentration and maximise their learning power.*
- *A survey of 1,400 adults carried out by Nature found that one in five said they had taken Ritalin, Modafinil or beta-blockers to stimulate focus, concentration or memory.*

# Blocking Rage



*Researchers have identified and been able to shut down a brain receptor that malfunctions in overly hostile mice, and which also exists in humans*



# The End of Obesity?



*By knocking out genes that code for certain metabolic proteins, scientists have been able to make mice that stay slim no matter how much food they ate.*

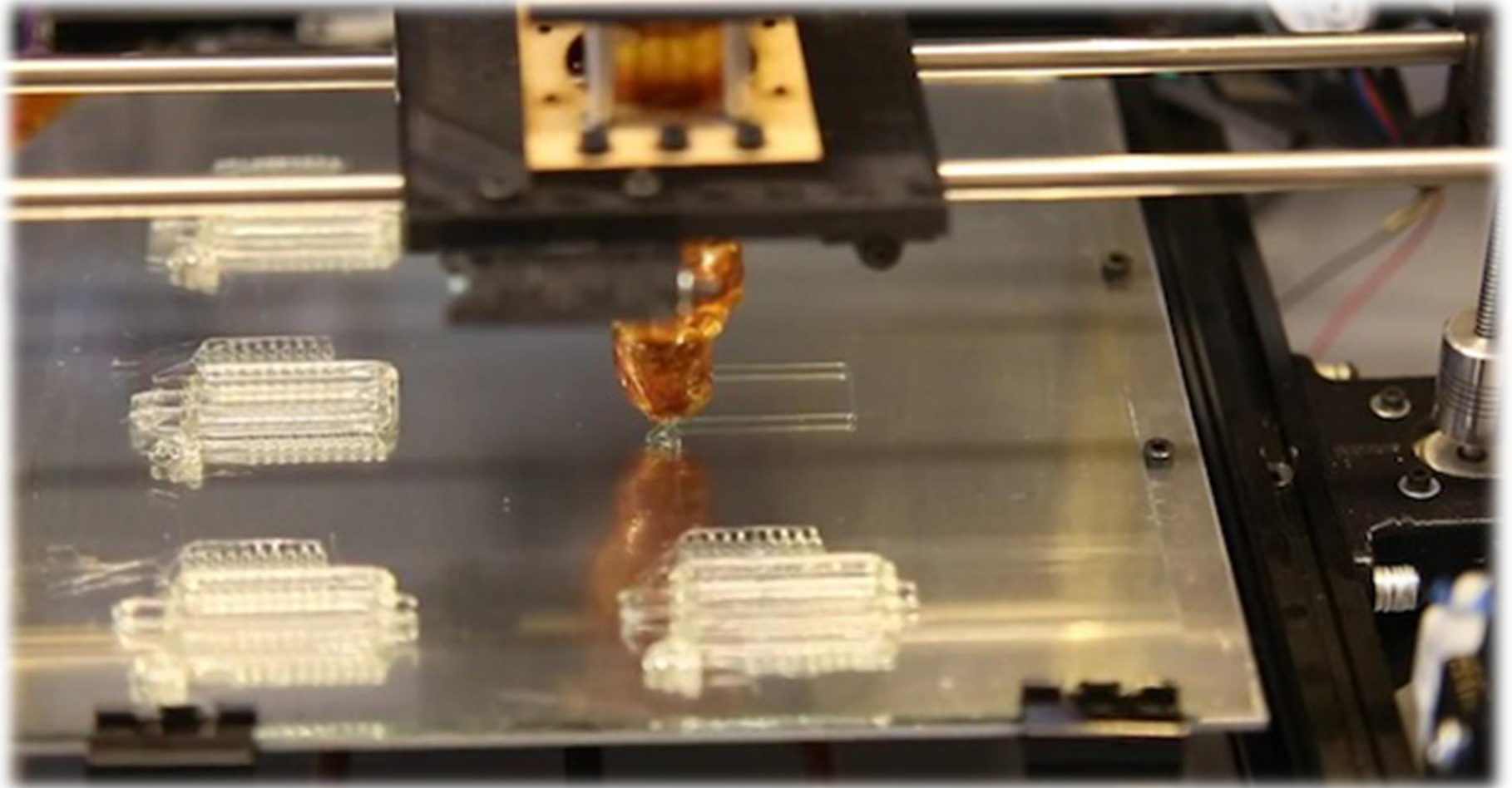
# Growing Body Parts



**2011: The World's First Synthetic Organ Transplant - A Windpipe**

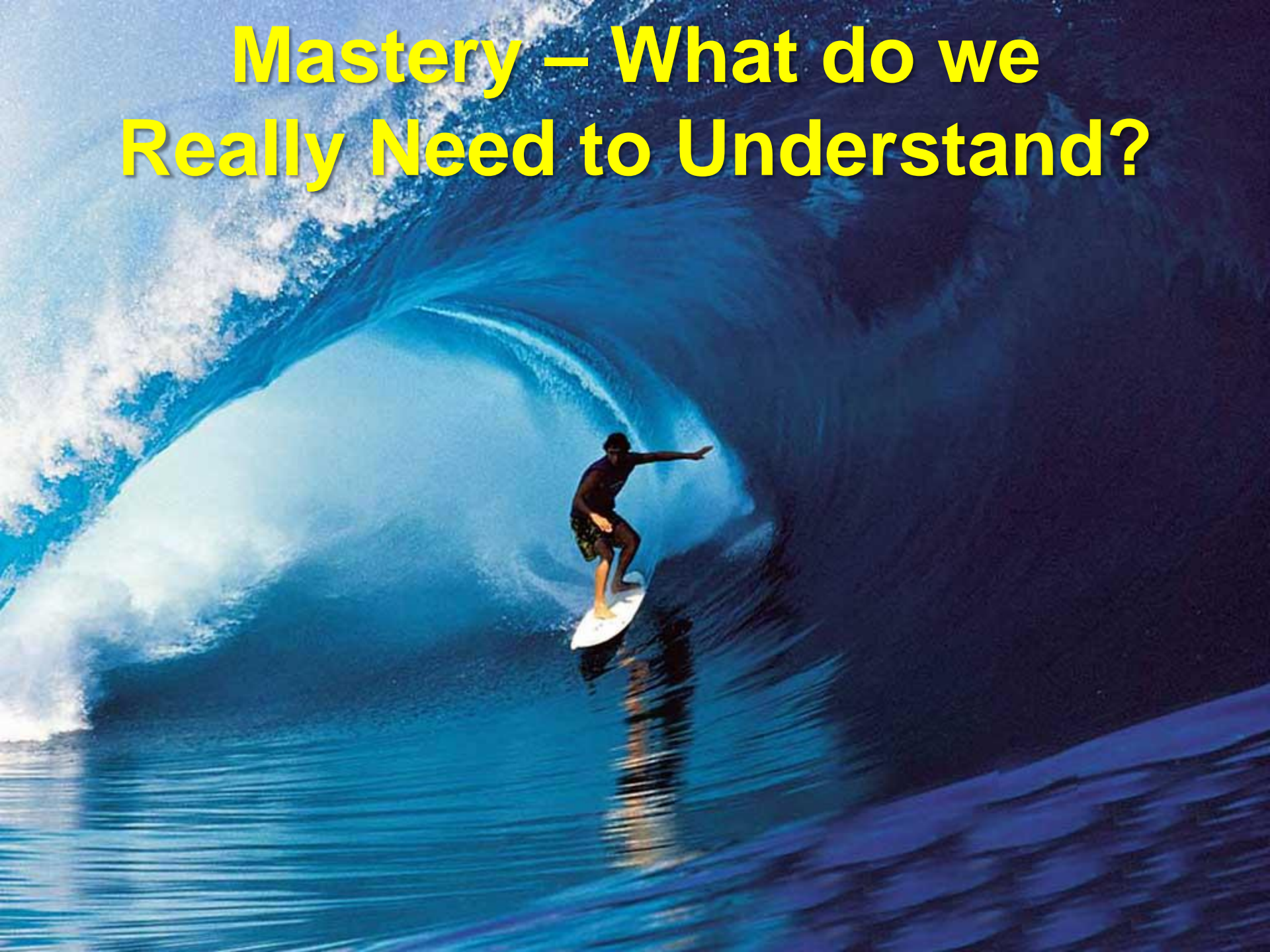
*Coated in the patient's own cells, so no problem of rejection.*

# 3D Printed Body Parts





# Mastery – What do we Really Need to Understand?



# Mastery - Sustainability





# SoMoClo and BYOD





# T-Rays and The VIRTUS Chipset

1.5 - 2 gigabit / sec (~1000 x Bluetooth)



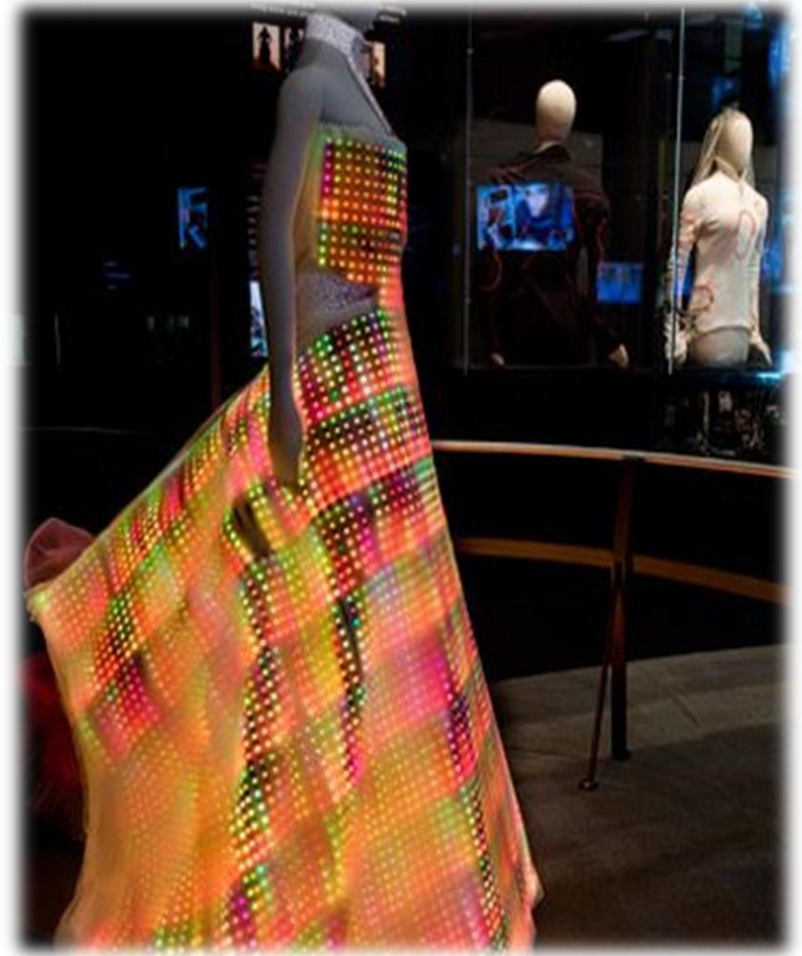
*Enabling wireless display, mobile-distributed computing, live HD video streaming, and real-time interactive multi-user gaming*

# Next Generation Interfaces





# Wearable Devices and Displays





# Big Data and Intelligent Analytics



# in the Middle East - A Vision to 2020

World economy to grow **80%** by 2020.

Global POPULATION TO REACH 8Bn

...ion of the  
... billion  
... Quwan  
... project by 2015



**OHAN WAVE BEACHFRONT PROJECT COMPLETE**

... plans to  
... le number  
... rists by 2014.



**OPENING OF BAHRAIN-QATAR EXPRESS LINK.**

Abu Dhabi, The Emirates Pearl Island Project US \$27Bn man made island 29 hotels, 1 is 7<sup>th</sup>, completes 2018



Virtual Travel



...es. Airline' could  
... 0% of Longhaul



**DOHA INTERNATIONAL AIRPORT COMPLETED**

Egypt's \$16Bn Garmaha Bay development to complete by 2017

**200 SPA LOCATIONS IN DUBAI**

**NUMBER OF TOURISTS EXPECTED TO REACH 150 MILLION BY 2020**

By 2027 Middle East Airlines will buy 870 aircraft.

Dubai International Airport projected to be handling up to 100M passengers per year by 2025

**OHAN TARGETS OMANISATION RATE (NO. OF LOCALS EMPLOYED) OF 50% BY 2020 IN TOURISM SECTOR**

**AIRCRAFT 50% MORE FUEL EFFICIENT**



Hypersonic Travel by 2020



By 2050 humans will need at least two planets' worth of natural resources to live as they do now.

Dubai forecast to double number of tourists by 2022

© Thomson Reuters

ABU DHABI TARGETS 3M VISITORS BY 2015

**GLOBAL TOURIST ARRIVALS TO REACH OVER 1.56BN BY 2020.**

Saudi targets 2M non-Hajj and Umrah visitors by 2020

100M CHINESE OUTBOUND TOURISTS

**World tourism market could TRIPLE**

...monia



...ia Airways  
...t taking  
...y of 6  
...airbus  
...in 2012.

**OPENING OF DUBAI JEBEL ALI AS WORLD'S LARGEST AIRPORT - 10M PASSENGERS BY 2016, EXPECTED TO BE OPERATIONAL 2017 AND ULTIMATELY CAPABLE OF HANDLING 120M PASSENGERS**



Digital convergence could manage our entire travel experience by 2015

**RAS-AL-KHAIMAH 2.7BN WATERFRONT DEVELOPMENT COMPLETE**

AIRBUS PREDICTS ME PASSENGER TRAFFIC TO GROW 7.1% ANNUALLY TO 2015 AND THEN 5.2% UNTIL 2025.



Larger than Monaco, DubaiLand completed in 2020. Opening in 2010 it will employ 300,000 people in the various joylands, servicing 15 million visitors.



**ROBOTIC HOTEL STAFF WILL BE COMMON**

**ME PASSENGER FLEET COULD RISE TO 1195 AIRCRAFT BY 2025.**

**IRAN TARGETS 25M VISITORS**

**MULTILINGUAL CONVERSATIONAL INTERFACES COULD REPLACE KEYBOARDS.**

**WATER AVAILABILITY IN MIDDLE EAST AND NORTH AFRICA TO DROP BY HALF BY 2050.**

**FLOODING RESULTING FROM CLIMATE CHANGE COULD DISPLACE 500M.**

Oman's 2M tourist capacity \$15Bn Blue City development to be completed by 2026.

2015

2020



Arab Travel Solutions



Global Affairs and Foreign Trade

# Mastery – Foresight and Insight

## e.g. ‘Horizon Scanning’ and

# Timeline Development by Sector

### ► The Future of Travel and Tourism in the Middle East - A Vision to 2020

Bahrain Egypt Iran Jordan Kuwait Lebanon Qatar Oman Saudi Arabia Syria Turkey United Arab Emirates Yemen

Global Tourism Industry is **10%** of world GDP

IPCC announces 90% chance humans causing global warming

Completion by 2009 of Gulf's biggest Dam in Oman.

World economy to grow **80%** by 2020.

Global POPULATION TO REACH **8Bn**



LAUNCH OF AIR ARABIA - MIDDLE EAST'S FIRST LOW-COST CARRIER.

Approximately \$1 trillion of infrastructure investment in pipeline in GCC.



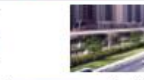
Bus services could link Dubai, Oman, Bahrain, Saudi Arabia and Jordan, Qatar, Kuwait, Egypt and Syria.



NUMBER OF AIRLINE VISITORS GREW BY 7% DURING 2004 TO 14 MILLION.



Completion of world's largest building Burj Dubai.



First phase of Bahrain International Airport expansion to complete by 2010 - raising capacity to 15M passengers



Regional hotel bed nights are forecast to increase by 35% to 387 million by 2010



UAE will add 55,000 more hotel rooms by 2012



UAE will add 55,000 more hotel rooms by 2012



UAE will add 55,000 more hotel rooms by 2012



UAE will add 55,000 more hotel rooms by 2012



UAE will add 55,000 more hotel rooms by 2012



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UAE will add 55,000 more hotel rooms by 2012



UAE will add 55,000 more hotel rooms by 2012

BAHRAIN PASSENGER 80m Regional Traffic UP 21%

20M CHINESE TOURISTS IN 2009, 31M IN 2010

Syria visitors from The Gulf rise 12%

Dubai government forecast 15 million tourists/year

RAS-AL-KHAIMA TOURIST NUMBERS 100,000 Syria targets 7M visitors by 2010

ABU DHABI TARGETS 3M VISITORS BY 2015

Yemenia

OPENING OF DUBAI JEBEL ALI AS WORLD'S LARGEST AIRPORT - 10M PASSENGERS BY 2016, EXPECTED TO BE OPERATIONAL 2017 AND ULTIMATELY CAPABLE OF HANDLING 12M PASSENGERS

RAS-AL-KHAIMAH 1TH WATERFRONT DEVELOPMENT COMPLETE

AIRBUS PREDICTS ME PASSENGER TRAFFIC TO GROW 7.1% ANNUALLY TO 2015 AND THEN 5.3% UNTIL 2025.

ME PASSENGER FLEET COULD RISE TO 1195 AIRCRAFT BY 2025.

MULTILINGUAL CONVERSATIONAL INTERFACES COULD REPLACE KEYBOARDS.

MIDDLE EAST FORECAST TO HAVE 6 OF THE 20 COUNTRIES WITH THE HIGHEST PROJECTED PASSENGER GROWTH

Qatar The Pearl is a US \$27 billion man-made island covering 165 acres of reclaimed land offshore. Open in 2007

SAUDI BEGINS \$5.3BN WATER BANK PROJECT

EASTHOTELS.COM TO OPEN FIRST DUBAI HOTEL IN KUWAIT

COMPLETIONS OF THE THREE PALMS DEVELOPMENTS BY 2009

DUBAI TOURISM SECTOR COULD EMPLOY 100,000 BY 2010

UP TO 320M ADDITIONAL PASSENGERS IN ME BY 2012.

Yemenia Airways to start taking delivery of 6 new Airbus A350s in 2012.

OPENING OF DUBAI JEBEL ALI AS WORLD'S LARGEST AIRPORT - 10M PASSENGERS BY 2016, EXPECTED TO BE OPERATIONAL 2017 AND ULTIMATELY CAPABLE OF HANDLING 12M PASSENGERS

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ME PASSENGER FLEET COULD RISE TO 1195 AIRCRAFT BY 2025.

Lebanon 2006 tourist losses estimated at \$1bn.

Turkey announces plans to launch tourist satellite by 2009

Completion of King Abdul Aziz Bin Abdulrahman International Airport

Up to 89 new hotels on Arabian peninsula by 2008

Qatar takes delivery of first A380 and opens 1st phase of New Doha International Airport

DUBAI TOURISM SECTOR COULD EMPLOY 100,000 BY 2010

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LAUNCH OF MAS AND SAMA BUDGET AIRLINES IN SAUDI ARABIA.

DUBAI ANNOUNCES SOBERN AEROSPACE INVESTMENT PROGRAM

Opening of Jordan's Amman and Aqaba. Carillon as Carillon by 2009

The \$350 million Grand Egyptian Museum - the world's largest - will open in 2010 and attract up to 5M visitors annually

Turkey's 2010 Metro tourism expansion from 14 to 32 stations (increase from 10 to 30 billion (95%) and double employment to 3M people

UP TO 320M ADDITIONAL PASSENGERS IN ME BY 2012.

Yemenia Airways to start taking delivery of 6 new Airbus A350s in 2012.

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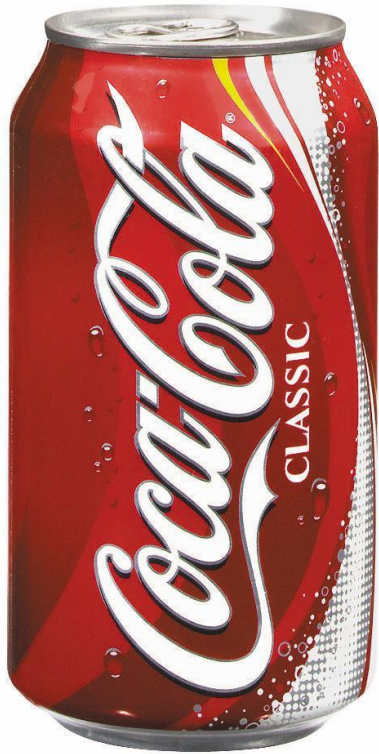




# Muscle



# Muscle – Rapid Decision Making





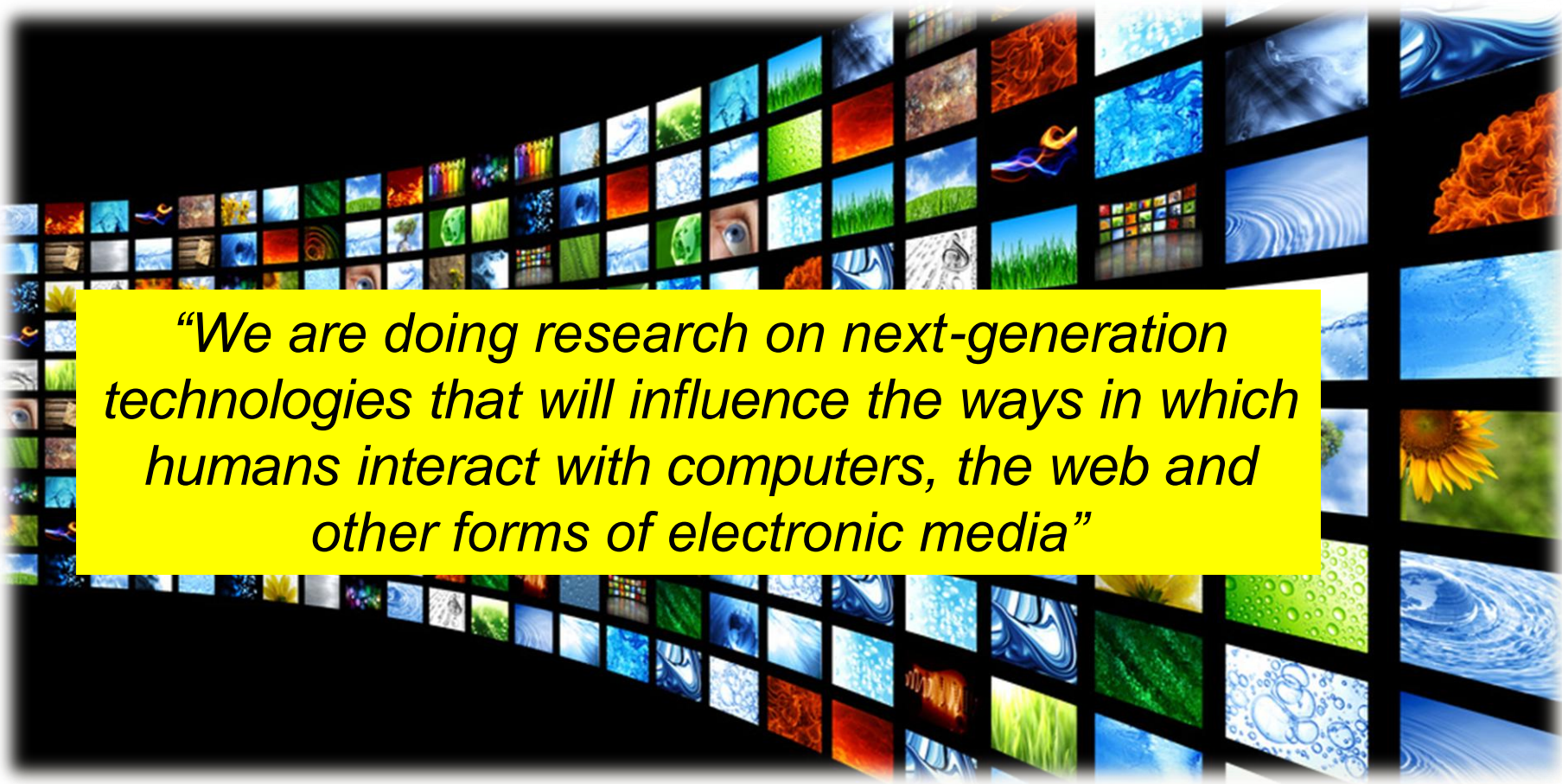
# Muscle – Speed of Execution e.g. Ultra-Quick Construction





# Muscle – Rapid Innovation e.g. Naspers' New Media Lab

*“Fail fast and cheaply” – Koos Bekker, CEO*



*“We are doing research on next-generation technologies that will influence the ways in which humans interact with computers, the web and other forms of electronic media”*

*Research at ‘cutting edge of technological media innovation’ e.g. human-computer interaction, augmented reality, online gaming, internet television and semantic text processing*

# Magic – Creating the Wow Factor



# **Magic – First to Market**

## **E.g. Next Gen Qantas Check-In**





# Magic – Ideas that Delight

## E.g. Virtual Grocery Shopping – Tesco South Korea



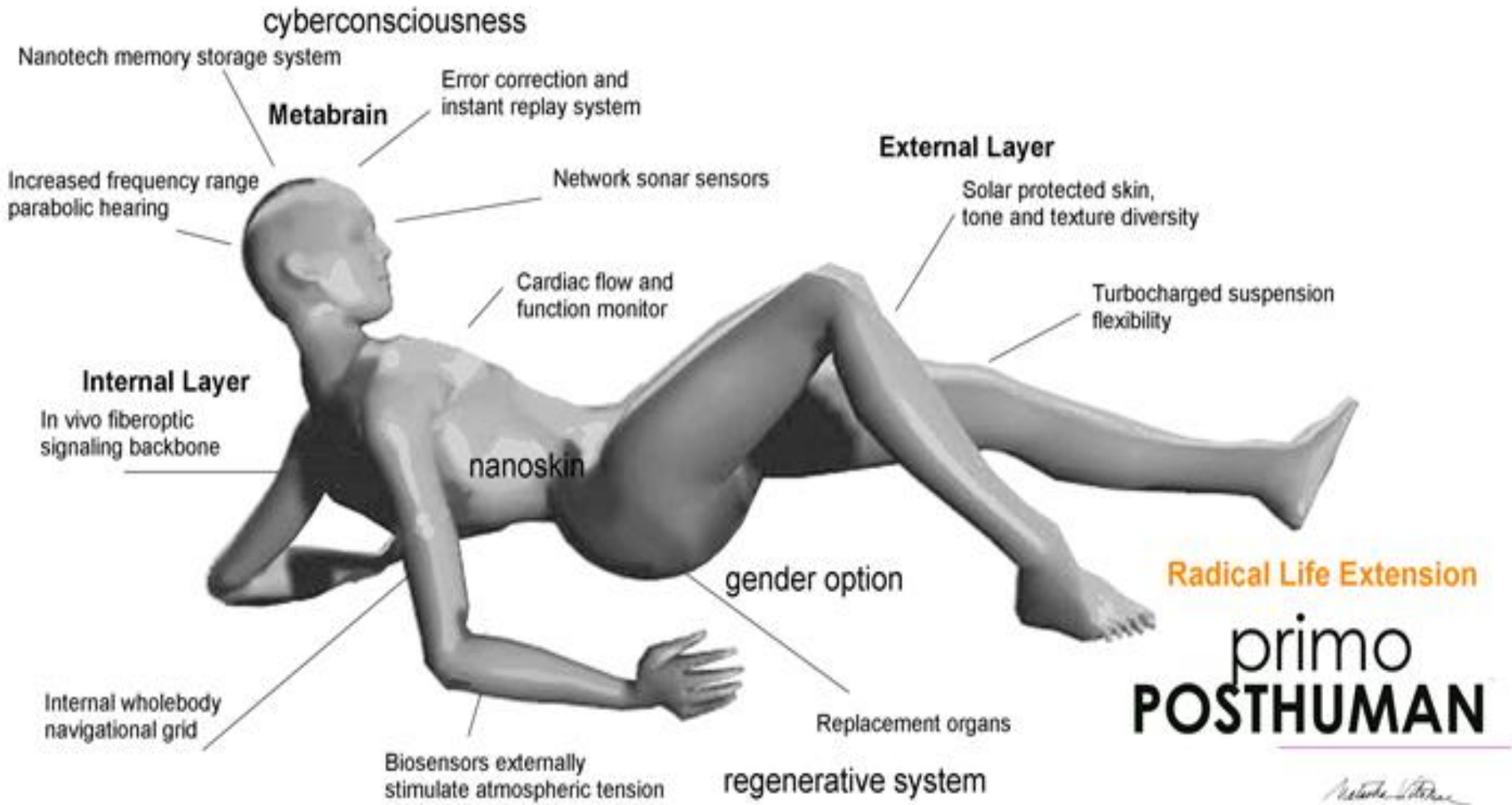


# Wave and Pay – e.g. Waving at Wireless



# Magic – Basic Science

## E.g. Nano-Bio-Info-Cogno Convergence



Unlocking the Value and Risk of Pure R&D, Patents and Licences



# Message

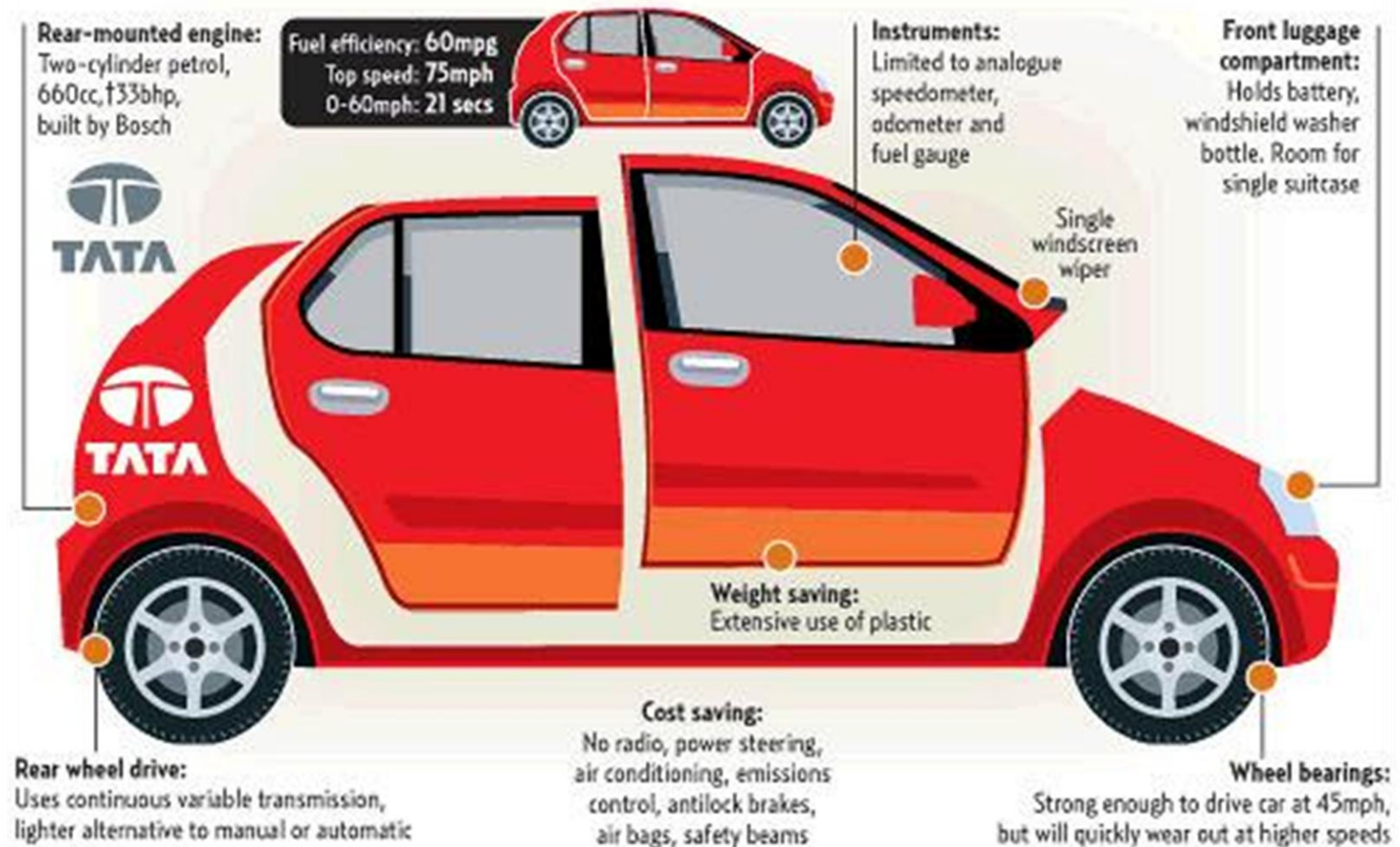
## Impact, Innovation and Ethics



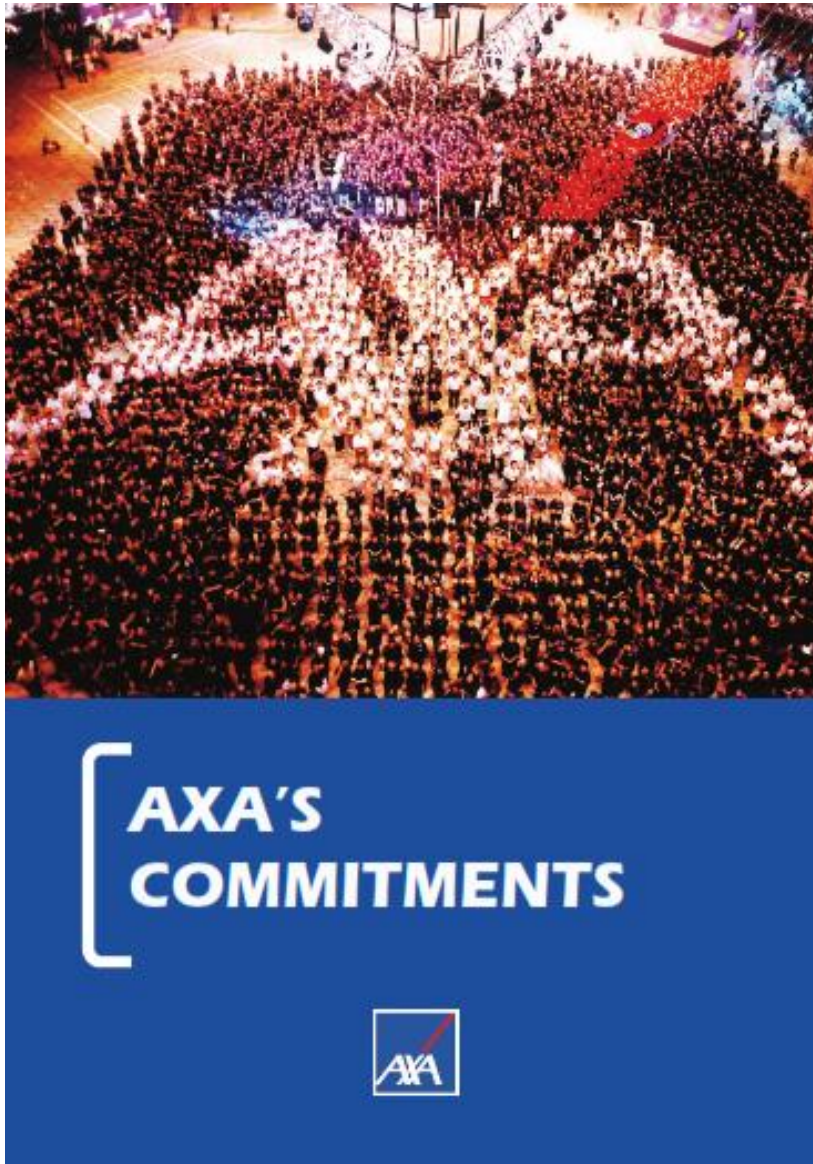
# Scalable Innovation

## Building the world's cheapest car

The cheapest car in the world, set to sell for just \$2,500, is being unveiled at the Delhi Auto Expo by the Indian car manufacturer Tata Motors. The "one lakh" – slang for 100,000 rupees – people's car is aimed at the country's 65 million scooter riders currently unable to afford a car



# Ethics - Being and Doing



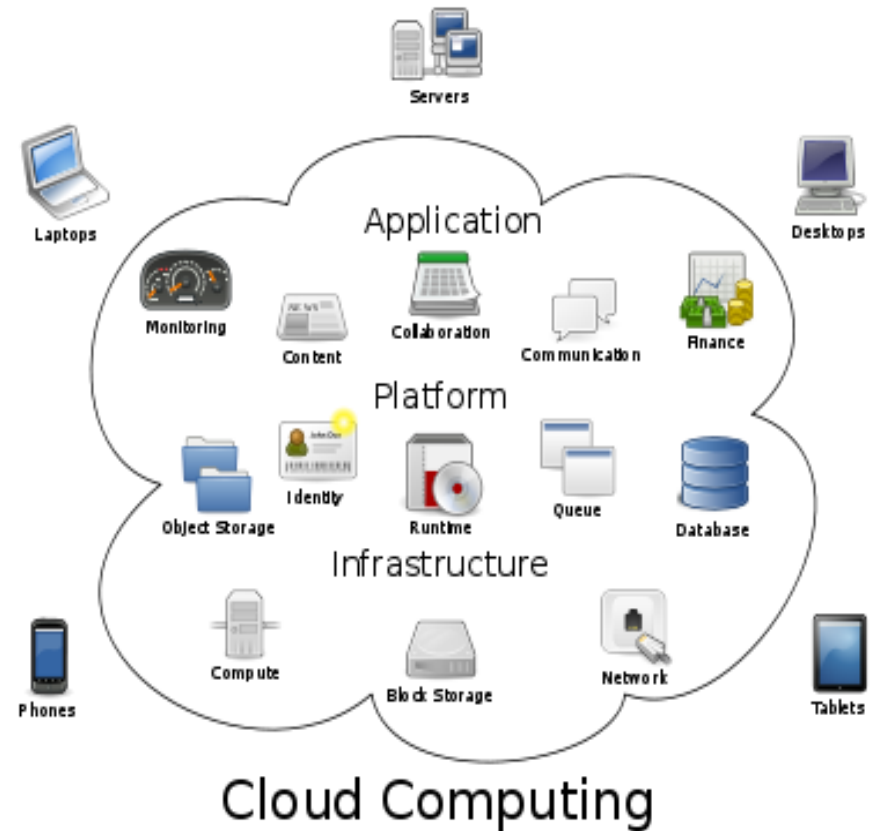


# Business Models – Multiple Pre-emptive Solutions

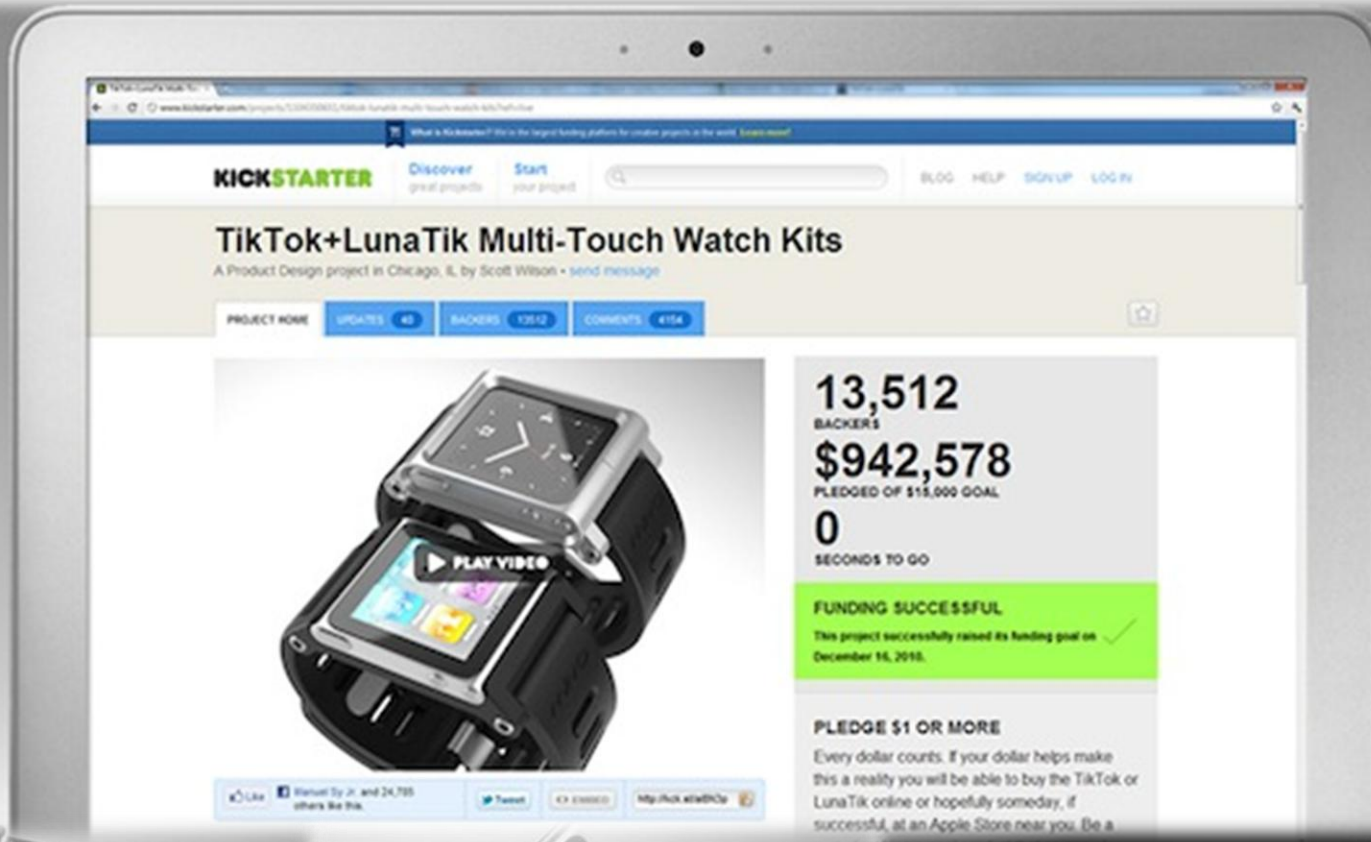


# Models – Access

## ‘Usership’ vs. Ownership



# Kickstarter.com





# Models - Continuous Innovation

## E.g. Auctions

Sony Bravia 37" TV



RRP: £630  
Auction Time: 1 min

25 s

£20.59

Highest Bidder: zannisalvatore

› Bid via mobile (£1.50 per SMS), text **MAD SOH1Y3** to **80160**.

**BID NOW!**

Sony 15.5" 4GB Windows



RRP: £614  
Auction Time: 30 s

26 s

£58.61

Highest Bidder: weegie75

› Bid via mobile (£1.50 per SMS), text **MAD SOH1Y7** to **80160**.

**BID NOW!**

£125 Cash



RRP: £125  
Auction Time: 1 min

56 s

£0.54

Highest Bidder: badassjay

› Bid via mobile (£1.50 per SMS), text **MAD CH12S** to **80160**.

**BID NOW!**

£3088

£8791.50

£81

# Mindset



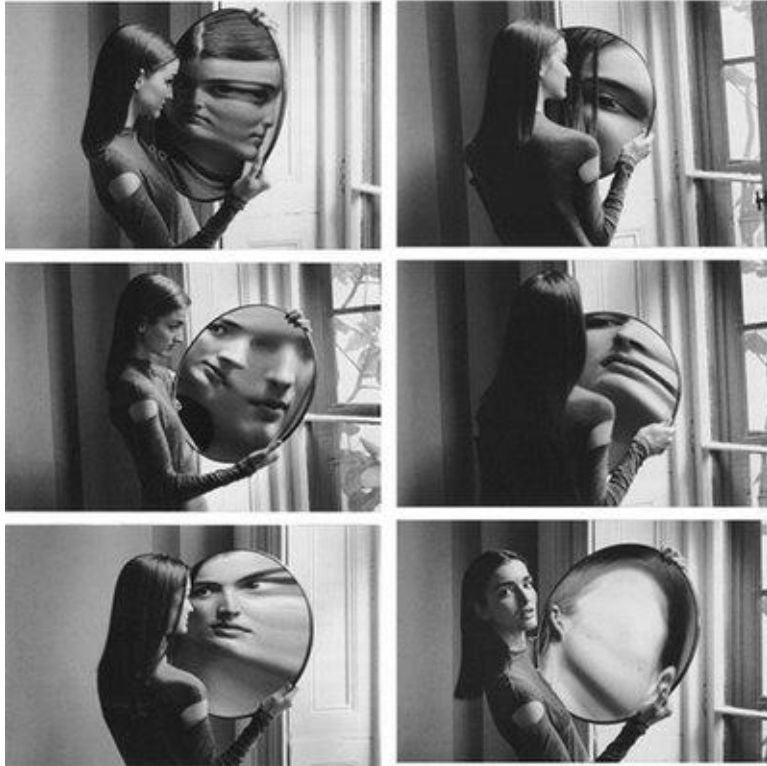
# Mindset - 3 Horizon Thinking

- 12 Months
- 1-3 Years
- 4-10 Years





# Mindset - Tolerant of Uncertainty



**Encourage Experimentation**

# Mindset – Curious, Sticky and Magnetic



# Management - Make Time and Space for Change







# Management - Lead or Follow?







# Conclusions

- New Turbulent Era
- Future is a Journey
- The Door is Open



# **About Fast Future**

# Fast Future – Core Services

- **Live Events** - Speeches, briefings and workshops for executive management and boards of governments, investment funds, development agencies , companies, airlines, airports, hotels, venues, CVB's and associations
- **Future Insights** - Customised research on emerging trends, future scenarios, technologies and new markets
- **Immersion** - 'Deep dives' on future trends, market developments, emerging issues and technology advances
- **Strategy** - Development of strategies and business plans
- **Innovation** - Creation of business models and innovation plans
- **Engagement** - Consultancy and workshop facilitation

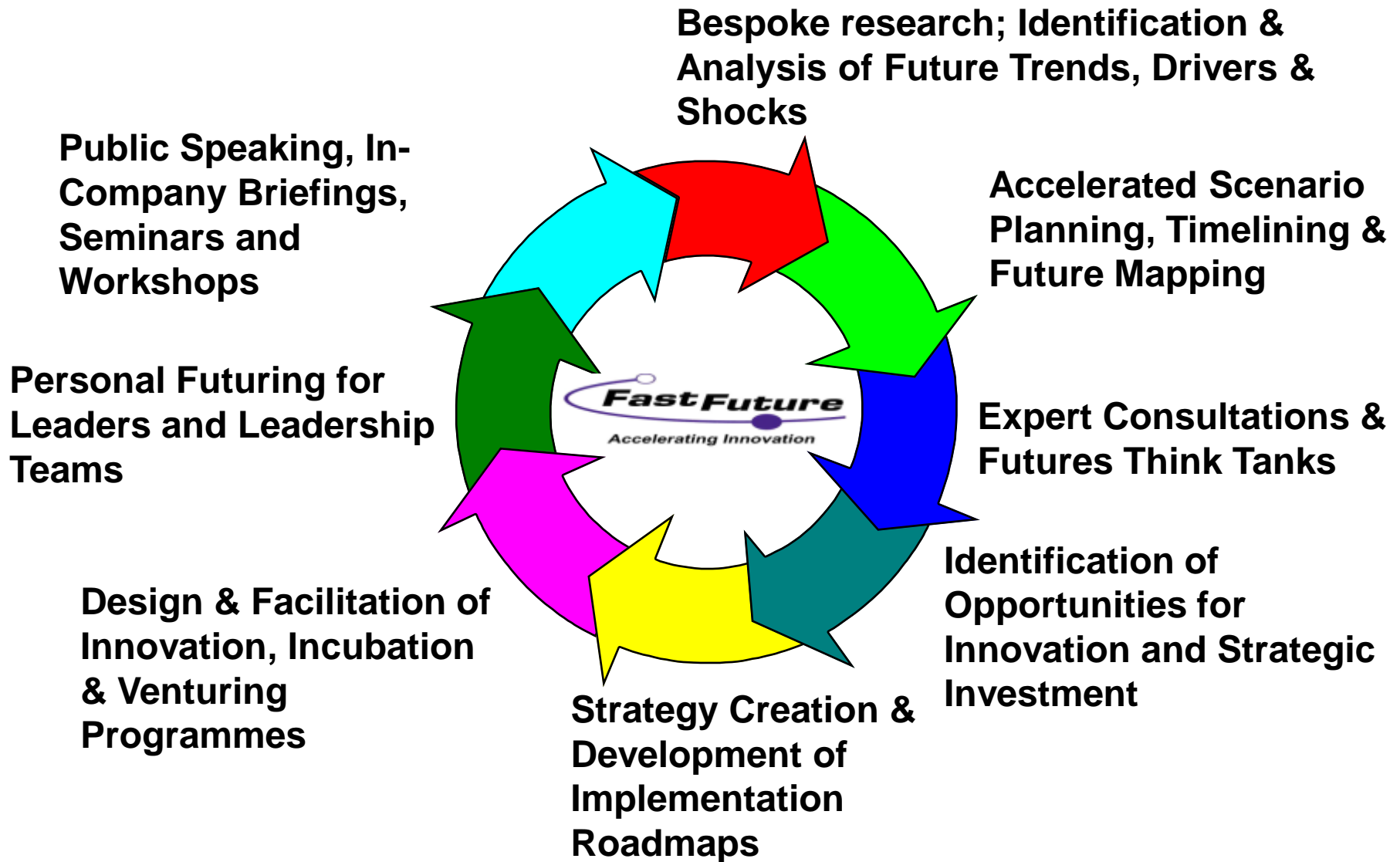


# Fast Future

- Research, consulting, speaking, leadership
- 5-20 year horizon - focus on ideas, developments, people, trends and forces shaping the future
- Clients
  - ING, ABN Amro, Laing O'Rourke
  - Marks and Spencer
  - Airports - Aeroports de Paris / Schiphol Group
  - Vancouver Airport Services
  - Industry Associations – ICCA, ASAE, PCMA, MPI
  - Corporates - GE, Nokia, Pepsi, IBM, Intel, Orange, O2, Siemens, Samsung, GSK, SAPE&Y, KPMG, Amadeus, Sabre, Travelport, Travelex, ING, Santander, Barclays, Citibank, DeutscheBank
  - Governments - Dubai, Finland, Nigeria, Singapore, UK, US
  - Convention Bureaus – Seoul, Sydney, London, San Francisco, Toronto, Abu Dhabi, Durban, Athens, Slovenia, Copenhagen
  - Convention Centres – Melbourne, Adelaide, Qatar, QEIICC
  - Hotels - Accor Group, Preferred,
  - Intercontinental
  - PCO's - Congrex, Kenes



# Our Services



# Example Projects

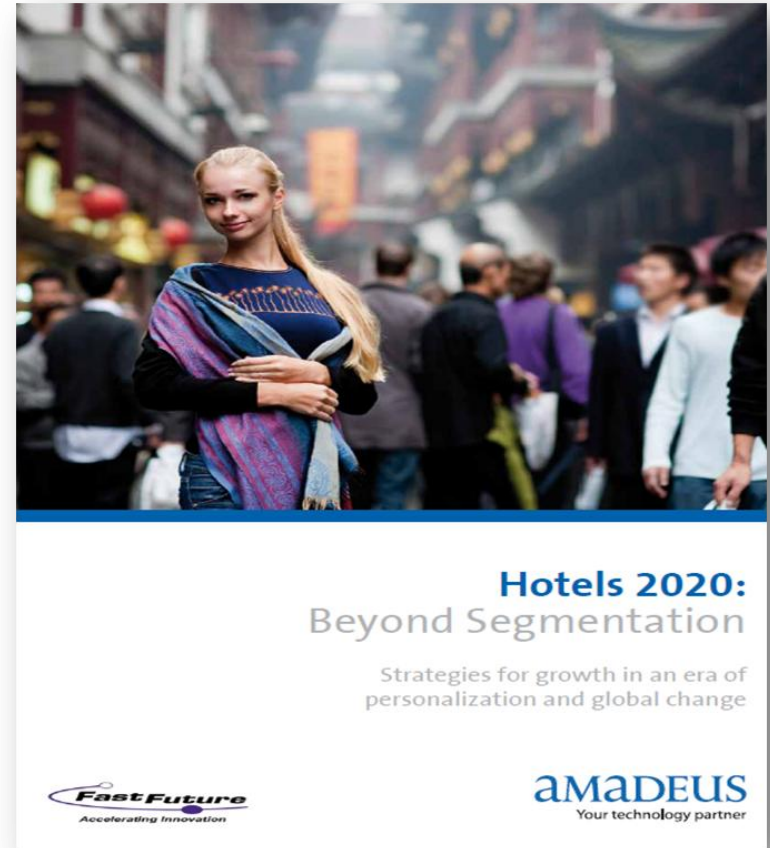
- Public and private client research e.g. :

- *Reinventing the Airport Ecosystem*
- *Development of Market Scenarios, emerging trends and strategies for key clients*
- *Government and OECD Scenario Projects – e.g. Migration 2030, Future of Narcotics, Chemical Sector, Family 2030*
- *Scenarios for the global economy for 2030 and the implications for migration*
- *Designing Your Future (Published August 2008) – book written for the American Society of Association Executives & The Center for Association Leadership*
- *Global Economies – e.g. The Future of China – the Path to 2020*
- *The Shape of Jobs to Come – Emerging Science and Technology Sectors and Careers*
- *Winning in India and China*
- *The Future of Human Resources*
- *Exploiting the Future Potential of Social Media in UK Small to Medium Enterprises*
- *Convention 2020 – the Future of Business Events*
- *Future Convention Cities Initiative – Maximising Long-term Economic Impact of Events*
- *One Step Beyond – Future trends and challenges for the events industry*
- *Hotels 2020: Beyond Segmentation – Future Hotel Strategies*
- *The Future of Travel and Tourism in the Middle East – a Vision to 2020*
- *Future of Travel and Tourism Investment in Saudi Arabia*



# Hotels 2020 – Objectives

- Identify key drivers of change for the globally branded hotel sector over the next decade
- Examine the implications for:
  - Hotel strategy
  - Brand portfolio
  - Business models
  - Customer targeting
  - Innovation



# Convention 2020

- Global strategic foresight study to help the meetings industry prepare for the decade ahead - Industry-wide sponsors
- Multiple outputs Nov 2009 – December 2011
- Current studies on future strategies for venues and destinations



# Rohit Talwar

- Global futurist and founder of Fast Future Research.
- Award winning speaker on future insights and strategic innovation – addressing leadership audiences in 40 countries on 5 continents
- Author of *Designing Your Future*
- Profiled by UK's Independent Newspaper as one of the Top 10 Global Future Thinkers
- Led futures research, scenario planning and strategic consultancy projects for clients in telecommunications, technology, pharmaceuticals, banking, travel and tourism, environment, food and government sectors
- Clients include 3M, BBC, BT, BAe, Bayer, Chloride, DTC De Beers, DHL, EADS, Electrolux, E&Y, GE, Hoover, Hyundai, IBM, ING, Intel, KPMG, M&S, Nakheel, Nokia, Nomura, Novartis, OECD, Orange, Panasonic, Pfizer, PwC, Samsung, Shell, Siemens, Symbian, Yell , numerous international associations and governments agencies in the US, UK, Finland, Dubai, Nigeria, Saudi Arabia and Singapore.
- To receive Fast Future's newsletters please email [rohit@fastfuture.com](mailto:rohit@fastfuture.com)





# Designing Your Future

## Key Trends, Challenges and Choices

- 50 key trends
- 100 emerging trends
- 10 major patterns of change
- Key challenges and choices for leaders
- Strategic decision making framework
- Scenarios for 2012
- Key futures tools and techniques
- Published August 2008
- Price £49.95 / €54.95/ \$69.95
- Email invoice request to [rohit@fastfuture.com](mailto:rohit@fastfuture.com)



# **Image Sources**

# Image Sources Page 1

Page

1. Left to right

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