

..and what will tomorrow bring ?



## BSA Annual Conference June 2000

**Maria-Therese Hoppe**  
Director of Research  
Copenhagen Institute for Futures Studies

**We prolong the trends of the world as we know it  
into the future**



**- But the future is different from today !**

## As Type of Society Changes - the Content of Our Values Change

- Time
- Power
- Age
- Family
- Gender roles
- Work

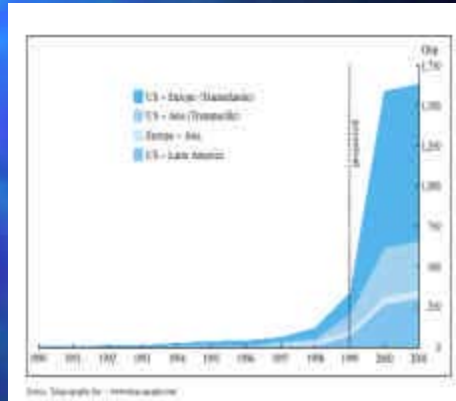
Our society is changing just now

## The Digital Workplace

- Raw material of the workplace: messages
- Process of production:
- Receive / create, adapt, forward messages
- Cost: production time and consumption time
- Transaction time and price less important
- Technology instead of humans
- Increasing data transmission

## Tomorrows Net Capacity: From Scarcity to Abundance

- Cable capacity 2000 "AC" transatlantic: 40 Gbit/s
- Cable capacity 2001 "Oxygen" 1,28 terabit/s
- 288 LEO satellite 2004
- European high speed networks: Viatel, Interroute, Carrier1, COLT etc. 1000 gigabits/s and 1000 terabits/s



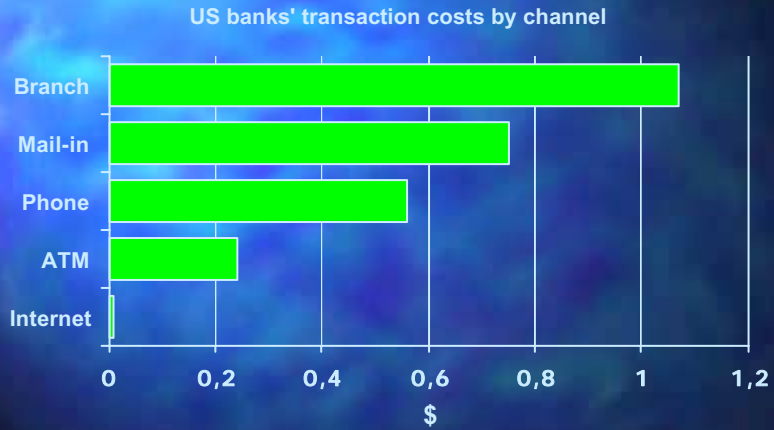
Source: The Future of Telecommunications 2000-2005, EITO

## Consequences for the Future of Work

- Concept of place and time in work dissolves
- Work takes place where it is cheapest and best - distance no hindrance
- Technology takes over human routine work
- Those who have technology and ability to use it will be rewarded
- Those who do not have or can not use will be redundant

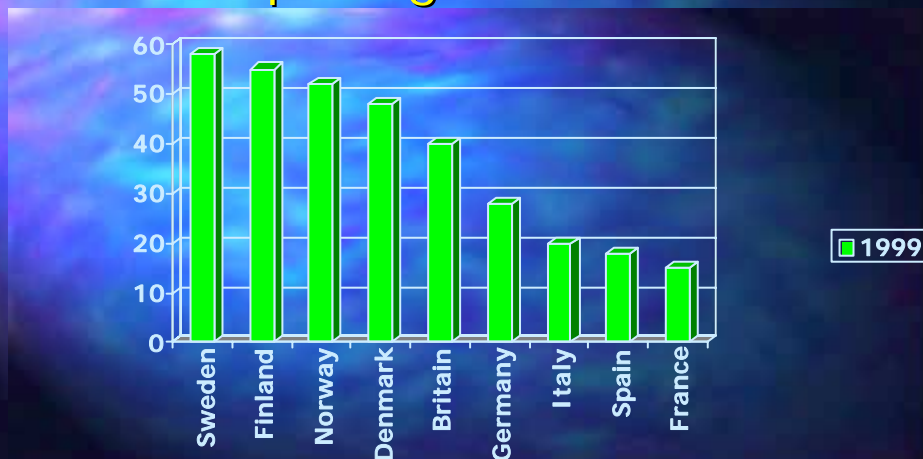
**One of first sectors to feel the impact:  
THE FINANCIAL SECTOR**

## No Cents At All



Source: The Economist- A survey of Online Finance

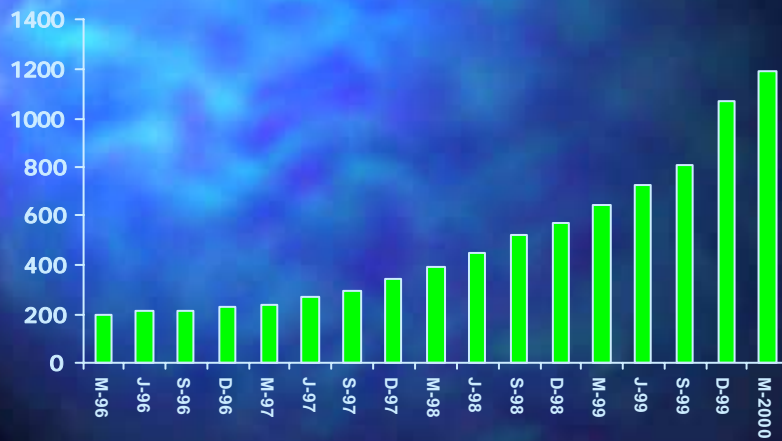
## Internet Penetration Rates Top League 1999



Source: The Economist May 20th 2000

## Fight to the Finnish

MeritaNordbanken's e-customers, '000



Source: The Economist- A survey of Online Finance

When the Net comes in

Power seeps out

## The Potential of the new Digital Highways

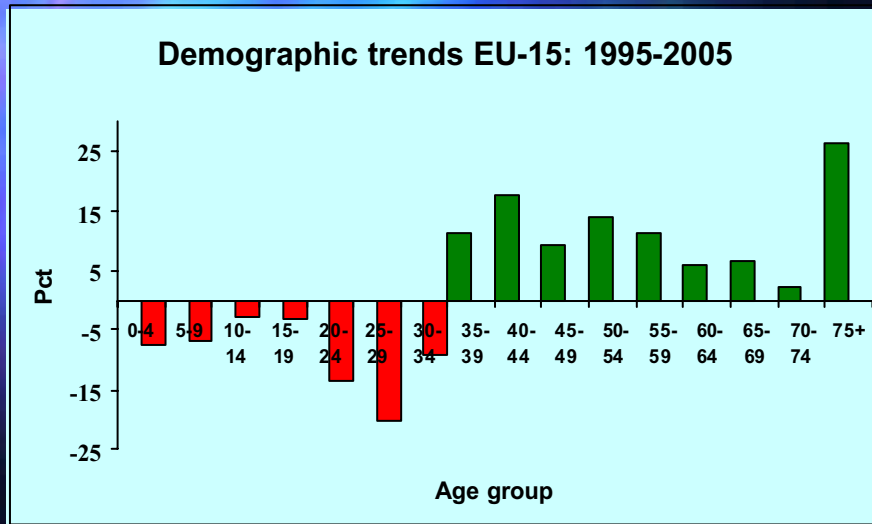
- The digital highways are not one-way roads
- They are two way roads!
- They do not lead only from company to customer
- But from customer to company too..

**The individual customer is king of the future**

**Authority does not rule any more**

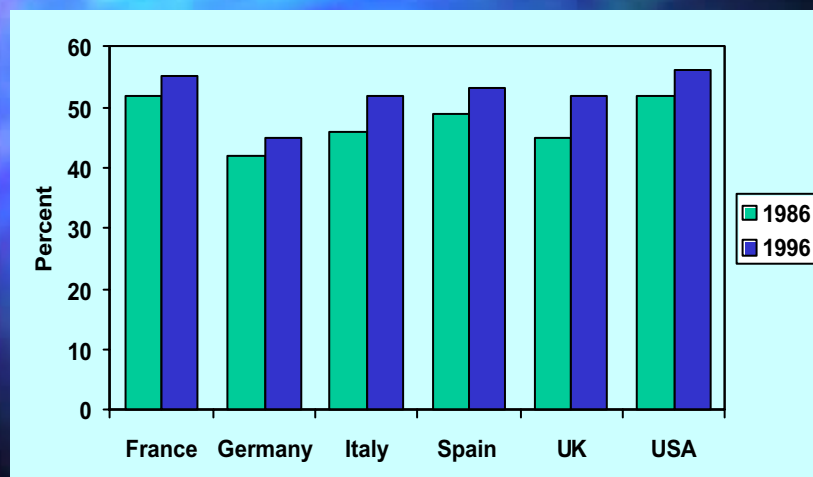
**How to connect to customers?**

## The Ageing Europe



Source: Eurostat Demographic Statistics 1997 -  
Portugal and Greece not included.

## Ratio of Women in Higher Education



Source: Eurostat Yearbook '97

## The Free Ones I ( 20 - 29 years)

- Project future: Design yourself and your future. Takes app. 10 years
- Group minded social individualists
- Use many different products for self expression = need many different stories
- Visual alphabets, critical and decerning - your brand is in/out in a nanosecond
- Strongly diminishing group all over Europe next 10 years = scarce commodity

## The Mother of the Future is a Father

- HE wants to produce emotions: The mother of the future is a father, especially among the under 35'es and trend-setters among the elder



## Family and Career (30 - 49 years)

- Purpose of relationship: Producing emotions
- Children are symbol of emotions = focus on children
- Parents become older and older
- Higher income bracket than former families with children
- Technology is an “of course”
- Most computers are in the homes of families with children
- **Wishes to allot TIME for family**

## Life Begins at Fifty!

By 2021 40 % of the British population will be over 50. And 20 % will be over 80.

Women are increasingly likely to work beyond their state pension age. At present men and women in their fifties are equally likely to work.

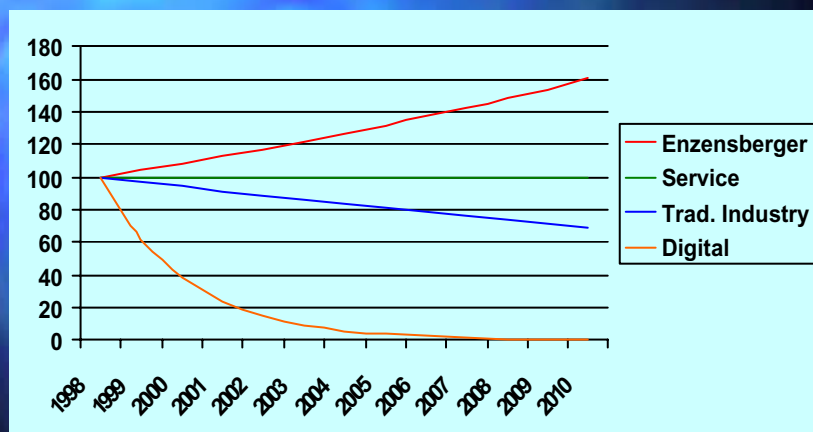
People aged 45-65 go on average nearly two trips abroad a year. While the 16-44 age group only go once. And the 45-65 years old stay longer too!

Source: The Times, June 11th 1999

## The Free Ones II ( 49-58 years)

- Very different from present concept of middle-aged
- The generation used to choosing
- First consumers = critical and demanding
- Spoil yourself, indulge yourself
- Income- and consumption potential tops
- Segmentation easy
- Coming years: Strongly growing numbers

## Price Development 1998-2010. Index 1998 = 100



Enzensberger: Scarce goods like  
Time, fresh nature, no intrusion,  
emotions, experiences

## Dream Society Products: Stories

- Stories are sold as:
- Stories for books and movies
- Events (sports, music, culture)
- Along with products (eggs, cars, computers, insurance, mortgages)
- Along with services (travel, customer support,)
- Everywhere

## A good story

- A story that appeals to the heart
- May be told again - and again
- The customer can easily continue the story
- When the product is ok
- The storyteller strongly believes in the story

- When you sell togetherness and friendship in the Irish pub, an awful lot of beer accompanies it
- Photographing is an
- emotional market - just as a large chunk of telephony is

## The Six New Market Profiles

- The market for adventure
- The market for love and friendship
- The care market
- The who-am-I market
- The market for peace of mind
- The market for convictions

...The possibilities and markets are endless -  
as long as the story is good

## The Peace of Mind Story

- In the good old days
- We knew our values and our world
- Nothing was new and disturbing
- Like the hunter who knew his nature  
- no new animals showed up!

## The Love and Friendship Story

- Our family is about love - we can show it
- I love and protect my family (Volvo)
- My friends and I . . . . (Coca Cola)
- My pet and I
- How to strengthen our friendship

## The Convictions Story

- If you share our beliefs - buy our products
- Against racism
- Supporting nature
- Supporting human rights
- Sponsoring local initiatives
- Animal rights
- The company adds convictions to the products - Vote in the mall

## Visions are now permitted

- On the market for beer or belonging?
- Insurance or freedom to persue adventure ?
- Portfolio or peace of mind?
- Transportation or adventure?
- Mortgage or love?

## Why Emotional Segments?

From Information to Story-telling

Because:

- We can afford the story on top of the product
- Unique selling points are disappearing - and unique story points are appearing
- The product is increasingly becoming a by-product

## The Company in the Dream Society

- Its market is defined emotionally
- Its story develops - in a dialogue with the customer
- It can span more profiles than one
- It happens on all markets - gradually but soon

## Future Rational Customer in the Financial Sector

- Competition on price and service
- New technology
- Customers shop around
- Discount solutions
- Automation and mergers
- Internationalisation
- Blurring of sectors

## Future Irrational Customer in the Financial Sector

- Peace of mind
- Freedom
- Care
- Friendship
- Trust
- Ethics

When services in financial sector are evaluated as being similar, new competitions about best stories arise!



**“We think rationally  
while the irrational market  
is growing up around our feet”**

Rolf Jensen  
The Dream Society  
McGraw Hill 1999

## Into the Dream Society

- Agricultural Society 10.000 years
- Industrial Society 200 years
- How long time will the Information Society last ?
- Is the Information Society really only a last twist of the Industrial Society before it changes into the Dream Society ?

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