

Innovation from Digitalization

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Innovation from Digitalization

Picture by Leung Cho Pan / dreamstime



The future of urban mobility

12

All around the world people are flocking to cities. This will be accompanied by a massive growth in urban traffic, which is expected to triple by 2050. What are the future business models of urban mobility that can effectively drive necessary innovation across the ecosystem? This article sheds some light on the possibilities, referring to Arthur D. Little's new study "The Future of Urban Mobility Study 2.0."

François-Joseph Van Audenbove, Oleksii Kornichuk, Arnaud Schoenmakers, Lucie Lammens

Innovation in the healthcare space

32

The business model of the pharmaceutical industry is changing fast: The era of blockbuster medications with big margins is over. Instead, patient-centric medication is the way forward. While the industry is still grappling with these facts competition from another side is entering the field: tech companies are currently investing heavily to reap large profits from e-health concepts. In the article the authors discuss how pharma companies can react in order to survive in this new environment.

Nils Boblin, John Brennan, Tbilo Kaltenbach, Frederic Thomas



Illustration by Sylvia Neuner

The next act in cloud computing

48

The cloud and the Internet form the backbone of global commerce and have enabled countless new businesses and innovations. The network behind it, though, has grown in an unplanned way, and consequent weaknesses in the architecture of the web must be addressed. The telecoms industry has therefore decided to disrupt itself to secure the future. In this article the authors examine why the industry has chosen this path and how by re-imagining their networks as part of the cloud they could create significant new value, both for companies engaged in web commerce and for themselves.

Salman Ali, Jesus Portal, Volker Pfirsching, Anders Johansson

Primium – business models for a privacy-conscious world

54

Today's Internet users expect many services to be free of charge. In the current business model intermediaries provide a free service to users, and in exchange they are allowed unfettered access and full control over user data. In a Freemium model, the user pays for enhanced features, the most common being the absence of advertisements. In this article the authors lay out the idea of another business model, "Primium" digital services in which customers pay more, but have control over privacy of their data.

Sai Prakash Iyer, Hari Prasad Picbui, Thomas Kuruvilla



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Illustration by Sylvia Neuner

How to manage your return on investment in innovation

66

In any company around the globe investment in innovation and R&D is under critical scrutiny. Is it going to the right places and is the amount spent exactly appropriate? Is the company getting the best return on its innovation spend? These are questions that any CTO today must be able to answer. In this article the authors explore the challenges of managing the Return On Investment (ROI) of innovation, and provide some examples of good practices and key factors for success.

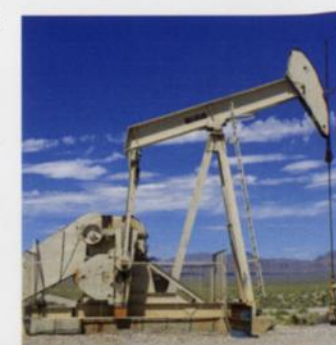
Michael Kolk, Rick Eagar

The birth of Neo-Petronationalism: a new emerging model

84

In 2013 Mexico approved an ambitious energy reform that ended 70 years of Petronationalism. The country opened its market and now allows private and international investors to participate through a range of contracting models. The authors believe that a successful implementation of the Mexican energy reform will position Neo-Petronationalism as a new paradigm for certain countries that share similar conditions. What are the business opportunities, and who will be in the next wave?

Paola Carvajal, Paolo R. Dutto, Agustin Gogorza, Rodolfo Guzman



Picture by Pancakecom / dreamstime

"We live in a culture of permanent transformation."

94

Audi has been thriving in the luxury car segment. But the company knows that it cannot rest on its laurels. In our interview Rupert Stadler, Audi CEO, talks about the key challenges driving the company such as alternative drive systems, connectivity and the rise of megacities. To solve these challenges the company will keep pushing its innovation efforts around the globe. One of the most important issues for the way forward is creating and maintaining a coherent and unique company culture.

An interview with Rupert Stadler, Audi CEO by Thomas Becker.



Navigating the Future

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Navigating the Future



Illustration by Sylvia Neuner

The Trends in Megatrends

12

The forecasting of megatrends has significantly grown in recent years. Business, societies, governments and industries are increasingly demanding insights into future developments. At the same time, intelligence providers have come up with ever more sophisticated forecasting methods. In this article the authors shed light on the most important megatrends in the areas of technology, energy & the environment, economics & politics as well as social & health and examine how companies can best go about monitoring them.

Rick Eagar, Charles Boulton, Camille Demyttenaere

Anticipating the Future in Healthcare

24

On one hand the outlook for the healthcare industry is broadly positive: revenues and profits will increase around the world. But the current model is not sustainable, meaning that healthcare providers have to change if they are to overcome significant future challenges. Innovation is the only way forward. In this article the authors examine the trends driving the healthcare ecosystem, the role of technological innovation and how it will change the way healthcare is delivered, along with the business models of market participants.

Nils Boblin, Dr Thilo Kaltenbach, Dr Ulrica Seblstedt, Vikas Kharbunda

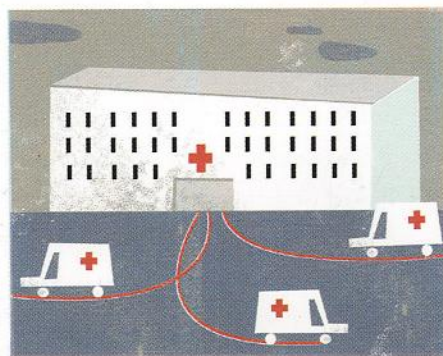


Illustration by Sylvia Neuner

The Future of Agri-Food

38

The world population continues to grow, and by 2050 a 70% increase in food production will be required to sustain it. Science and technology is widely recognized as being a key enabler to achieving this step change. However, many businesses in the agri-food industry struggle to invest precious resources in long term science and technology. In this article, the authors explore some of the key trends and challenges in the agri-food industry, and explain how foresight can be used to both stimulate innovation and provide shortcuts to markets.

Phil Webster, Frederik van Oene, Maki Kurosawa, Laurie Guillodo



Picture by Alisbalb / dreamstime



Picture by Shawn Hempel / dreamstime

Looking Under the Hood of the Internet

50

Over the last decade, the nature of the traffic for which the Internet and its ecosystem was initially developed has fundamentally changed. Next-generation content and applications are being designed all the time, but there are some hidden bottlenecks preventing these from achieving their full value creation potential. The Internet has effectively become a new media platform as its usage has shifted to richer types of content, particularly streaming video. As a media platform, the quality of delivery has become an important business issue that needs to be solved so that it can deliver its potential added value – for end users as well as for businesses. In this article the authors lay out different ways how this issue might be tackled.

Gregory Pankert, Andrea Faggiano, Karim Taga

Anticipating the Operations of the Future

66

During the last decade business operations have been transformed in a way that has never been seen before. What does the future hold for operations management and how can it react to ever accelerating change? In this brief article the authors take a quick look at some of the likely characteristics of the operations of the future, and how operational leaders can best respond.

Bernd Schreiber, Niklas Brundin, Richard Eagar, Daniel Tappenbeck

Picture by Mordolff / iStockphoto



Radical Change for European Power Utilities

76

The extensive disruption caused by the large-scale development of renewable power generation capacity in Europe continues to change the industry. For European power utilities the question is how they can react to these changes. In this piece the authors update a previous Prism article, examining specific sector trends in detail in order to identify future opportunities for utilities to respond to the fundamental changes currently underway.

Stephen Rogers, Dr Matthias von Bechtolsheim, Nick White, David Borràs, Dr Robin Francis, Kirsty Ingham



"We should embrace the future for all the opportunities it holds, and have faith in it."

90

Gemalto is a world-leader in digital security solutions and devices – Gemalto technology is in the pockets of one out of every two human beings in the world today. In our interview with Olivier Piou, the CEO of Gemalto, he shares his own unique insights on the current state of digital security and what we can expect from the future – a critically important topic for all companies.

An interview with Olivier Piou, Chief Executive Officer of Gemalto NV with Delphine Knab.