



TIDES *of* Change

INVESTED IN THE FUTURE

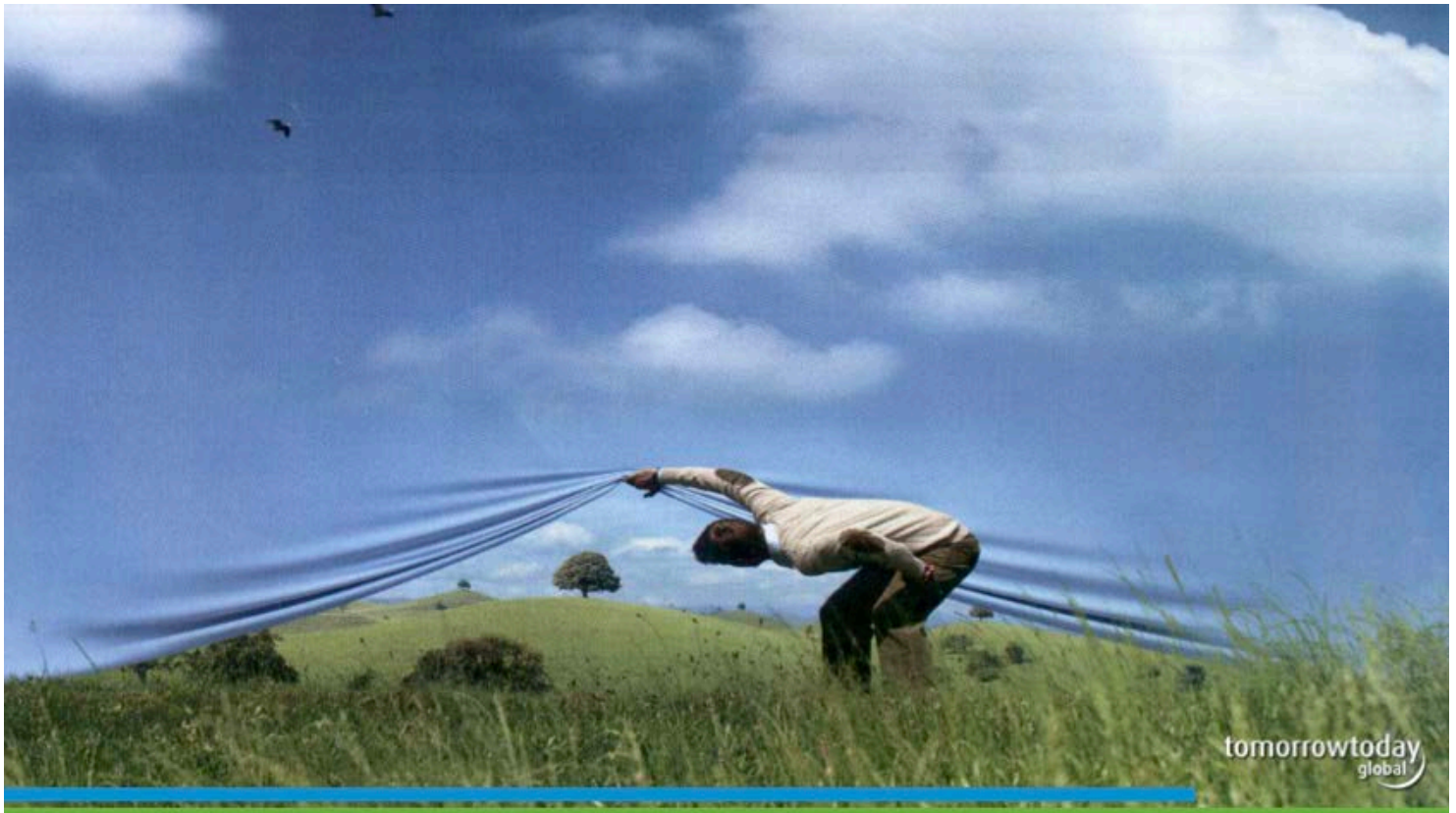
DEAN VAN LEEUWEN

Chief eXploration Officer (CXO)

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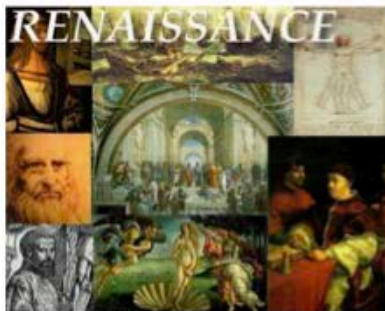
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When will things go back to *normal*?





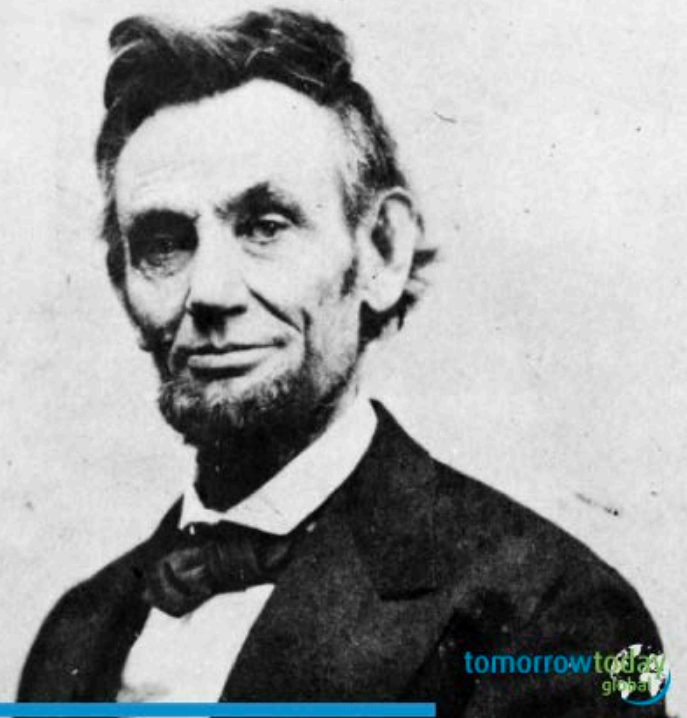
The Age of Quests





**“The best way
to predict
the future
is to
create it.”**

Abraham Lincoln



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“There is a world market for five
computers.”
~ Thomas Watson, IBM Chairman 1943

IBM



**Never be heavier than air flying machines
~ Lord Kelvin, President of the Royal Society**



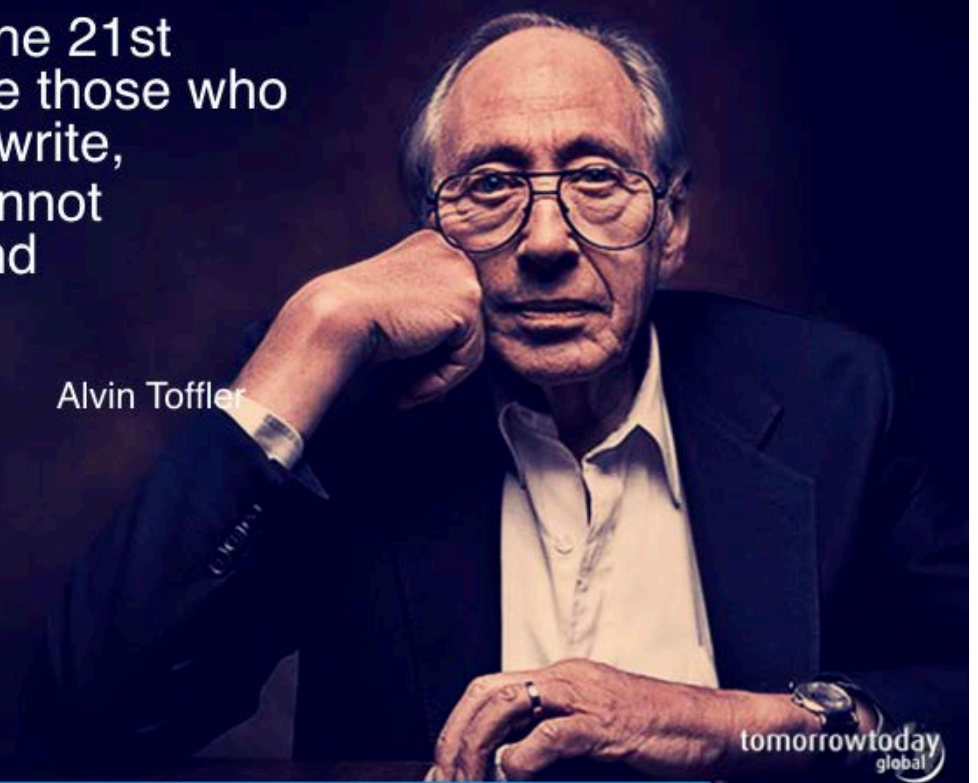
**"There will never be a mass
market for motorcars"
- Gottlieb Daimler**



UNLEARN

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”

Alvin Toffler



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What are the questions you should
be asking about the future
but are not?

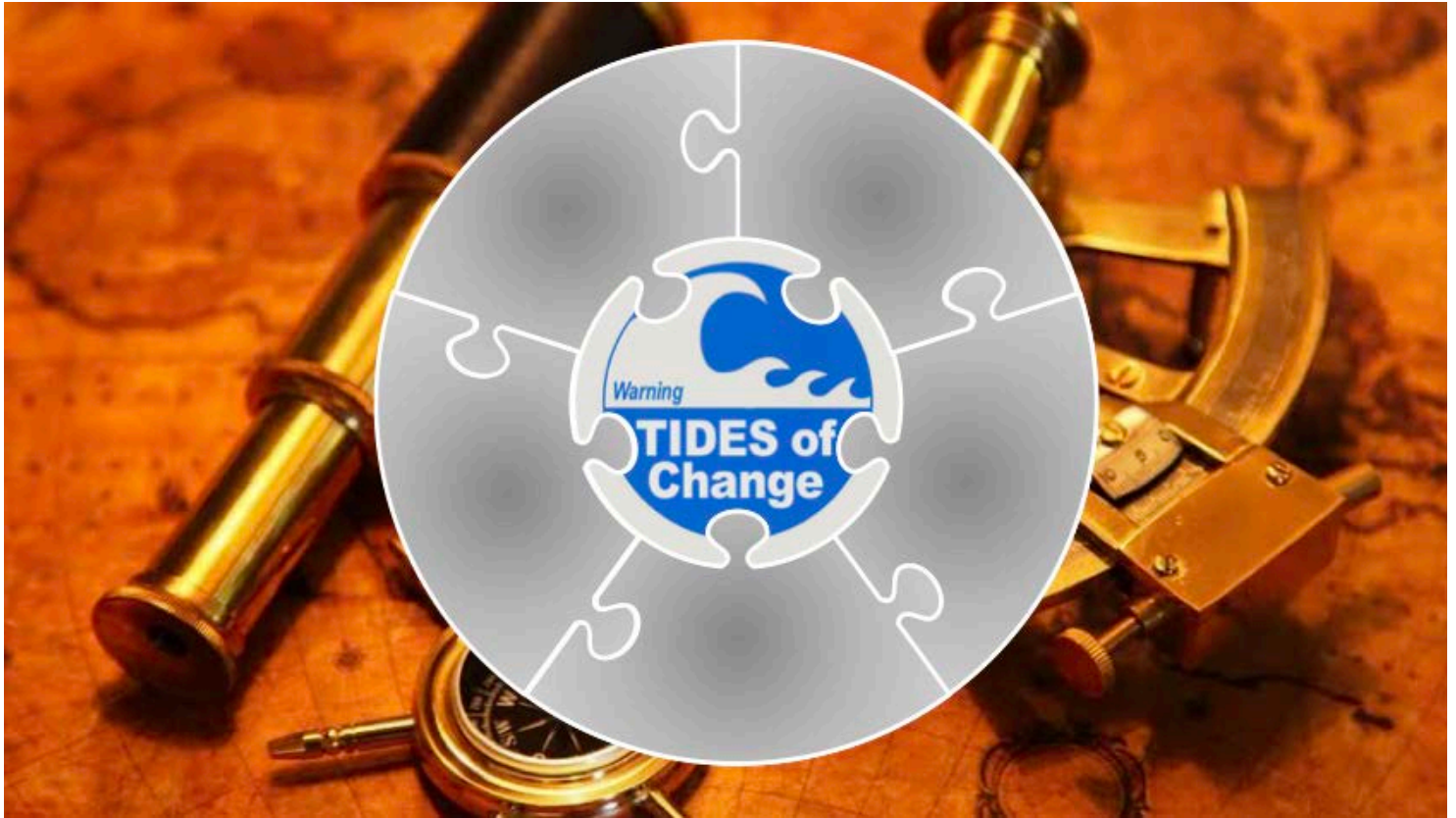


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TIDES *of* Change

Five disruptive
forces transforming
the world of work





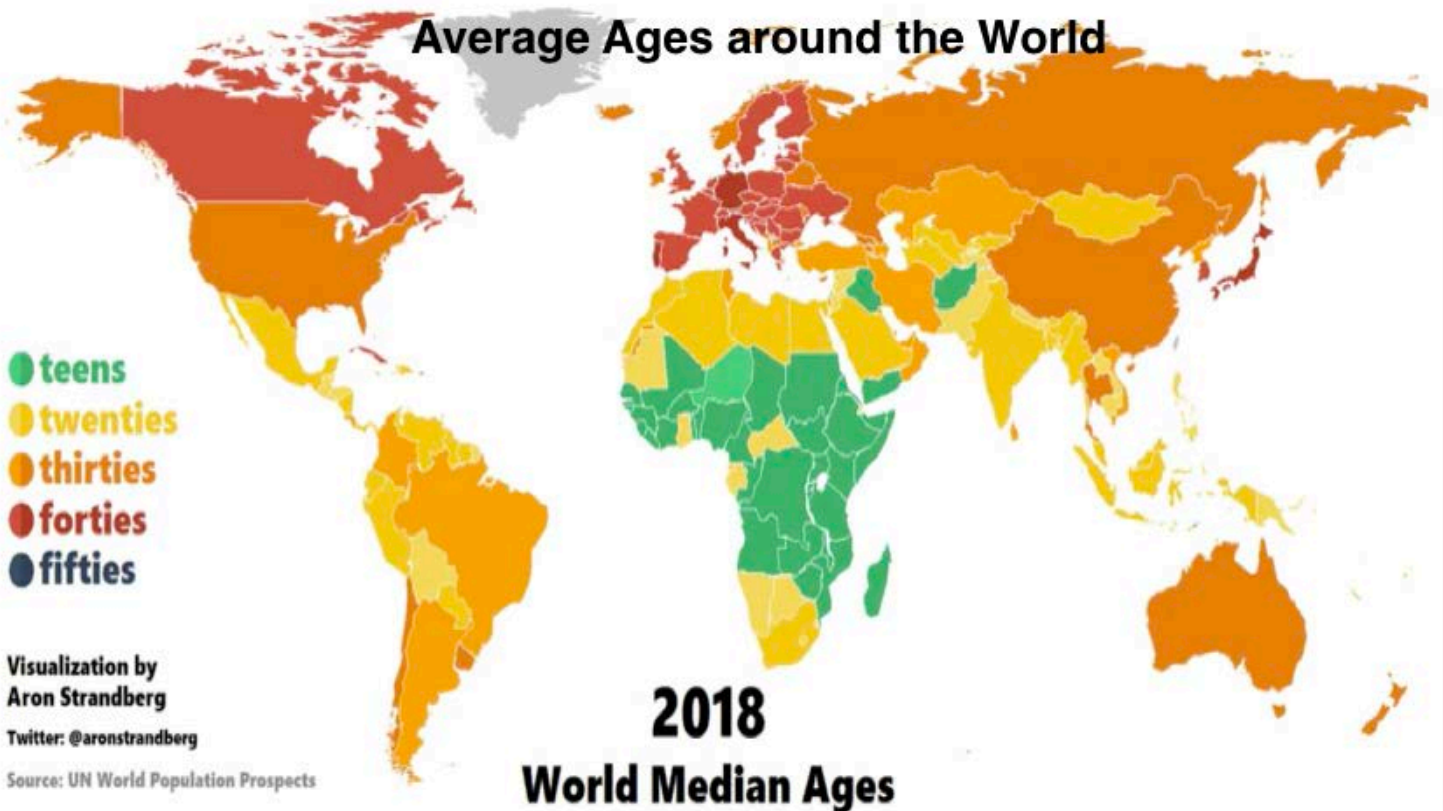
1

An ageing world population

An ageing world population



Average Ages around the World



Living longer and staying younger



If you live until you are 125 it has to change your view of ...



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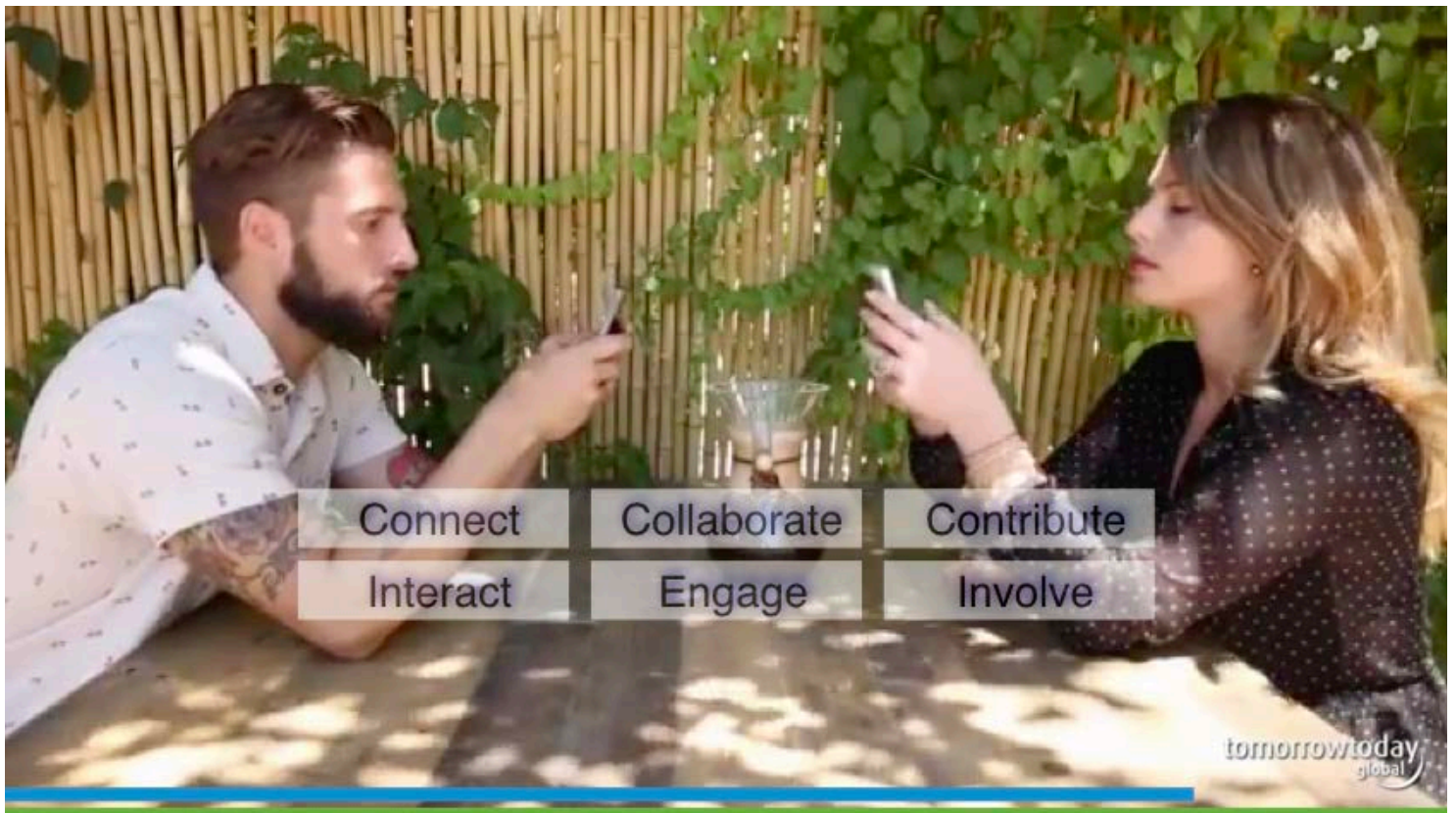
2

**A new
generation,
with new attitudes
and new values**

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A new generation, new attitudes and new values



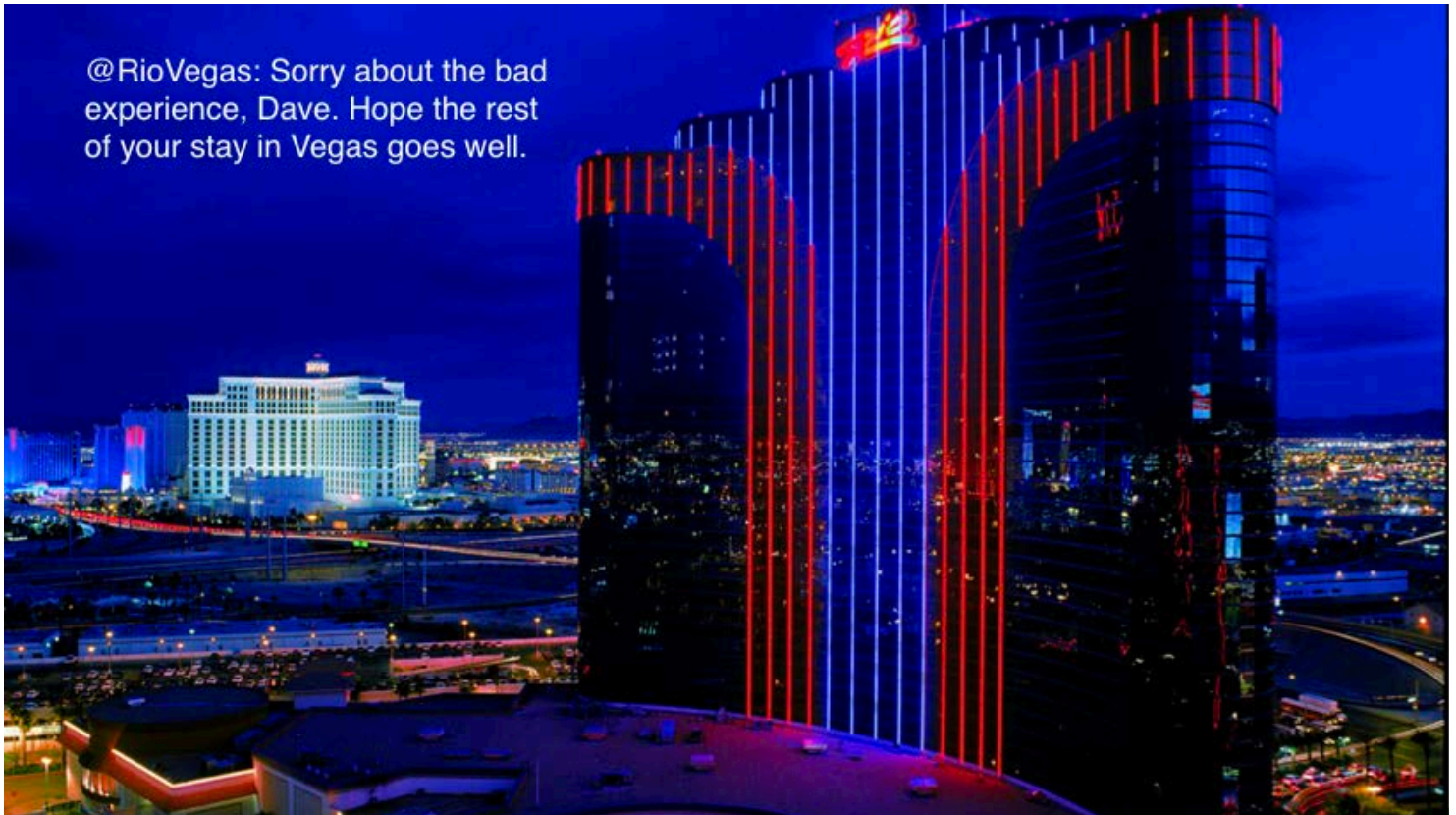


@davekerpen: No Vegas hotel could be worth this long wait. Over an hour to check in at the Aria. #fail



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@RioVegas: Sorry about the bad experience, Dave. Hope the rest of your stay in Vegas goes well.



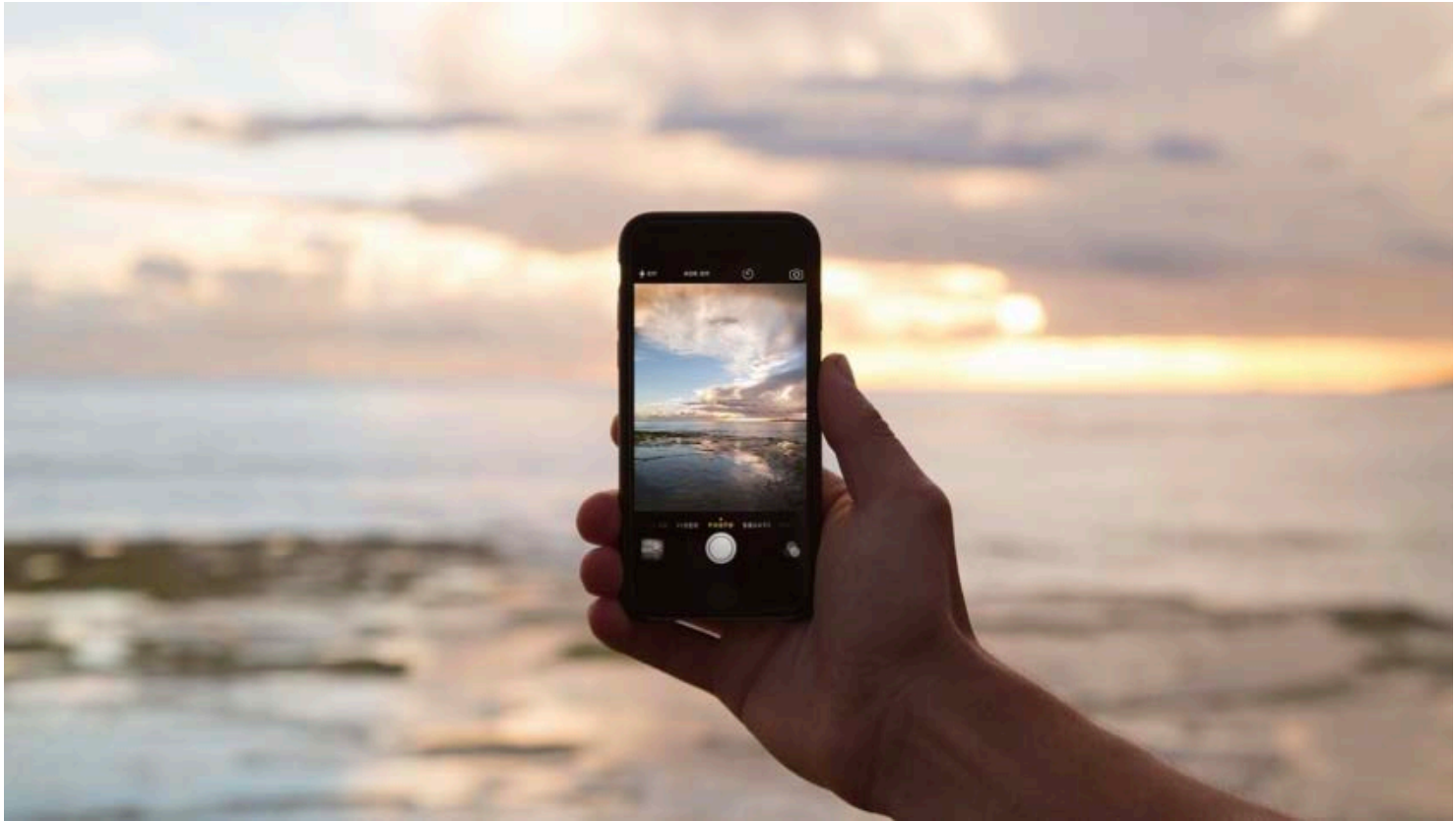


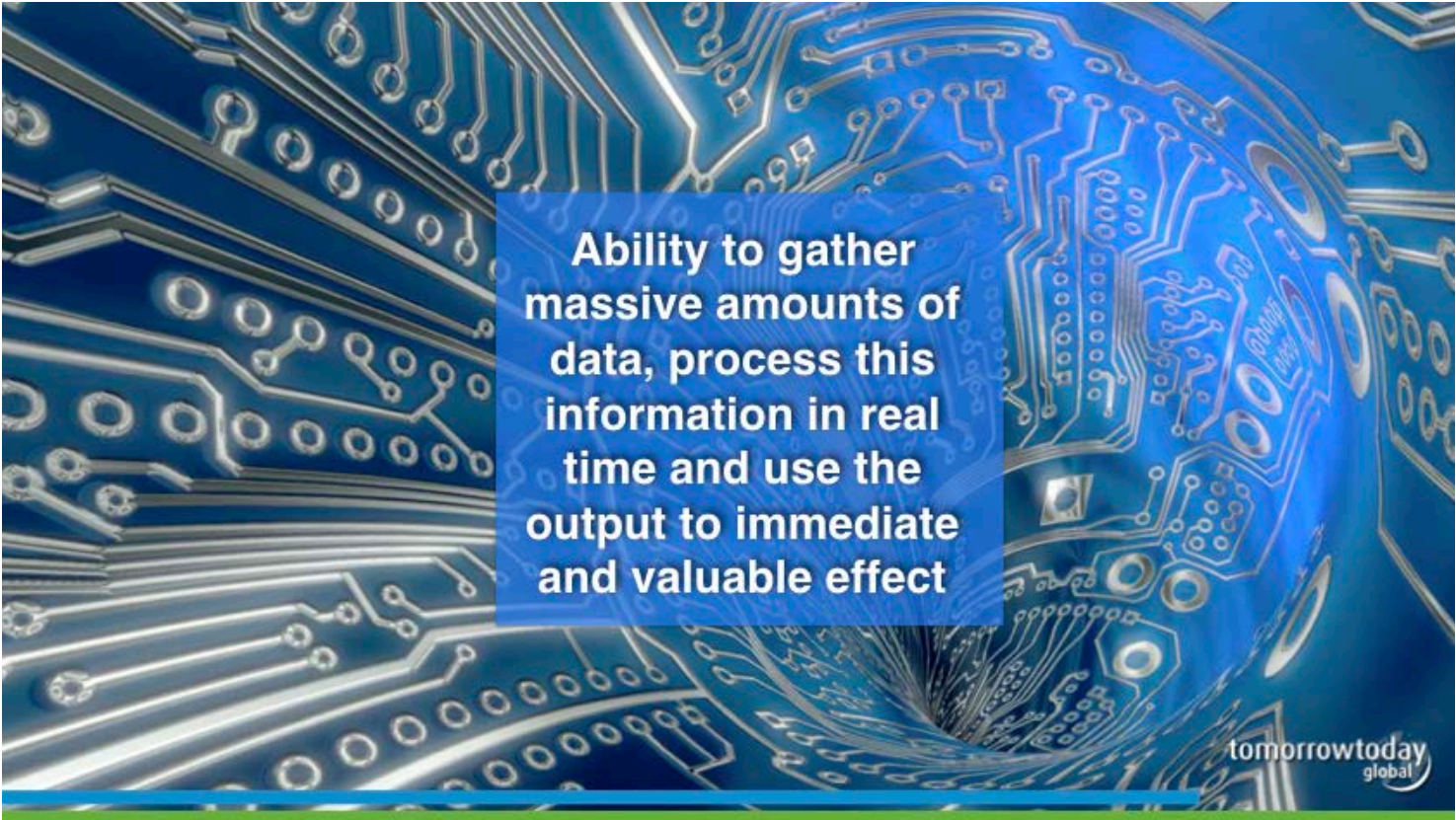
**Are you ready for a smart world, smart customers
and a smart marketplace for everyone, everywhere?**



3

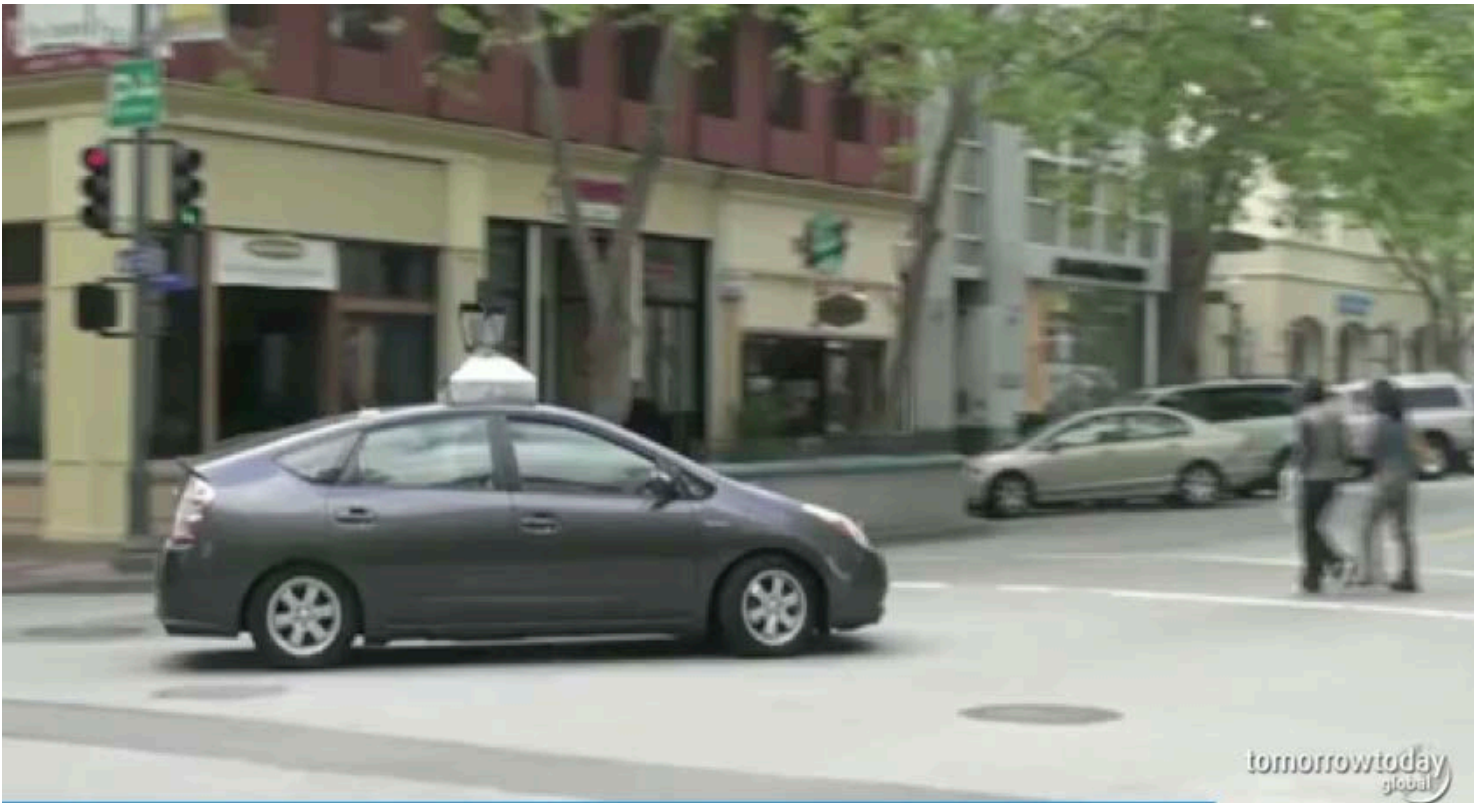
Digital and automation



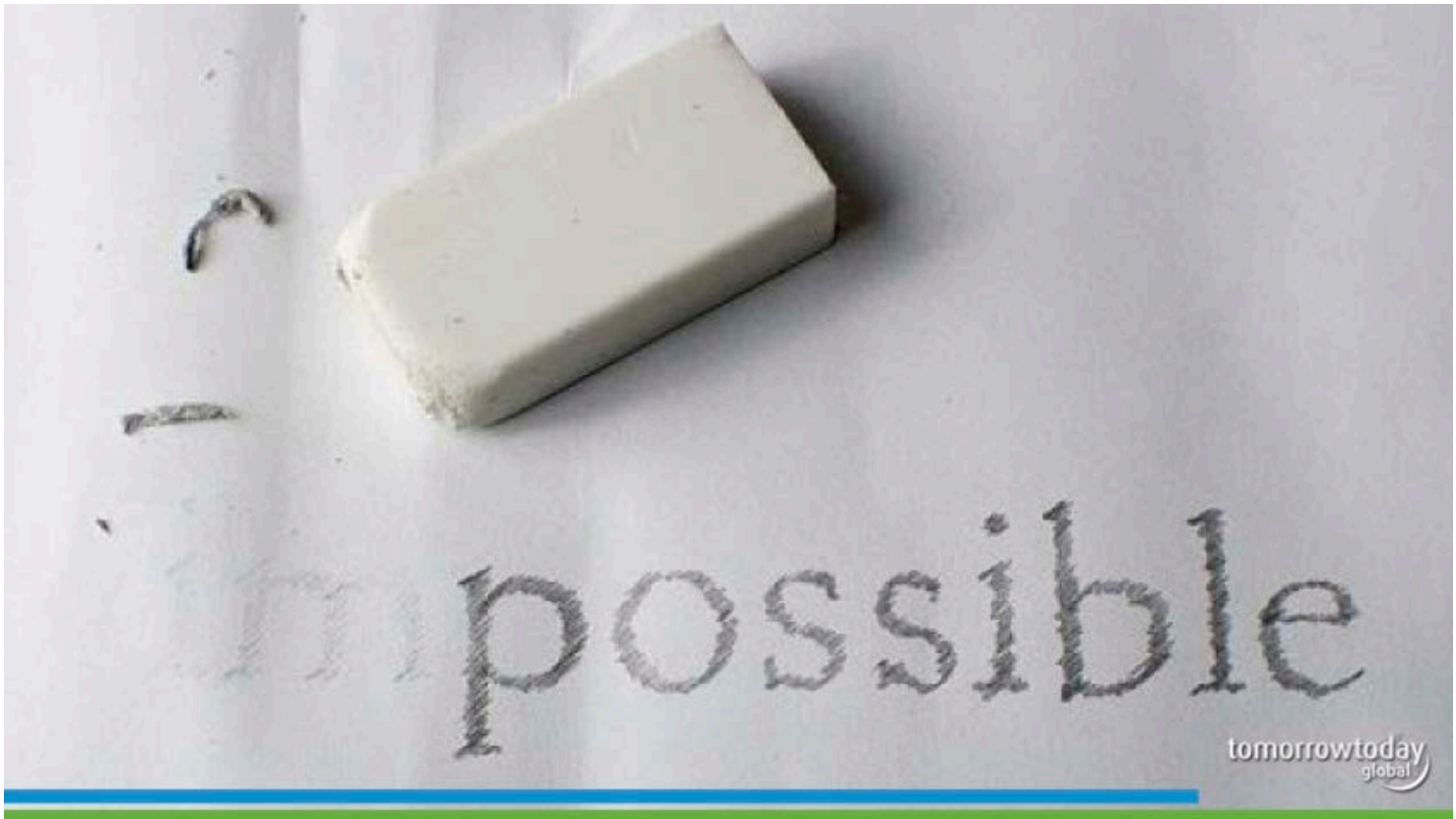


**Ability to gather
massive amounts of
data, process this
information in real
time and use the
output to immediate
and valuable effect**

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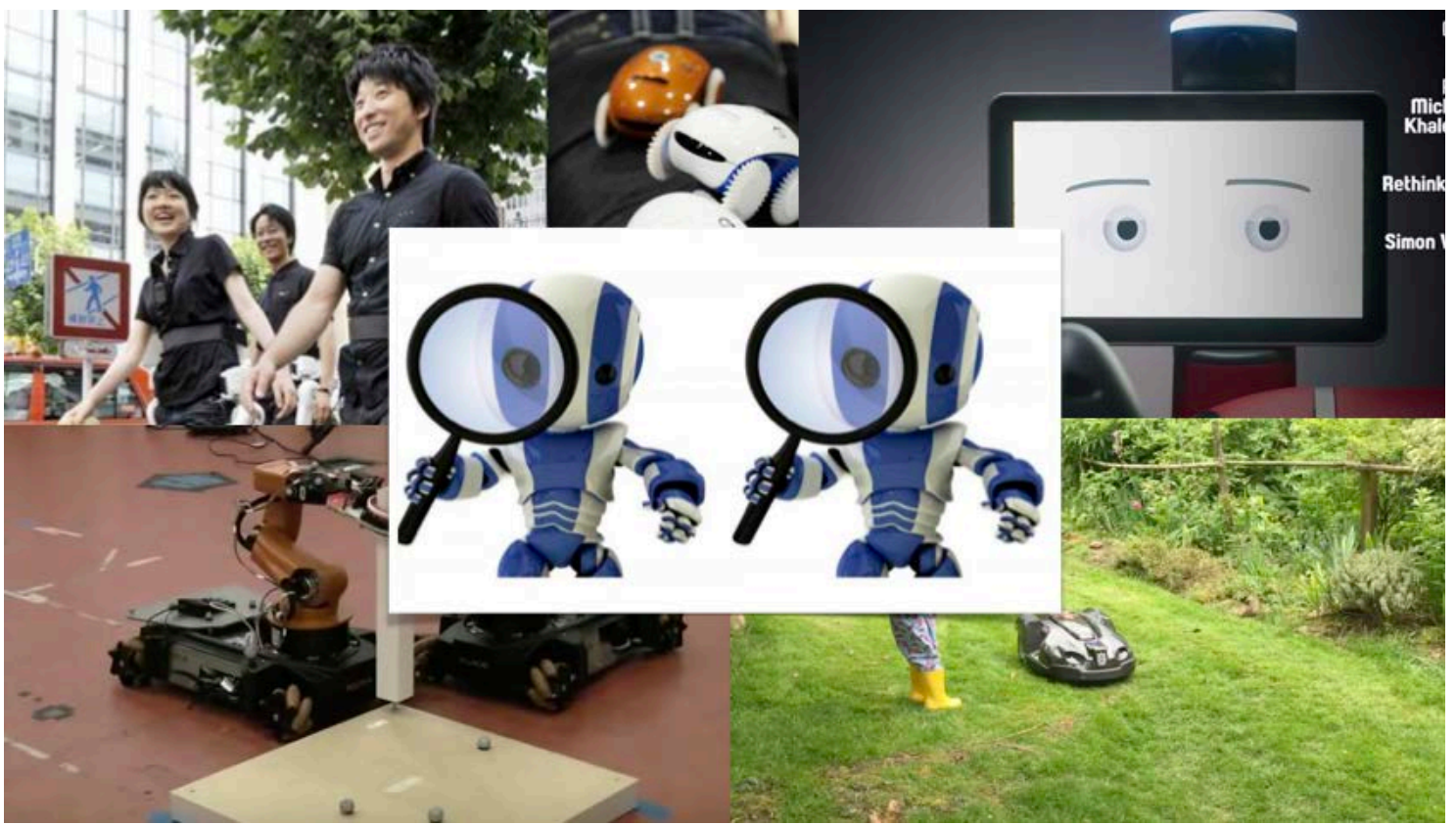


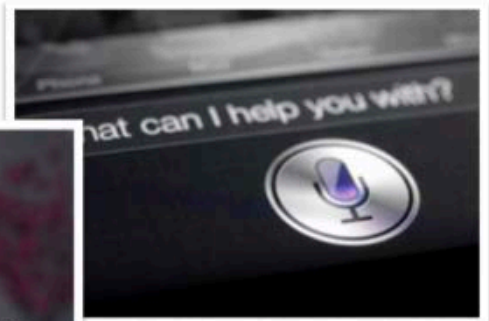
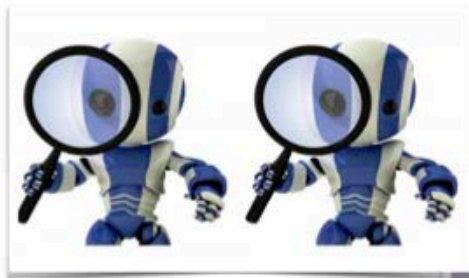
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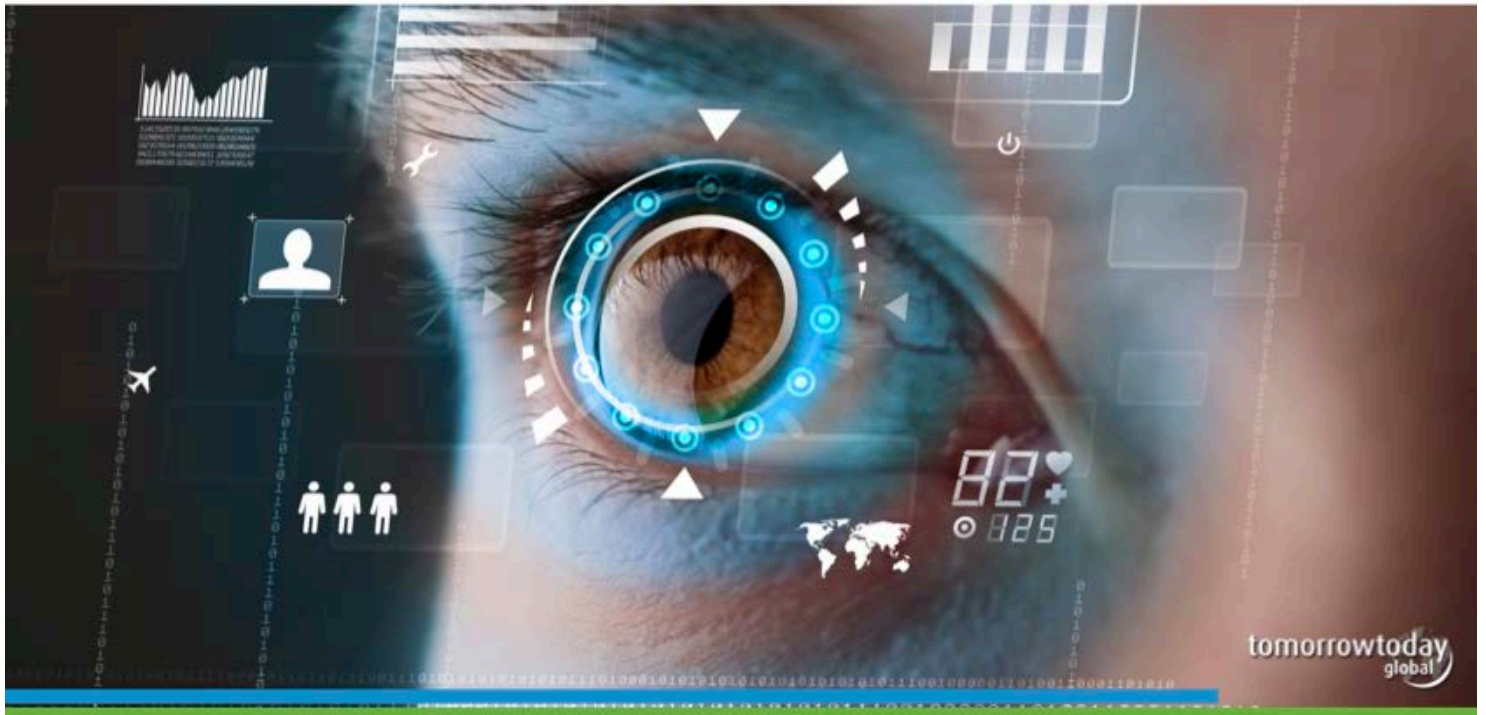
IBM WATSON

"In the future, every decision humankind makes is going to be informed by some form of artificial intelligence"

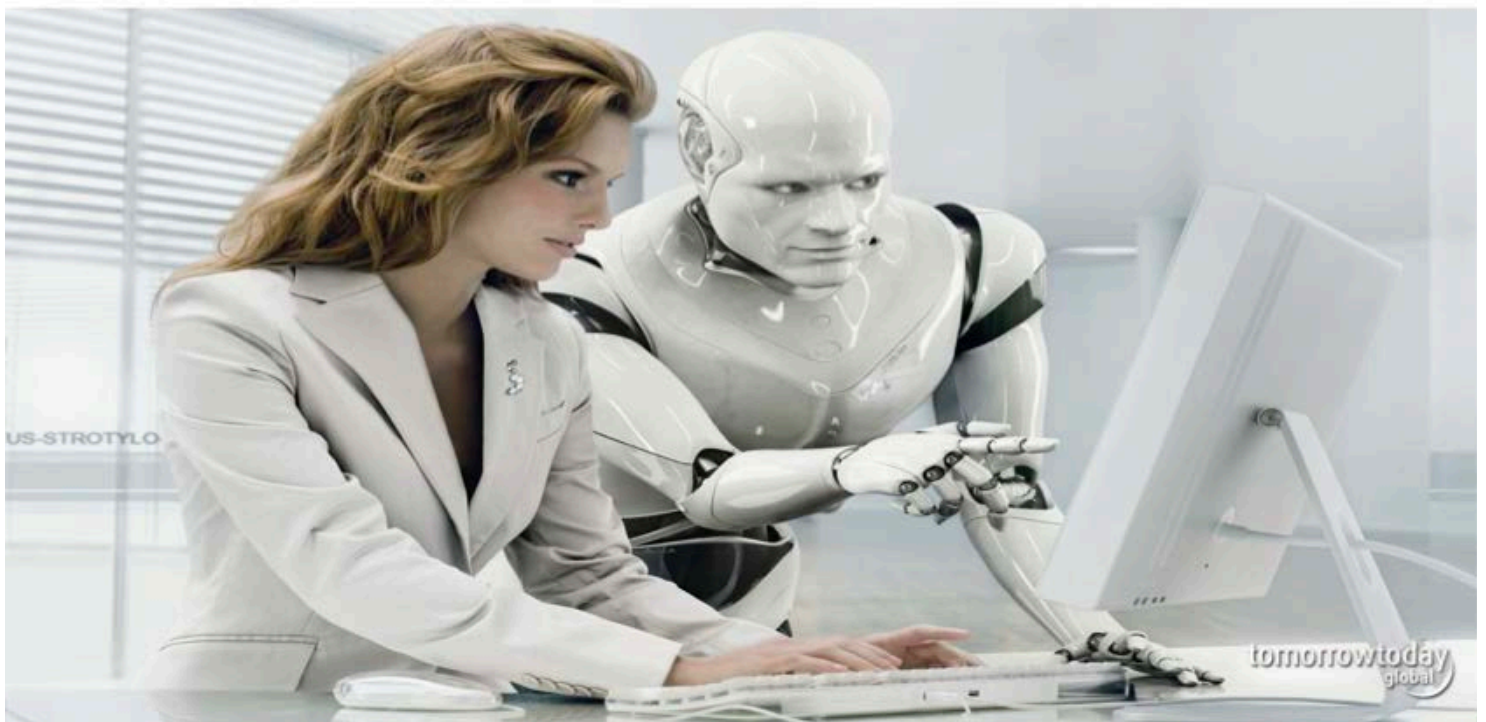
Virginia Rometty, CEO IBM



What will the world be like with a digital-twin?



What roles will machines and humans do?

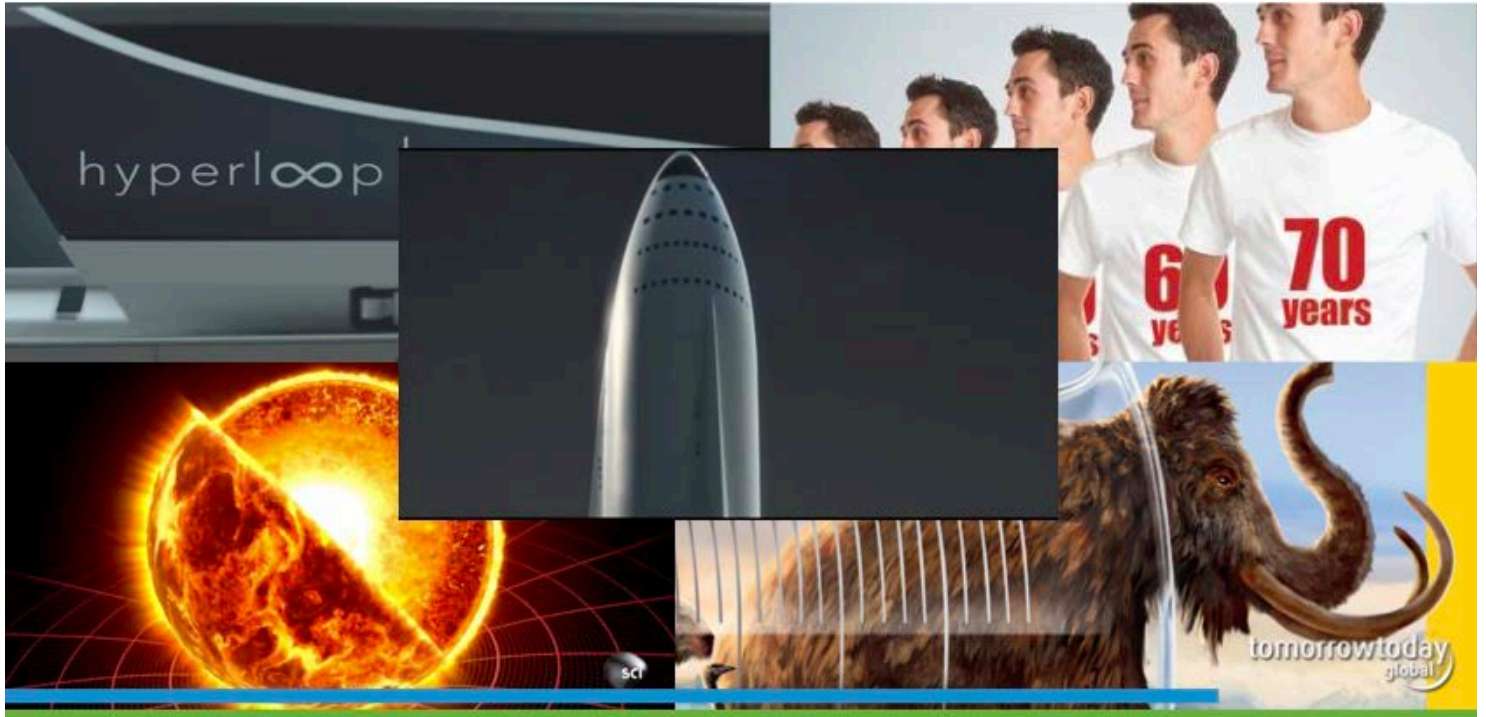




4

**An abundant
remarkable century**

This century should be remarkable



But there is a problem, does not feel remarkable





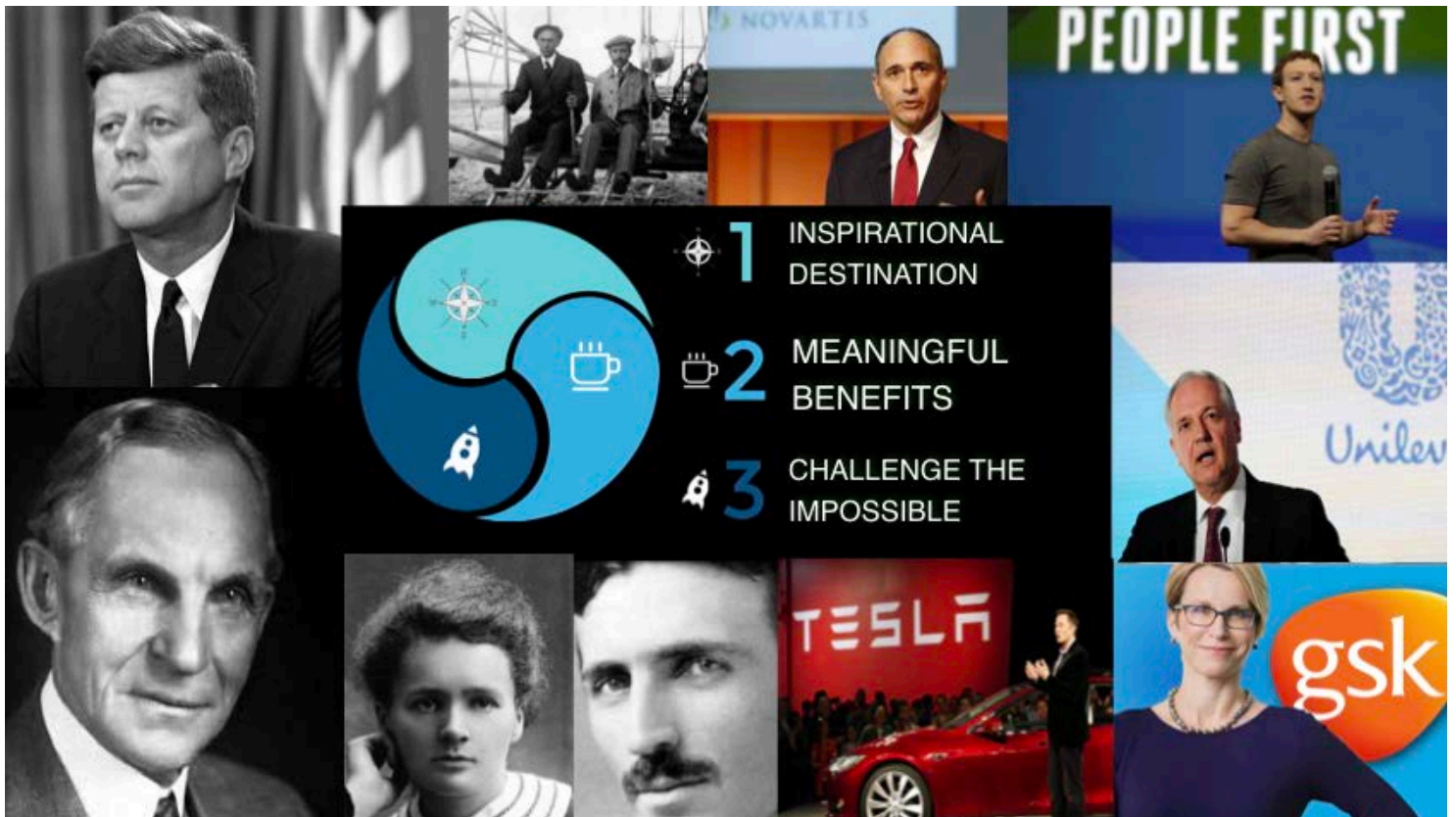
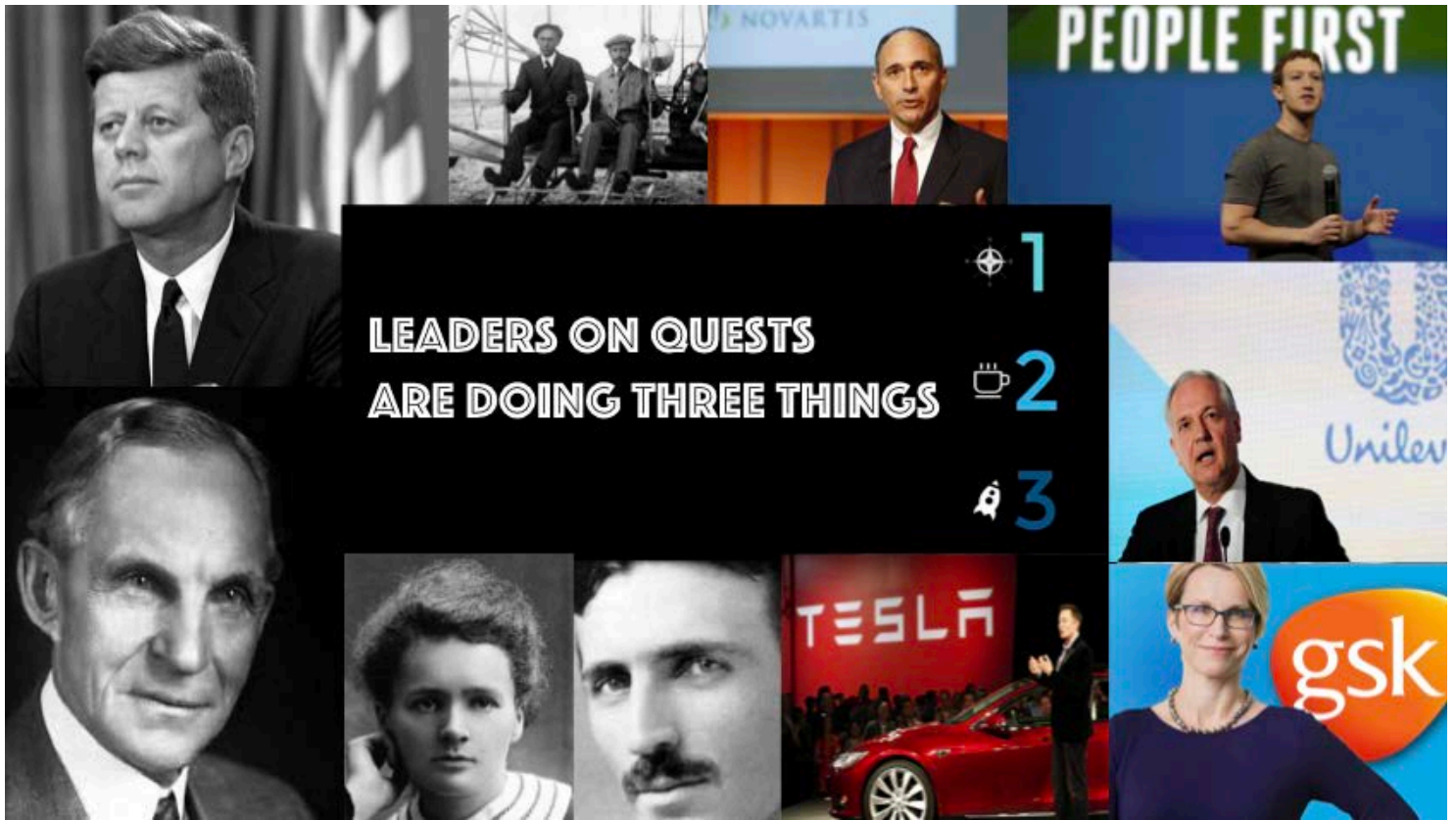
MOONSHOT THINKING



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What is your quest?



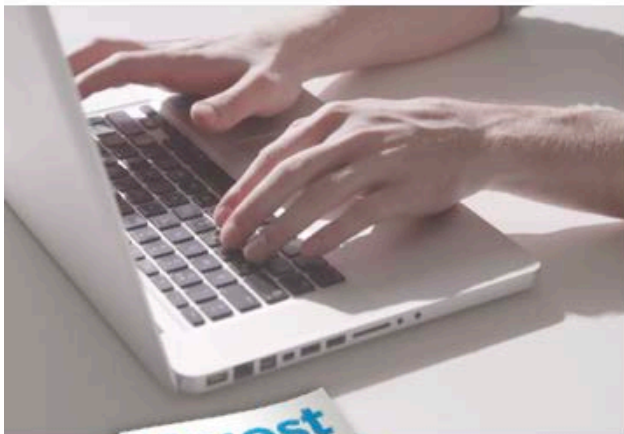




If you want to go
quickly, go alone;
If you want to go
far, go together"

-African proverb

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www.deanvanleeuwen.com
www.tomorrowtodayglobal.com



dean@tomorrowtodayglobal.com



[linkedin.com/in/deanvanleeuwen](https://www.linkedin.com/in/deanvanleeuwen)



+44 72525 160 964



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