TRENDS
2015
TRENDS IMPACTING
DESIGN & INNOVATION
Once again we have drawn Trends from right across all of Fjord’s team – business designers, interaction and visual designers, project managers, business development, marketing, HR, IT and finance too. Our Trends focus on issues we expect to tackle in the coming year, as they affect design, users, organizations and society. This year we have selected nine. We hope they will inform the strategic and design decisions that our clients and we take every day.

Some emerging meta themes to take note of...
THE IMPACT OF DIGITAL ON THE REAL WORLD IS COMING INTO FOCUS

Software is now becoming embedded in the environment very quickly, in ways that we will all be witnessing and talking about. At the same time, people are also going back into the front line of the interface itself.

MAGIC IS NOW EXPECTED

Maybe it’s the result of a generation weaned on Harry Potter, but Gen Y is hard to surprise; they confidently expect services to become more magical. For some services, it’s by guessing your intent or making boring transactional stuff disappear. If you can conjure with skill, you can differentiate.

In 2015, successful organizations will form connections between services, devices and places. The seams between these cannot be avoided, but can be managed and finessed. Platforms that scale to do this are essential and will offer the most engaging and profitable value.

The one word to sum up the coming year? Ambition. Those companies that can truly deliver on their ambition with a phenomenal user experience will become this year’s innovative darlings.
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Design and Innovation from Accenture Interactive
OMNI-COLLEAGUES
THE NEW HEROES
OF DIGITAL
To become truly digital, businesses are seeking to re-integrate people into the interface. In the wake of omni-channel, the (imperfect) term companies use to describe an entirely linked suite of channels aspiring to provide a seamless experience, humans are returning as a fundamental component to a successful service. The omni-channel approach runs the risk of ditching humans for automated touchpoints, but for digital to triumph, these services must be re-humanized. Companies need to strategically consider which services are appropriate to manage via machines, and which require human interaction.

“We had a customer experience but wanted an employee experience.”
Airbnb’s Mark Levy, Global Head of Employee Experience
The last two decades of organizational thinking about customers have revolved around making customer-facing channels work better, but leaning towards an entirely robotic solution in place of humanized customer service just isn’t working. Why would you commoditize one of the most important opportunities to interact with your customer?

Language is shifting from “staff” or “operative” to “colleague,” emphasizing a sense of collective camaraderie and de-emphasizing a binary between employees and customers. Another important aspect of this trend is seen in online ratings, which now extend to the actual people providing the (partly digital) services we consume. This is most prominent with the sharing economy’s darlings: Lyft passenger’s can give feedback on their experience and dispute ride fares directly if the experience didn’t meet their expectations.
Companies are pulling back the curtain and revealing their greatest assets: their people.

Although this trend has been building for a long time now, it’s reaching its zenith as the digital world continues to expand and diversify. Telstra in Australia announced a massive “digital first” initiative that automates all the repetitive, admin tasks so their colleagues can have more meaningful interactions with customers. Eyewear startup Warby Parker, known for their differentiating distribution model and their social impact, opened a new HQ in Nashville to continue their high-touch customer service, including humans answering the phone without the traditional robotics of phone trees.

This isn’t just about providing employees with a tablet-controlled dashboard with a glut of data. It is creating points of action instead of purely points of information. It’s about finding ways to equip your omni-channel with an omni-colleague so that they are able to take meaningful action for the user.
We’re moving beyond the Uncanny Valley of digitization, where online interactions insufficiently mimic customer service with human-beings. Instead, employees shall wield efficient digital tools, but with the warm intention and compassion of a superhero to deepen their relationship with customers.

• Don’t just provide digital tools and data to those on the front line, also train them with the deep social skills to navigate a diverse group of customers.

• Consider a new type of employee evaluation that would not only measure them on their speed, but on the quality of the interaction with the customer.

• Think of new incentives for motivation: imagine if customer ratings were transmitted to other social, professional spaces like a LinkedIn profile.
02

MIND THE GAP

FJORD™ Design and Innovation from Accenture Interactive
Designing for experiences that are resilient in the space between physical and digital channels and across devices.

We toggle between our myriad devices as much and as swiftly as we change our environments. Interesting challenges arise when our services must understand the context in which we’re engaging with our data and content. Since we’re always in flux, the chances of our experience being disrupted are much higher: when the trip ends in the middle of watching that thrilling in-flight movie or when we expect our in-store experience to know our past purchases and style preferences in the same way an online site would. As our digital experiences across devices becomes more fragmented, there are four types of gaps that we need to address: the gap when we lose our bandwidth, when we move between devices, when we’re handed over between different services, and when our digital data has changed and needs to be updated.
The gap between physical and online spaces is a new challenge for businesses that didn’t think of themselves as tech companies, like banks, newspapers and supermarkets. Users expect a unified brand across digital touchpoints and, despite unreliable Wi-Fi, a seamless continuation of their experience. Spotify’s offline mode is probably the most impressive and convenient for users shuttling between online and offline environments.

This transforms their service in a beautifully ephemeral way, as their content is no longer designated to one platform.

In the UK, the huge growth of “click and collect” services allows users the choices of online shopping and the convenience of nearby in-store pickup. But, while we were conducting competitor research, one retailer gave us the wrong item and could not guarantee a speedy refund. Another leading retailer’s head of eCommerce told us that transparent inventory is a worthy endeavor, but isn’t prestigious enough for brands to take on.
The gap above appears in the wake of technical and temporal barriers, but also human ones due to hubris. However, perhaps the biggest gap to address is the one that emerges when we switch between devices, and as the platforms multiply, this gap becomes more crucial. The introduction of the Apple Watch may well be a tipping point for wrist wearables. The watch may be divorced from the mobile mothership from time to time, but users will expect services to elegantly usher us into offline mode even with spotty connectivity.

Fjord worked with a major car company to address this as they navigate how the future of the connected car would be affected by the pitfalls of physical travel with patchy mobile coverage and spotty Wi-Fi. But people still expect the software’s guarantee to trump the real world. Designers must plan for the appropriate communication when the meat space ultimately disrupts our technological desires.
Not all gaps are spotted easily. For designers, the trick is to find the tradeoff between the understanding of what millions of customers are doing (the archetypes) and compromising around that for customization.

- Use techniques like “Edges and Extremes” to search for outlier experiences early on. Remember that unexpected usage can come both from early adopters (experimenting) and laggards (doing what they understand in their context).

- Service Blueprinting should include analysis of fundamentals easy to overlook like source (and bandwidth) of connectivity and time spent in any given mode.

- Consider organizational readiness, strategic overview and the people within the organization who believe in cross-channel experience and can see it through. Who minds your gaps?

- Respect the cognitive workload for users: the best services respect and remember the user’s input by learning from it over time and not getting digital amnesia.
AGGREGATION MOVES TO SERVICES
Consumers are growing tired of overly specialized applications and services and the confusing amount of choice that these services offer. Users have grown accustomed to Google’s aggregation of information, Facebook’s aggregation of people, and Spotify’s aggregation of music. Now they have come to expect experiences on other platforms to mirror this precedent set by these mighty aggregators. This year, we will probably see singularly focused companies expand their thinking and start branching into other parts of their customers’ lives—providing value in unexpected places, in surprising ways.
Leading edge companies are examining what their users are doing before and after using an app, not just when their app is open. *Airbnb is extending their offering*—providing a “local companion” service and now a lifestyle magazine—likely because the frustration of specialized, unlinked services is most felt when users are traveling. Why is a customer’s literal journey so segmented between transportation, accommodation, and recreation, and why does travel require several apps? *SNCF, France’s national state-owned railway company, is working to reduce this with a whole journey approach, providing door to door service with private cars at either side of the user’s train travel.*
LOOKING FORWARD

Services will have to reduce the pains of navigating a fragmented experience. We’ll see the essence of hacks like the IFTTT—a service that lets you chain up commands for multiple web services in one—translate to other services, as is the case with Tink. Tink is a service that aggregates all of a user’s financial services and organizes them into insights. Meta services will use open APIs to aggregate choice, as we’ve seen with Tesla opening up their patents to other vendors for a more robust customer journey. Lone applications will go beyond the bounds of their core function and bleed into addressing other aspects of the customer lifecycle.
FJORD SUGGESTS

While your service may initially focus on a specific customer pain point, you may be prepared to address different modes of the customer journey in order to resonate in other areas of a customer’s life.

• Take insights from the far-reaching parts of the user journey and apply them to your current service. Seemingly dissociated moments may actually lead to delightful customer experiences.

• Connecting service is more about building an ecosystem comprised of relevant services, rather than creating a one-stop shop. Consider partnerships forged in technology and data.

• Find distinct ways to merge, coordinate, reframe, and reconfigure moments in the customer journey so that your service isn’t just a jack of all trades, but actually helps to enhance the customer experience and differentiate you.
DIGITAL DIETING
During research for these Trends, the most consistent observation was the increasing tension between our attention on digital and our need to focus on the (unmediated) real world around us. One studio reported global research that had repeatedly seen users say, “I’m addicted to the screen and resent it.” This echoed the result of research we conducted earlier in the year that pointed to the growing need for users to get their heads up and out of constant screen obsession. One survey revealed that we look at our phones over 1500 times a week. But is this concern a generational one? Does Generation Moth, attracted to high density screens like moths are to a flame, feel the same as middle-aged design “experts”?

Services and users mindfully compartmentalize connectivity to live beyond the screen.
WHAT’S GOING ON

People tend to feel overwhelmed, distracted and stressed as a result of being continuously online and want to turn off. Brands are driven by users’ digital fatigue: internet startups like Birchbox, Rent the Runway, and Bonobos have set up stores, though they are still connected experiences. The rise of digital detox holidays and retreats resemble nostalgic, pre-Internet summer camps. New social etiquette arises out of the desire to unplug. In Singapore students won a cash prize to develop an app (ironically) that encourages people to stop using their smartphones: when two people put their phones together a tree grows inside the app the longer the couple leaves it untouched. More subtly, Calm and Headspace offer a digital route to meditation, while Checky tells you how many times you have looked at your phone that day. A further aspect of our erratic approach to digital dieting is privacy: it is now reported that Americans say they want privacy, but don’t act on that desire. Recent research has stated that despite growing up in a digital environment that encourages sharing, younger people are most concerned about privacy.
This is creating some interesting new syntheses as digital services look for physical manifestations to help not only with awareness, but also to increase utility.

A great current example is Evernote’s two-way collaboration with Moleskine to create physical Evernote notebooks alongside Smart Stickers that allow for digital tagging of physical notes, search and share. It is notable that they talk of “the pleasure of paper” in their marketing. Diverse manifestations of this trend are driven by a multitude of causes: Russian and German governments are said to be ordering good old (electric) typewriters to prevent leaks. Samsung is said to be thinking of selling offline in India to boost its margins.

Other considerations focus on physical as well as mental health. A recent study shows that constant texting can put between 27 and 60 pounds of weight stress on the spine at neck level.

Fjord does not expect twenty years of digital to slowly dissipate. But a critical lens is being put on the use of our technology and addiction to it as the shape and price of our new habits become clear.
Fjord’s founder Olof Schybergson noted in his article on Generation Moth that a whole generation raised on touch screens would change digital design. This generation expects screens to hold the promise of interactivity and something more engaging than the rest of the environment that they inhabit.

• Be careful about the demands you make on users through alerts—the dividing line between need to know, addiction and irritation is narrow.

• Re-examine the demands your organisation places on staff—is their use of digital consistent with the freedom or requirement to observe and reflect on what is around them?

• Keep distraction out of collaborative and creative moments: typically it takes people over 20 minutes to return to full engagement with a complex mental task.

• Consider ways users can avoid taking their phones out; explore the use of haptic or audio feedback in your service.
EMOTIONAL INTERFACES
FROM COMMANDS TO CONVERSATION
As advances in technology enable more natural human-machine interactions, businesses need to evolve their digital personalities.

Historically, human interactions with our enabling technologies have been largely transactional. These human-machine conversations have been isolated to a series of rigid “commands,” without the accompanying range of emotional information found in human conversation. This is rapidly changing. Today, advances in sensors, social media, synthetic materials, newly published digital design philosophies, such as Google’s material design, and processing speed have yielded a world in which we can start to communicate using an emotional palette of visual expressions. Brands are starting to place a premium on digital personality as well as functionality.
Currently we’re witnessing an expansion of emotional interface capabilities. Emotient has showcased their real-time facial expression recognition software and the Aldebaran new humanoid robot is capable of detecting emotions through both vocal analysis and facial recognition. Smartcardia released a product that allows emotions to control internet-connected objects. As the accuracy of emotional sensors become even sharper, machines may know how we are feeling in the future, even when we do not.

While machines are starting to understand more of our natural communication methods, we’re adopting new ways of expressing emotions amongst ourselves. From the White House relying heavily on Emoji in their report on millennials to things like the smartphone keyboard based entirely on GIFS, Emoji’s have entered our vernacular. Also, it’s no wonder that our highly visual culture has gravitated to the image-oriented, mobile friendly Instagram. Perhaps the most significant development this year: a supercomputer finally passed (according to some but not all commentators) The Turing Test, effectively fooling users into thinking it was human.

WHAT’S GOING ON

EMOTIONAL INTERFACES
FROM COMMANDS TO CONVERSATION

FJORD™ Design and Innovation from Accenture Interactive
In the near future, not only would our inputs include increasing emotive content, we’ll actually begin developing emotional connections with our machines. It was fortuitous timing in 2014 to see the release of the movie *Her*, whose popularity is probably down to the fact that although the world of intimate relationships with our interfaces seems like sci-fi, it also feels tangibly close.

The Kiss messenger, by Lovotics, is a set of internet-connected artificial lips that allow users to send kisses in real-time, and is expected to hit the market in 2015. The company Robokind recently released a life-like humanoid robot that is used for treating autism, Jibo, “The World's First Family Robot” and Pepper, an emotion sensing robot, are expected to launch next year as well. As far as emotions and human-computer interactions are concerned, we’re making the climb out of the uncanny valley and developing emotional relationships with our machines. As gesture, facial, and vocal recognition all quickly become realities, we can expect that next year we’ll witness some profound new interactions.
FJORD SUGGESTS

With so many emerging technologies on the horizon, it may be difficult to know where to invest, but knowing the direction of momentum can help us arrive at a few recommendations:

• Find your brand’s personality, and incorporate it into your digital touchpoints, i.e. infuse digital “smiles” and infuse them into their ecosystems.

• Think about emotionally responsive UI.

• Use Emojis. Businesses should consider thinking about how to incorporate this language into their messaging, notification and authentication platforms.

• Start a robot strategy. How would your brand find a presence with retail robots soon acting as your digital delivery platform? Since many robots are voice-controlled, is it possible that we might see a decrease in time spent in front of “screens”?

• Consider gestures. Does your service cry for a more human interaction? Are there elements of your business that benefit from a gesture-based UI?

FJORD™ Design and Innovation from Accenture Interactive
DIGITAL DISRUPTION GOES PHYSICAL
More and more physical actions and items will become data-driven services.

Now that the physical world is laced with sensors and overlaid with software, digital is able to transform physical interaction with increasing acuity and reach. This shift is bolstered by startups with broad visions for how to mix digital and physical for the first time, across industries. The first main driver of this trend is the startling speed with which the major pioneers of this disruption grew: Uber has gone from virtual obscurity in 2010 to achieving iconic status in 2014. The new digital revolutions have found ways to make physical objects—like cars in the case of the ride sharing economy—go digitally viral. Which brings us to the second driver of this trend: the scale of ambition that these companies aim to achieve. The CEO of Evernote, a note-taking service, wants to be “the global platform for your memory.” Startups with a foot in the physical are beginning to claim entire areas of cognitive activity to make services that are both responsive to need and predicting those needs.
Plenty of physical actions and devices have already become data-driven services. The chassis, seats and tires of the Tesla S may remind you of the physical object known as the car, but that’s where the similarity ends. The Tesla's power plant, drivetrain, suspension and cabin control systems are extensions of an operating system that can intelligently respond to human input and update in response to changing conditions. Uber’s famous market disruption and stunning growth rate are due to the same utilization of a smart data-driven service model. In a recent test, Uber’s data scientists were able to predict final destinations 75% of the time. Combine this rapid expansion with a confidence in delivering users anything they want, and Uber is poised to disrupt other industries, as well. They have already expanded into health by offering on-demand flu shots.
The capability for vast data generation and communication exists, but the critical role of storage and analysis in the disruption of the physical world hasn’t been fully explored.

As one global CEO recently quipped: “if you went to bed last night as an industrial company, you’re going to wake up this morning as a software and analytics company.” The operative word here is “industrial.” Businesses are starting to harness the power of recorded physical actions—and the devices that sense them—to achieve new levels of efficiency. It is predicted that 50 billion devices will produce actionable data by 2020. Watch also for the (literal) rise of drones this year. Human actions related to commerce, travel and social activities are now understood clearly enough to allow companies to make meaningful disruptions in the physical world. Google Cardboard is a playful example of disrupting our physical world by simply providing a cardboard casing for our mobile phones that allow us to experience virtual reality. Beyond Uber and Airbnb, the next wave of services that’ll mobilize goods are here: Zirx parks your car for you and Shyp that’ll deliver packages for you at a low cost.
Companies can no longer assume that just because their assets are physical, bulky, and/or expensive, they are immune from digitally led disruption. In the race to sense and record the world, two types of leaders will emerge: those with the market lead in smart devices and those with the market lead in collecting and analyzing measurable human action.

- Consider service design techniques like Trends Reframing to get a big picture on what you need to disrupt before someone else does.
- Those who design these services with consistent delight in mind will win.
- Where can a sensor revolutionize your business or, at the least, your customer understanding?
Commerce and messaging combine for payments and shopping.

New generations of users are jumping directly to mobile and social platforms.

Short, visual messages and quick interactions are preferred, so it’s no surprise that messaging services are merging with the ecommerce space to capture the (fleeting) attention and money of the most social users. Venmo, posing a threat to cash, is popular because of its convenient social features; Snapchat teamed up with Square to “snap” a payment amount to friends. This social and emotional layer, over what was once a purely transactional behavior, is changing the way we mobilize our money. Brands need to adapt their content into an authentic conversation for users.
Silicon Valley is not spurring this trend. Compared to China, the country redefining commerce by transforming it into a conversation, these startups are late to the party. *WeChat, WhatsApp’s highly successful China-based competitor, is working to be more than a platform for chatting.* The three year old, mobile-only platform has moved into gaming, shopping and banking, allowing their 500 million users to send digital cash and make purchases from the platform.

Building on top of popular platforms and user interactions trumps any traditional brick and mortar strategy for retail. Taobao, a Chinese site, enables consumers and small merchants to sell products, and even services, online.
LOOKING FORWARD

In Western markets, apps like Venmo are sold with a clear purpose and focused attention on user experience, aesthetics and clear functionalities. Once they reach the emerging markets, local users will repurpose, transform and incorporate them into a personal and fragmented service ecosystem.

For example, Instagram users adapted the social sharing site into an eCommerce site, as many users in these emerging markets publish the services that they sell. Taking cues from this transformation, we’ll see many more big brands adopting a more visually rich, mobile-first strategy on platforms with established audiences. A visual service like Instagram could be transformed by its users into a retail channel with new functionalities like coupons, orders or payments.
FJORD SUGGESTS

Look out for highly disruptive platforms and ideas coming from China and other markets like India and Indonesia, that have gone mobile first. We’re seeing a new slew of players who will influence established digital markets or go further and challenge incumbents. Study them.

• Re-think what happens when payments become part of the conversation. How might payments change further, through negotiation on pricing, for example?

• What other consumer services might get embedded in or changed by conversation? What impact might this have on an organization’s internal process—especially when a generation native to this way of communicating becomes the workforce?

• Try the service design method of Touchpoint Reframing, used to explore the delivery of a service through touchpoints that are currently different from the ones being used or proposed, in order to challenge assumptions and open the door to this kind of thinking.
BE EFFORTLESS INTERACTIONS IN CONNECTED SYSTEMS
From smartphones to beacons, the gateways to interact with our surroundings are not only expanding, but also standardizing.

For years mobile experts debated whether the phone would be a “Swiss Army Knife” or a focused tool ideal for voice and messaging. That debate went away with the iPhone in 2007. Since then the mobile has been positioned as the “remote control for life.” Many of the new devices coming to market—watches, sensors, wearables—rely on the phone for connectivity, data display, and software updates. This positions the phone as the sun in a solar system. But might we move to a system of connected services and devices that looks more like a constellation? Fjord’s view is that the smartphone could retain its solar dominance for some time to come, but services and devices would put into question the phone’s role in experience delivery.
Nearables are becoming ubiquitous as traditionally non-digital businesses integrate the devices into their services. Starwood Hotels and Resorts introduced virtual doors, made unlockable via smartphone and Volvo introduced virtual car locks for delivery. But if these innovations are driven by apps and the accompanying interactions one needs to navigate apps, are they really making the experience any better than a traditional key card? With the introduction of Apple’s HomeKit, a complete communication ecosystem of devices could be standardized, meaning simple commands are within our grasp, as long as developers and manufacturers are on board.

Meanwhile, wearable sales have continued to grow in the health, wellness and fitness sector, despite challenges in technical accuracy, battery life and consumer fickleness over activity tracking. Wearables have become a household name, but the future depends on the symbiotic relationship between mobile and wearables (and nearables for that matter), for a stronger device ecosystem.
ABI Research estimates that over 30 billion devices will be connected to the Internet of Things by 2020. But most electronics manufacturers have been engaged in a cost-cutting race to the bottom, often focusing on singular interaction. Devices need to manage functions from more than one input to be successful. In the potential wake of wearable fatigue, hearables—smart ear devices—could come to a user’s rescue. They also solve the accuracy problem that wearables are up against when measuring and monitoring movements. People on the ground in developing countries could create new connected solutions without an expensive dependency on the multinational corporates. Subversive industries with open tools could cross-pollinate. Smartphones and wearables could increasingly interact with a whole range of sensors that you never see and submit data to cloud data services you don’t own, but which act on your behalf. Fjord has been working with an energy provider to develop systems that learn from patterns in electricity usage. Behavioral change recommendations are made actionable, remotely via the smartphone.
Control and automation have no meaning without solving a real problem for the end user, whether it’s seeking climate control, peace of mind, community wellness, or assisted living. Wearable devices would be popular based on how cleverly they disguise their technology, or how naturally they design their interaction. Build in APIs that can flex around emergent patterns in the device ecosystem.

- Consider how a service could become connected on its own terms, or how a service could be enhanced by an open standard such as integrating with OpenRemote or If This Then That.
- Combine effortless interaction, specific sensing capability established by the device, the right communication protocol and the supporting cloud data analytics service, in order to be successful.
- Piggyback on standardized eco-systems that have cracked this significant challenge already.
THE SIXTH SENSE
More services are starting to anticipate what a customer might want and act on it, using smart design and data mining, before the user clicks a button.

We’ve seen the sentiment—IWWIWWIWI or I Want What I Want When I Want It—in media, through Netflix-enabled binge watching, and now we’re seeing this trend mirrored in physical consumption. Look out, today’s efficiently reactive services will be eaten by tomorrow’s delightfully predictive ones.
Being a design fortune teller isn’t easy. According to a recent study, there is a discrepancy between what retailers think their most valuable site features are (key-word search) and what their customers really want (inventory status). To satisfy users, companies need to be faster than instant: they need to be predictive.

Amazon explores this with “anticipatory shipping,” a data-driven service that will ship products to “a final geographical area” without knowing the exact destination address in advance. This trend can be largely credited to Uber, which harnessed dynamic data research, independent workers, and mobile devices for a successful model. Their model easily spins off into other industries, hence startups like Square Order, and others that deliver everything from house cleaning to Manservants.

Mobile has transformed on-demand requests, but the real impact of mobile has been on the supply chain, where independent workers are armed with smart phones and are app-enabled to help them schedule jobs, receive tasks and map where they’re going.
As this new flurry of startups blur our online expectations with offline reality, users are looking for a personalized experience, with a guarantee of trust and certainty. With ubiquitous data collection at this level, it’s possible to build an entirely transparent and automatic service with a degree of personalization we’ve never experienced. Imagine the advantage of local businesses that are able to get you on-demand products and services, like TaskRabbit, which makes on-demand scheduling for just about any request possible. This strategy is likely to fill other local niche needs also, through the help of services like Dispatch, a startup offering developers tools so other companies can add real-time scheduling and arrival tracking to their own sites and mobile apps.” When local wisdom is combined with these new data tools, local businesses can harness their contextual awareness and deep understanding of their users’ culture to build crucial trust.
FJORD SUGGESTS

Businesses that want to be more predictive can devise a solid data strategy that addresses emerging data sources and the potential uses for that data. This strategy must also define ethical conduct for the use of that data.

• Use tools that drive out radical ideas in order to move towards on-demand delivery (and its lovechild, predictive). These could include Role Play or Journey Mapping in a workshop.

• Savvy retailers must use their physical locations in high-density areas and their close proximity to the customer as an advantage.

• Instead of basing the designs on guesswork or snapshot analytics, the winning strategy is to design a system that gathers lots of data and then adapts to the emerging patterns arising from that data.

• Those trusted with intimate data—such as healthcare providers or banks—must generate new value in order to avoid disintermediation.
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TaskRabbit, https://www.taskrabbit.com

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Fjord is a design and innovation consultancy, acquired by Accenture Interactive in 2013. We create useful, effective, and desirable digital services that people love. We help the world’s leading businesses make complex systems simple and elegant with the power of design. Founded in 2001, Fjord employs a diverse group of over 400 design experts in fifteen global creative hubs including Atlanta, Berlin, Chicago, Helsinki, Istanbul, London, Los Angeles, Madrid, Milan, New York, Paris, San Francisco, São Paulo, Stockholm, and Sydney. For more information visit [www.fjordnet.com](http://www.fjordnet.com).

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