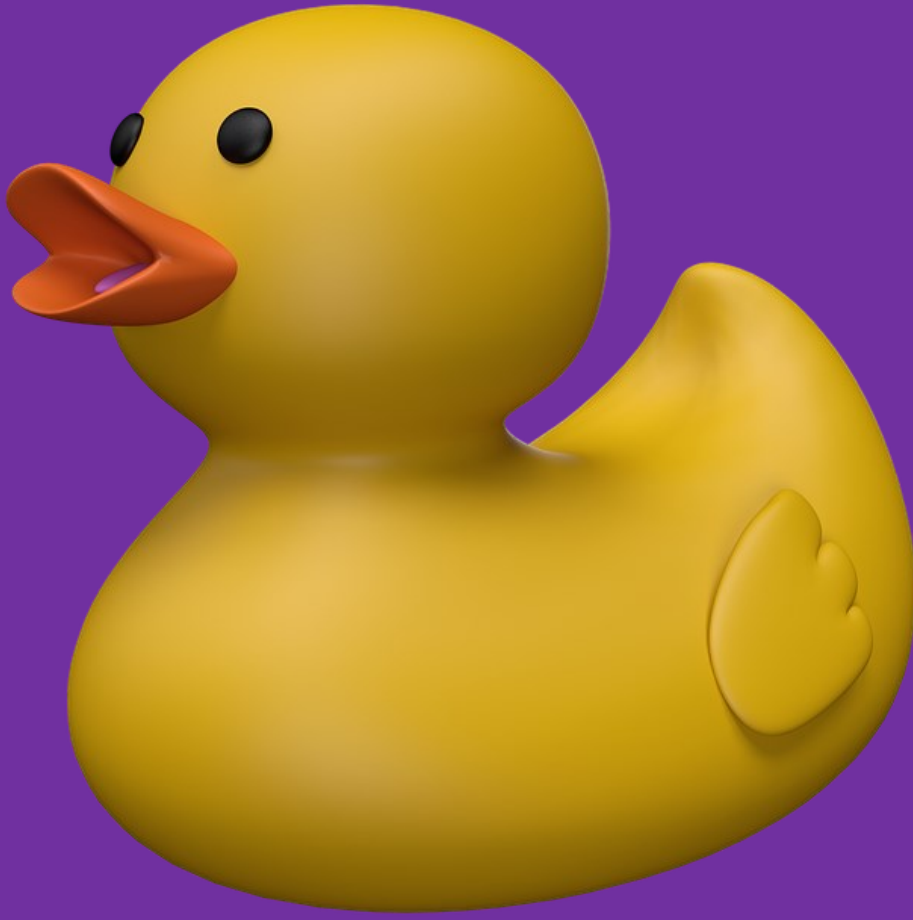


# loyal future insights

Edition #5 23.09.2022



jump  
your  
business  
into the  
future



# about

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## loyal future insights

Understanding the ecosystem and the drivers of change are key to providing insightful and transformative advice.

We're listening to the businesses of the future so that we understand the prospective dynamics of business, policy and behavior. The advisor of the future is also to be disclosed in the future insights. Every month, loyal ecosystem team members will explore the unknown with the collaboration of ten future-driven minds.

## loyal ecosystem

Loyal is an ecosystem of advisory services directed to future led organizations that seek transformational change to adapt and thrive into the 21st century.

A go to one-stop-shop for fast-paced organizations to softland or expand in Europe.

# content

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1 What is the future of business?

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what  
is the  
future of  
business  
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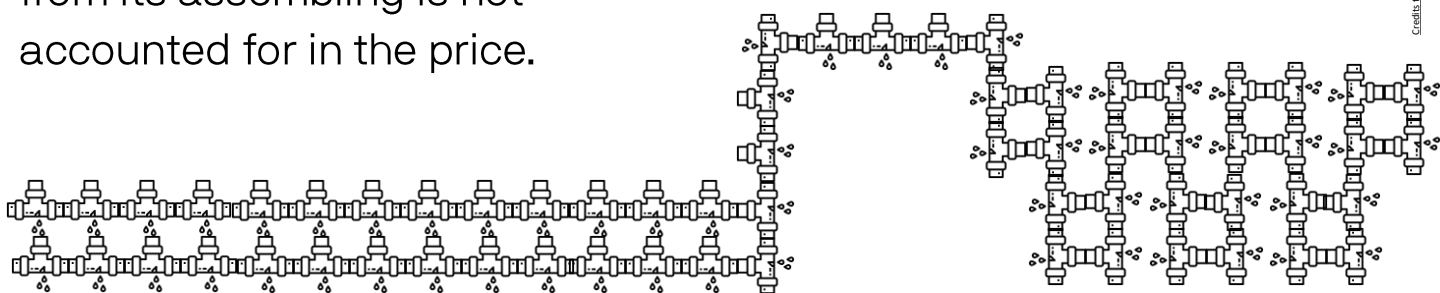
Photo by Robert Corbucci on Unsplash

# Accountable Damage

Currently, we produce products in a way that some of the costs – namely the environmental ones – are not internalized.

Manufacturing a single t-shirt for example may be extremely cheap in part because all of the damage to the environment and harm caused to human lives resulting from its assembling is not accounted for in the price.

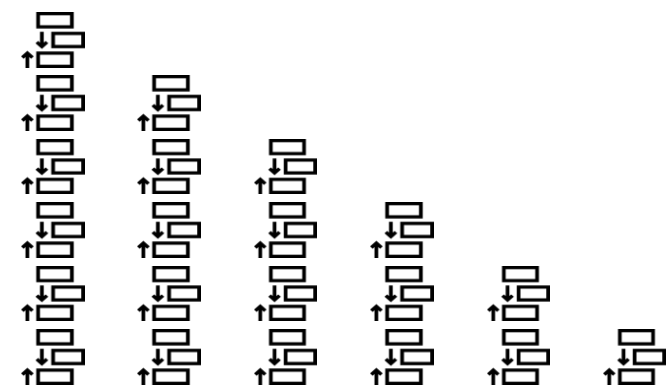
In the future of business, these multi-dimensional costs will become internalized to the product itself, before regulation requires it, therefore making businesses change their habits in all dimensions of production according to human rights and environmental due diligence.



# Prioritize Purpose

The businesses of tomorrow are all about meaning and value. By choosing to prioritize what is important to their employees and communities, companies are paving the ways of tomorrow. Prioritizing purpose is key to businesses.

Assuring purpose - in relation to others and to a better world; meaning - to themselves and in their own personal dimensions; action - towards desired results; and impact – assuring results have a positive one - gives companies a competitive advantage and allows for more successful outcomes. The business world of the future will be filled by firms ensuring to live with purpose as to work towards driving meaningful change.

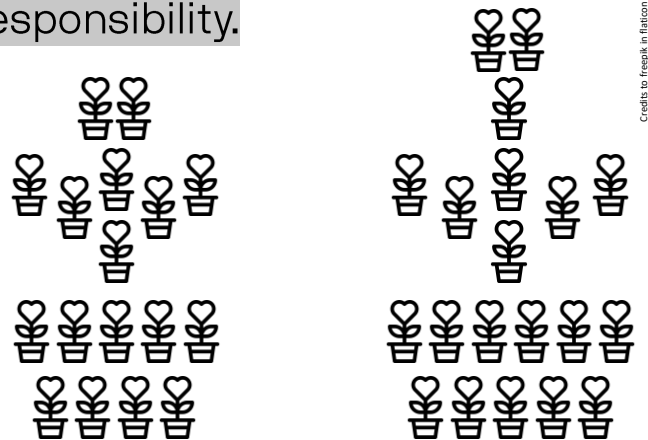




# Caring a great deal

Businesses of the future are aware happy employees are more productive. Therefore, they strive to care for their employees in meaningful ways. More so, they also take care of the communities they are serving. From offering ownership of the business to collaborators to fostering a strong professional community network, entrepreneurs of tomorrow understand the importance of centering the community they serve.

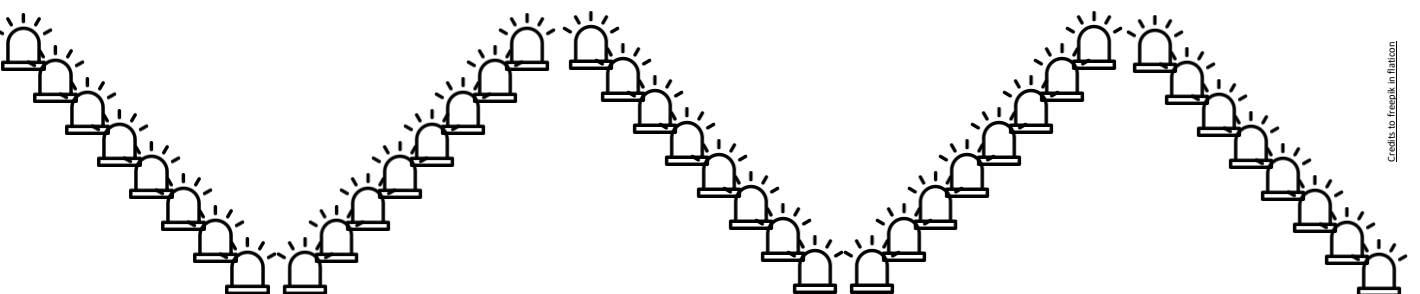
As the companies of the future are developing new governance and business models to include and center all their stakeholders, not only through listening but also through decision-making and/or results-sharing, we will assist in true social corporate responsibility.



# Made in Crisis

The business world of tomorrow will bring, year after year, novel disruptive situations coupled with worldwide political and economic turmoil. Only the company leaders and entrepreneurs able to comprehend the great opportunities emerging from such context will sustain to become the businesses of the future.

Stability is a thing of the past, and now has come the time to embrace outstanding flexibility in order to drive continuous adaptation. Taking advantage of the adversity to make, build, and create favorable circumstances of success will be the key demarcation for tomorrow's business leaders.

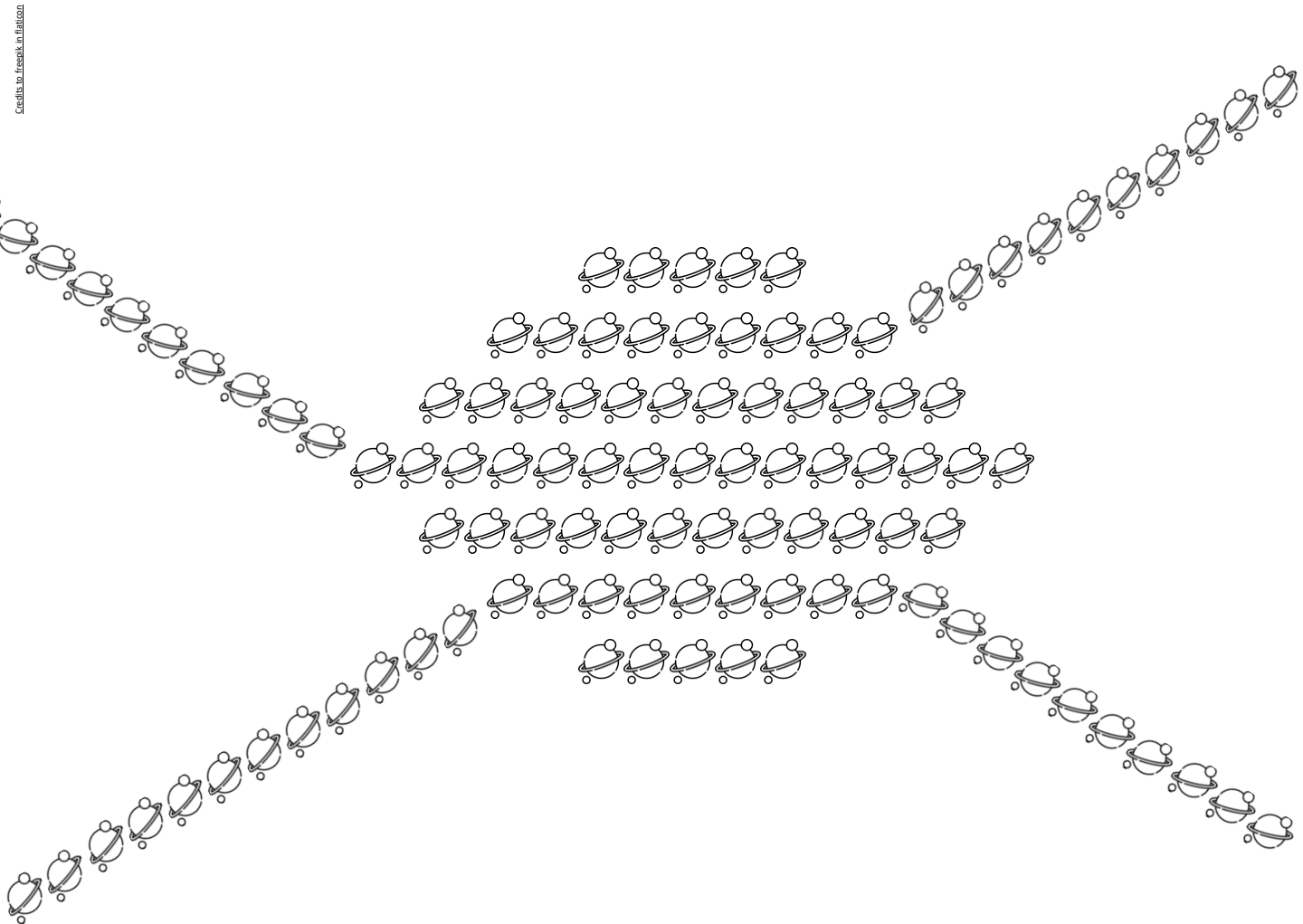
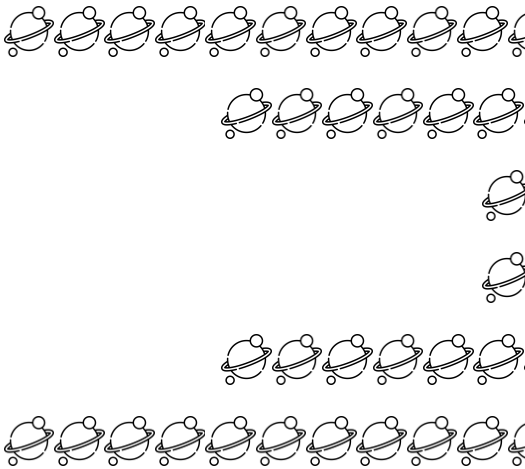




# Star Wars

Space is the big business of the future. With investments of \$424billion in 2019 estimated to reach \$1.2 trillion by 2040, the global space-industry revenues show the way to **novel business opportunities**. The current focus on communication satellites and launch services is only the beginning, and **those leading the way from a technological standpoint will also be on top in terms of power.**

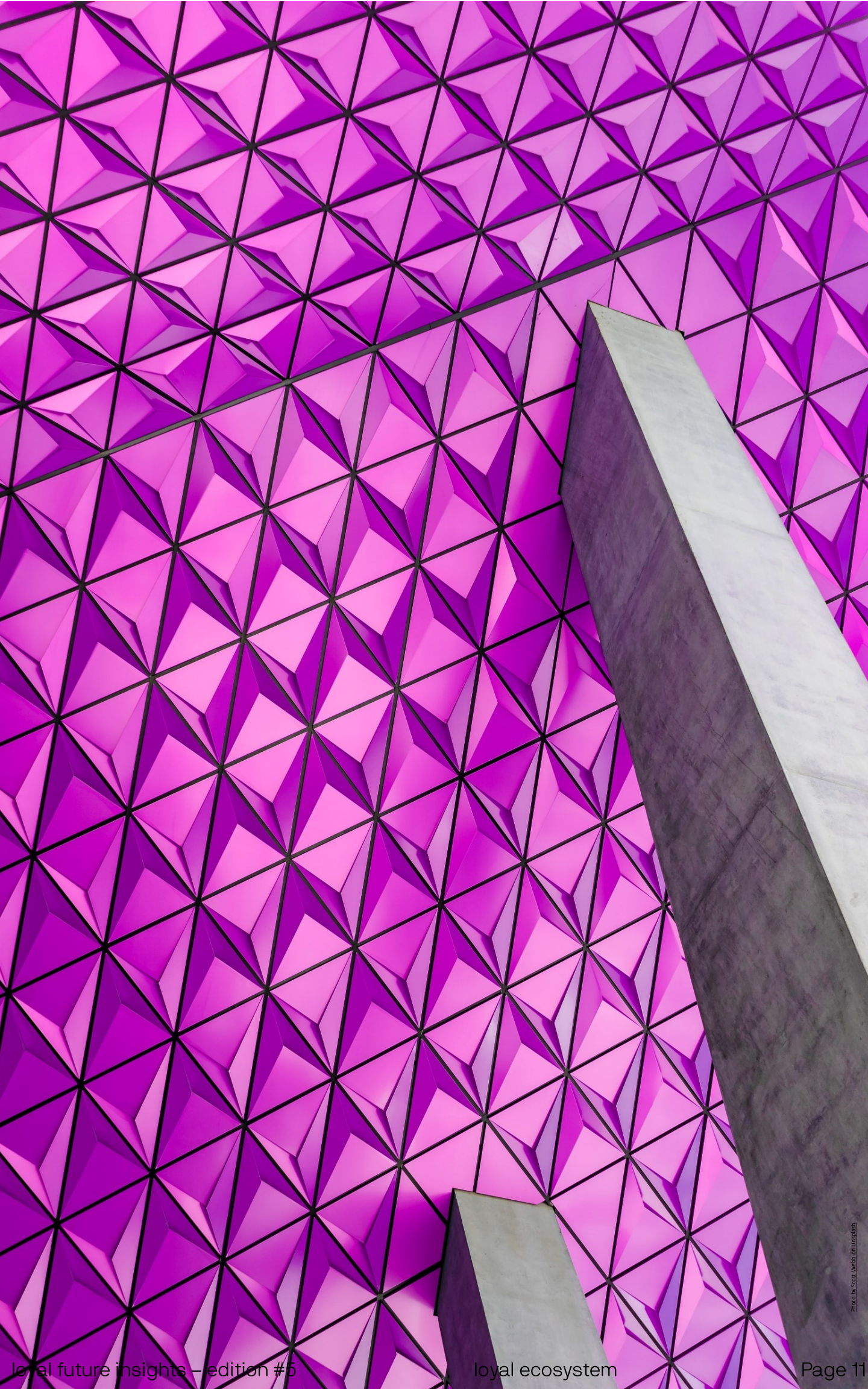
Interestingly, the struggle to win the space war will become not only a matter of international battle but also of national ones – where being any step ahead of others will mean huge advantages for **the conquests of the future.**



what  
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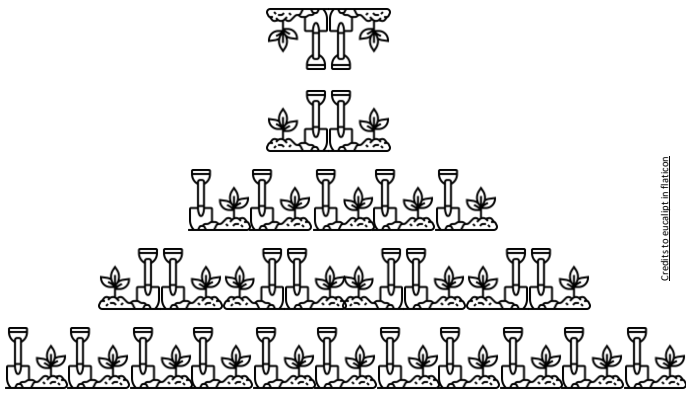




# Support local production

The policies of tomorrow need to actively support local production in order to enhance growth by (i) promoting local businesses and producers and (ii) providing subsidies for production as much as for demand. For sustainable growth and local economic development, it is important policy strategies put in place not only focus on greater access to sustainable options for consumers but also target the strengthening of domestic and local companies and industries.

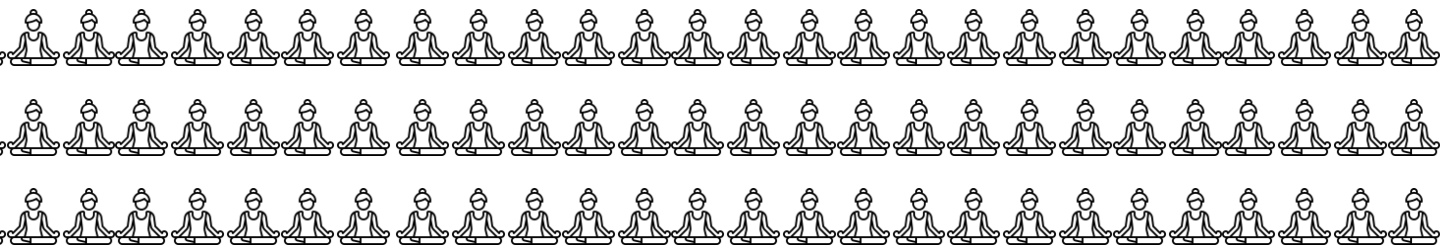
From food to energy supplies, decision makers must provide local incentives and support systems oriented as much towards production as it is towards demand, especially in sectors vulnerable to external forces.



# Lead by vision

The policymaking of tomorrow will need and will be first and foremost about vision, before analytics and forecasting. Conceiving and implementing long-term commitments is a difficult exercise, but policymakers can be helped by laying out their vision in the first place.

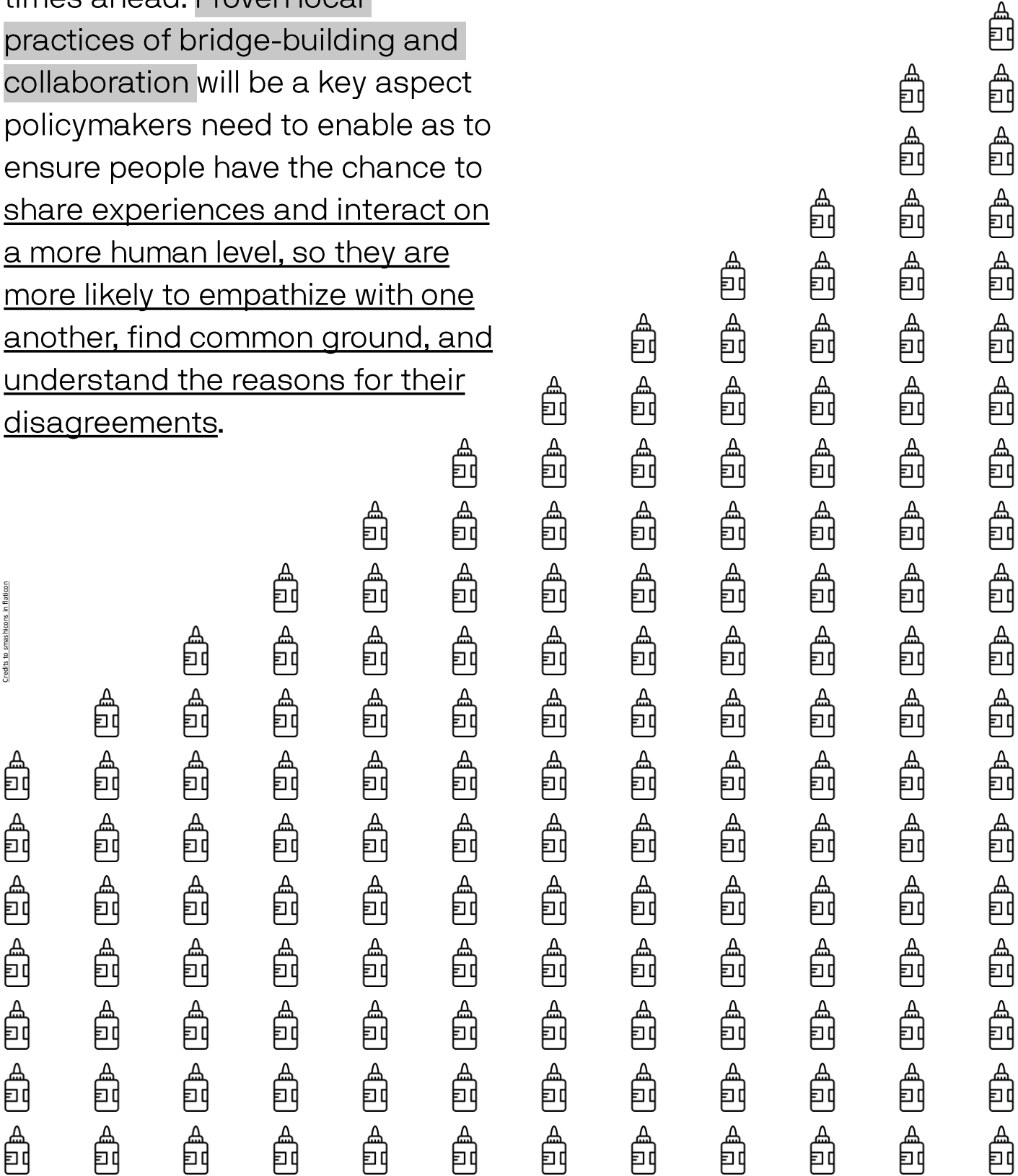
Vision is about what we want tomorrow to be, it's about what you want to achieve in the future and what you are aiming at – therefore forcing you to adopt long-term strategic thinking when enabling missions and actions to reach your established vision. The hardest part of leading by vision is waiting for the benefits of your action plan to yield as patience is key in long-term initiatives.



# Gluer of perspectives

As new generations enter the policy-making and decision-making arenas, it is important governments use the tools at their disposition in order to achieve stability, especially in the polarized times ahead. Proven local practices of bridge-building and collaboration will be a key aspect policymakers need to enable as to ensure people have the chance to share experiences and interact on a more human level, so they are more likely to empathize with one another, find common ground, and understand the reasons for their disagreements.

By connecting different viewpoints and working with various stakeholders to design and implement public policies, governments of tomorrow will act as gluers of perspectives.



Credits to illustrations in this icon:



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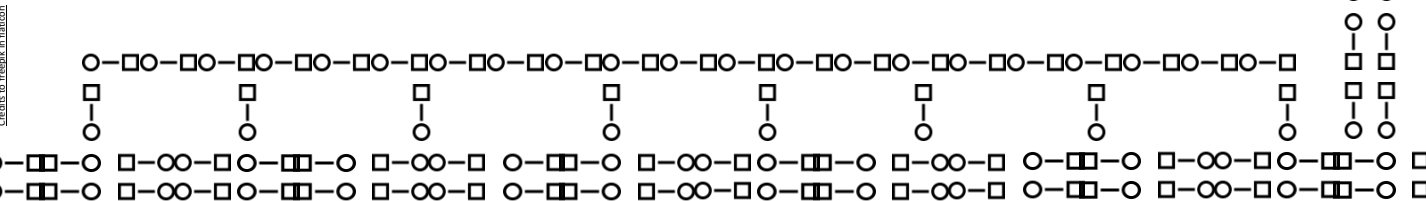




# Frugality

As climate change catastrophes pertaining to our consumption habits rage, the renewed value of frugality is coming back. Frugality is for most of us about coming out of our comfort zones – especially targeted at middle and high-class population of the West. It’s about being willing to give up on some of the products and way of life we are accustomed to.

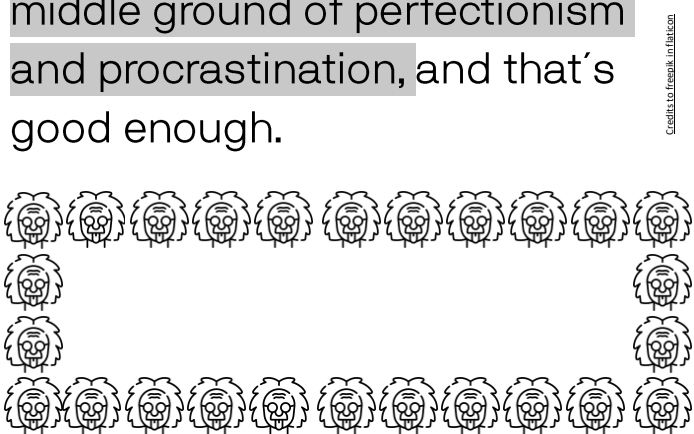
Because it is urgent, we collectively need to use, buy, and produce less than we are currently using, buying, and producing – or at least doing it in a different way – those consuming more than the rest will need to opt for frugality, sooner than later, if we are to collectively fight against the climate crisis.



# Eureka Trap

Too many individuals still rely on and wait for the perfect idea, the perfect moment, the perfect decision. Because of this, they are stuck and keep procrastinating needed changes in their careers, or jobs, or lives. The behavior of the future is the opposite of this.

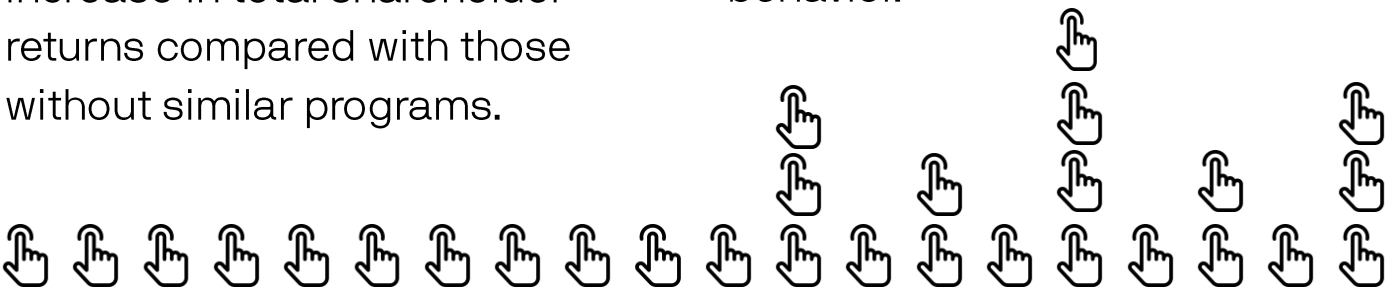
Running away from perfectionism in order to counteract procrastination. By acknowledging “if a thing is worth doing, it’s worth doing poorly” instead of always searching for the right opportunity or the completion of a task to its utmost level, we can turn to the middle ground of perfectionism and procrastination, and that’s good enough.



# Trigger the wallet

Affecting the wallet is a safe way to enable behavior change. In the future, companies will look into economic incentives as a great means to enhance their profits, as research shows firms implementing these financial motivations tied directly to transformation outcomes achieved almost a fivefold increase in total shareholder returns compared with those without similar programs.

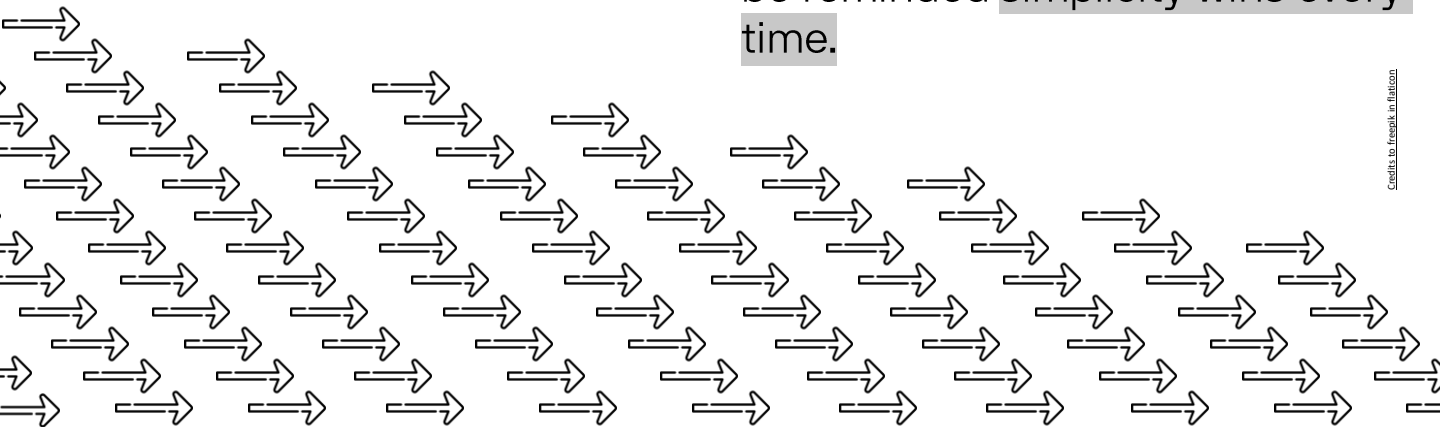
This system, also used along policy, works well as a trigger for other population health-related behavioral changes. However, it is crucial the incentive programs of tomorrow also incorporate appropriate safeguards to monitor potential risks and support fairness when offering economic incentives to promote healthy behavior.



# Decomplexify

Changing behavior is about going from point A to point B. To initiate this transformation, you must understand and give the “why” and for this we often need all complete, accurate, and rigorous information. But this should not and cannot be complex.

Complexity culture is being removed from all circles because of its negative effects – from losing time and motivation to not seeing beneficial results. By decomplexifying the language, graphics, or anything else we use when it comes to triggering behavior changes, we must always be reminded simplicity wins every time.



who  
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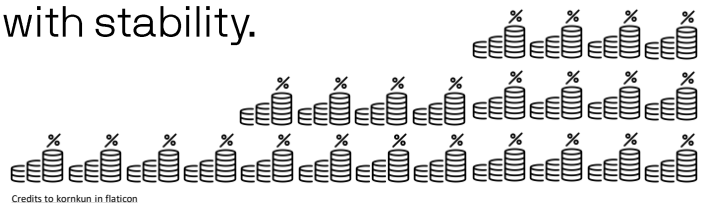
Photo by Mike Swigonski on Unsplash



# Success Fee Boldness

As clients evolve and consulting companies adapt, the question of the success-fee appears relevant for both when addressing future challenges. Client behavior is changing, and consultants need to show how they are committed to achieving bold results while at the same time accept to be evaluated based on these results. Implementing a “success-fee” approach will allow (i) consultants to share a transparent view of the impact clients can expect to obtain and how to achieve it.

Also, it will allow (ii) clients to be comforted in trusting their work to be focused on value and impact. In parallel, it is important clients acknowledge the boldness of the success fee on top of the fixed one. Advisory companies need to provide stability for their team members and 100% success fee is a threat to their stability; clients need to be honest and understand the balance of risk with stability.



# Rubber Ducking Effect

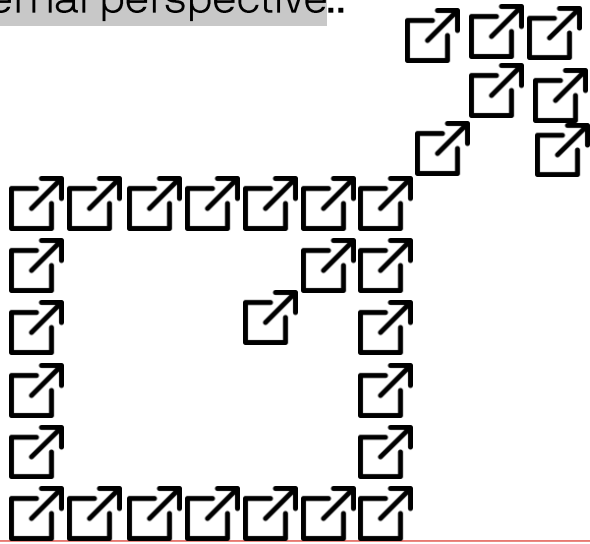
The rubber ducking concept comes from the program developer world. The idea entails talking through and breaking down what you are aiming to achieve with your code writing to someone or to an inanimate object (the rubber duck!). By doing so, developers can run into a solution without additional research; simply because they went out of their own head through talking and manage to produce an answer by trying to explain their code in a simple way.

The role of the consultant of the future is to embody the rubber duck for their clients. By letting clients talk through their issues, consultants will allow them to identify the problem at hand and, subsequently, to understand the best way to implement the solution to their problem. By giving space for reflection, the consultants of tomorrow ensure streamlining communication with their clients as well as successful implementation of designed strategies.



# Externalize development

As business executives and entrepreneurs must be focused on their day-to-day activity, designing efficiencies to meet and exceed standards, consultants have a crucial role to play in bringing their external perspective..

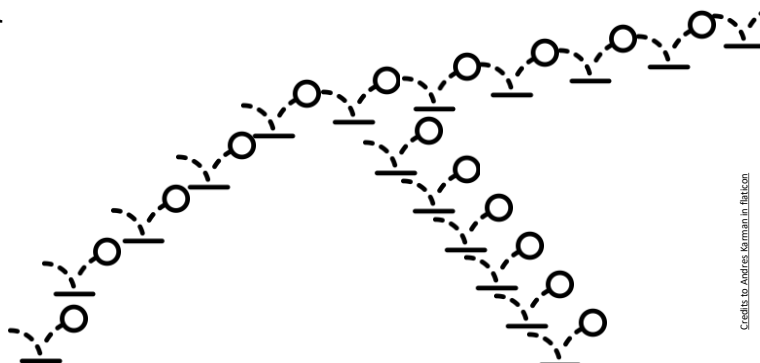


By providing an unbiased view from the exterior, consultants will provide invaluable assets to their clients, from (i) connections to and within their ecosystems, (ii) knowledge and anticipation of real market needs, to (iii) big data turned into simplicity and actionability. The combination of consultants' work with their clients therefore offers the opportunity for leaders to be efficient from within while still ensuring development through an external collaborator.

## Listen to bounce

The consultants of tomorrow understand to embody leadership is about active listening, not convincing. From the seeds of the client-consultant relationship to its ascension, conscious listening is personifying a trampoline. The best listeners are people you can bounce ideas on by engaging in a two-way conversation and co-creating with them through constructive feedback.

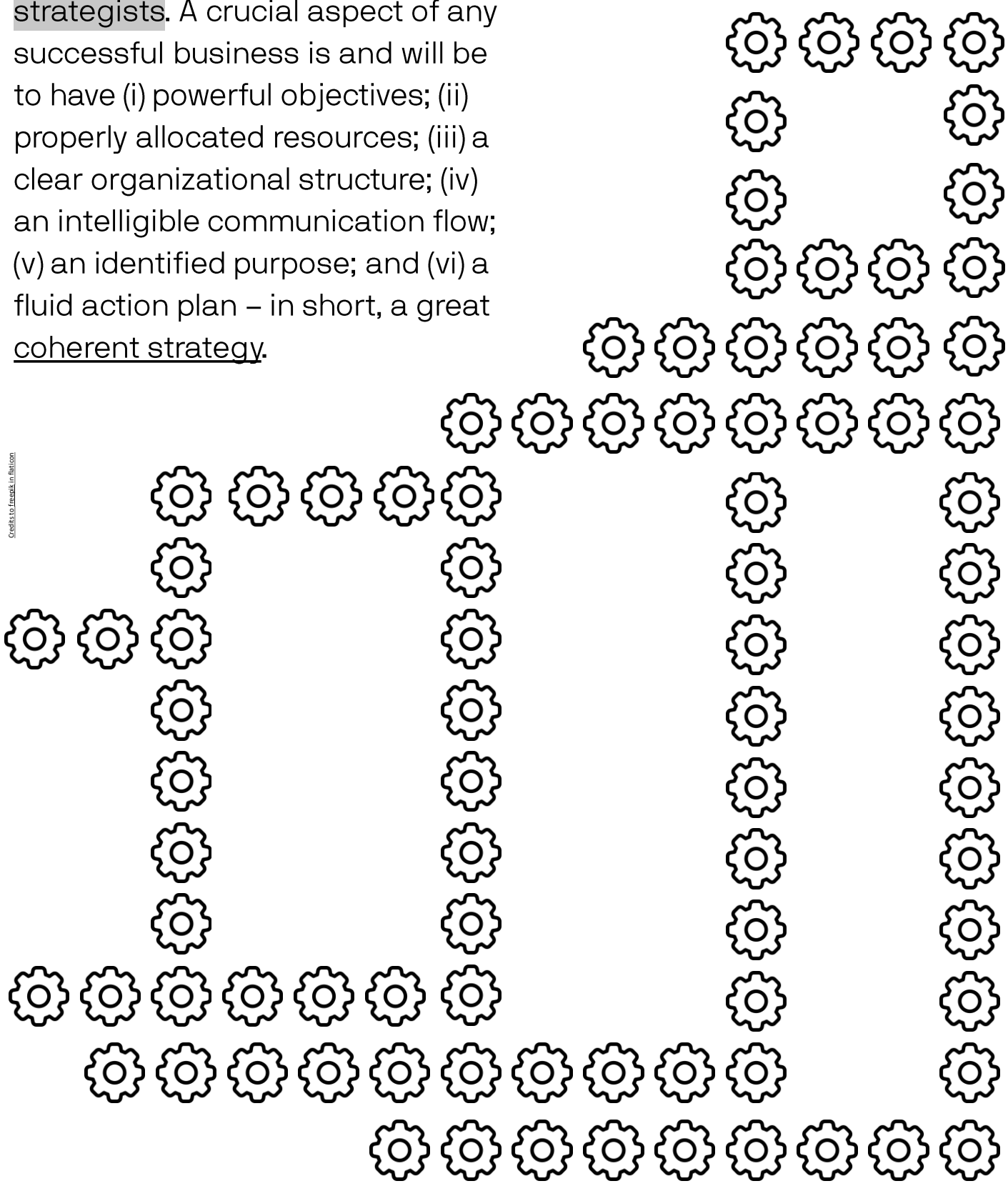
By being heavy listeners, consultants will open the doors to finding the links and layers necessary to co-create solutions and therefore practicing and training listening skills for consultants will be an invaluable asset for the future.



# The coherent strategist

As the digital transformation and financial processes of their clients become designed and implemented, the consulting firms of the future will need to start focusing on becoming **coherent strategists**. A crucial aspect of any successful business is and will be to have (i) powerful objectives; (ii) properly allocated resources; (iii) a clear organizational structure; (iv) an intelligible communication flow; (v) an identified purpose; and (vi) a fluid action plan – in short, a great coherent strategy.

Consultants of tomorrow will be key in assisting, supporting, and guiding business leaders and entrepreneurs to create a holistic approach to strategy to see them rise to the top.



# lyl.fi ed #5 future thinkers







**Claudio Ferro | Business Unit Manager Food & Pharma  
Switzerland - Leader Blue Foods at AFRY**

Engineer with a grand curiosity about the world surrounding us. On one side likes technology and innovation, on the other side in love with the history of art and philosophy of different cultures.

*We are both the result of our past and the starting point of our future; our vision is always the driver. Let's aim for a better, more sustainable, and happier world.*

*Sustainability is no longer optional in aquaculture, it's mandatory.*

**Daniela Allerbon | CEO Salmokine**

Economist, specialized in science-based products with a background in government issues, marketing, communication, and cultural management.



**Frida Dunger Johnsson | Executive Director at IFPA**

As the Executive Director of IFPA, advocates for millions of people living with psoriatic disease worldwide. Through collaborations with non-profit organizations, academia and the private sector Frida connects members and partners for national, regional and global impact.

*I want to drive the necessary change that improves the wellbeing of millions of people living with psoriatic disease.*

**Joost van Oorschot | Founder & CEO of Maana Electric**

*Subsidizing good behavior is important but if you really want to drive the market to adoption you need to find other ways to emphasize behavior.*

Building the future, one day at a time. Maana Electric is the culmination of a long-time passion and dream to advance humanity beyond the fossil fuel era and into the renewable and space industrialization era.



**Lisa Burke | Media Presenter, Broadcaster, Radio & Podcast host, Event Moderator, Science writer at Lisa Toni Burke**

Experienced presenter and broadcaster, having lived and worked in London, Abu Dhabi and now Luxembourg where she created RTL Today. Lisa's background is science, although her career has been spent as a journalist. She is a singer also.

*The media landscape is fast changing, driven by social media and the various ways in which we absorb information. We need to be mindful of the news source and its inherent authenticity.*

**Manuel Reis | General Manager at Alitec**

*To accomplish much more with much less.*

Enthusiastic about new ideas and innovation. Worried about the global unbalances just around the corner.





**Marine Utge Royo | Co-Founder of Impact Labs**

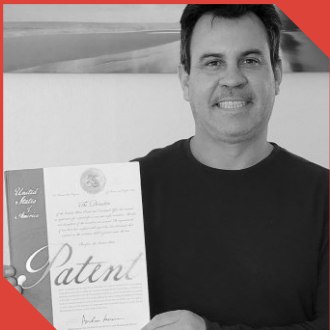
15 years' experience in environmental and social impact. French citizen, she started her career in international cooperation on sustainable development in France, Africa & Latam, including 6 years as a diplomat. Switched to an entrepreneur career in Portugal in 2016, where she co-founded the green tech startup Tesselo in 2017 prior to launch the impact consulting agency Impact Labs in 2022.

*Look at reality and understand we are going to have to change something.*

**Nuno Brito Jorge | Founder and CEO of GoParity**

*The future is zero emissions, zero waste, 100% electric.*

Environmental engineer, innovation enthusiast and experienced ecopreneur. Driven by the democratization of power and sustainable finance.



**Ryan Mcalister | President of SCV Electric**

As a Forward thinker, Entrepreneur, and Inventor, sees a large future vision to take mankind to the next level to advance our economics, science, education, climates, environmental impacts, space travel, food supplies, and energy in a positive way that we have never seen before.

*Always think positive, never give up, listen to others, stay respectful, and smile; the sky is not the limit, now we can push further.*

**Stephen Grieves | Founder & Strategy at Mumma**

*The restaurant industry will (hopefully) move towards more ethical and transparent practices driven by consumer choices and market efficiencies.*

Entrepreneur and hyper curious generalist.



**Digvijay Singh | Team Member at Loyal Ecosystem**

Process and data-focused consultant at Loyal Ecosystem with experience in Machine Learning and Deep Learning techniques, working for continuous challenges that enhance my learning curve. Co-founded two technology startups, solid expertise in Transformation, Strategy and Technology Operational Excellence, and with a never fading curiosity to dive into the available data, interpret it, search for patterns and trends, and build predicting models that could indicate new insights.



**Julie De Nève | Team Leader at Loyal Ecosystem**

With knowledge in Life and Social Sciences and a deep interest in understanding the complex ecosystem of connections that make up our surrounding world. As a stakeholder management consultant, the aim is to participate in the co-creation of Innovation and Sustainability projects by applying novel consulting approaches.

**Mafalda Henriques | Behavior Partner at Loyal Ecosystem**

Founder and Managing Partner at Loyal Ecosystem. Keen to invest, partner with and/or advise businesses and business-oriented people that are result driven, common good committed and holistic-intelligence based.



**Pedro Pires | Business Partner at Loyal Ecosystem**

Entrepreneur, Advisor, Investor and a Martial Arts and Self-Defense Instructor. Founder and Managing Partner of Loyal Ecosystem, a future-led advisory decentralized company that helps innovative organizations to soft land or expand in Europe. Pedro is Industry Agnostic and loves to swing between a Helicopter View and Deep Dive, Zooming Out and Zooming In.

**Sofia Cartó | Policy Partner at Loyal Ecosystem**

Founder and Managing Partner of Loyal Ecosystem. Leads policy driven challenges where the ability to understand regulations and engage stakeholders is key. Senior Policy and Stakeholders Management Consultant, with Reputation and Crisis Management experience.



**Valentin Kranz | Business Connector at Loyal Ecosystem**

Business Connector & Senior Consultant at Loyal Ecosystem. Blockchain Advocate. Founder at Buenatura. Investor. Connecting Businesses and People globally. Looking to partner with and invest in impact driven companies. Passionate about Blockchain and new economies.

lovely

