

# Table of contents

Introduction .....	11
<b>PART I: INFORMATION TECHNOLOGY TRENDS.....</b>	<b>21</b>
1. Computer hardware.....	23
1.1 Processing power and cost .....	23
1.2 Storage .....	23
1.3 Displays .....	24
1.4 Energy .....	24
1.5 Quantum and biological computing .....	24
2. Networks and communications.....	27
2.1 Coverage and capacity .....	27
2.2 Convergence.....	28
2.3 Network independent communications.....	28
2.4 Transmission cost .....	28
3. Software .....	31
3.1 Design, development and delivery .....	31
3.2 Quality.....	31
3.3 Capability .....	32
4. Digital information.....	33
5. Composite technology trends .....	35
5.1 Network as computer .....	35
5.2 Software as a service .....	35
5.3 The participative web .....	35
5.4 Social networking.....	36
5.5 Video, audio and image processing .....	36
5.6 Spatial information processing .....	36
5.7 Smart, multimodal interfaces.....	37
5.8 Augmented and virtual reality .....	37
5.9 Semantic web .....	38
5.10 Autonomy, robots and artificial intelligence.....	38
5.11 Authentication .....	38
5.12 Universal search .....	39
<b>PART II: IMPACTS ON BUSINESS, INDUSTRY AND WORK .....</b>	<b>43</b>
6. Organisation .....	45

6.1	Exponential outsourcing.....	45
6.2	Network organisations.....	45
6.3	Network dependencies.....	47
7.	Product development.....	49
7.1	Innovation ecosystems.....	49
7.2	Prosumers.....	50
7.3	Time to market.....	50
7.4	Accidental services.....	51
7.5	Innovation transparency.....	51
8.	Production and supply chains.....	53
8.1	Adaptive production.....	53
8.2	Decentralisation.....	54
8.3	Tracking mobile assets.....	55
8.4	Smart energy.....	56
8.5	Supply chain visibility.....	56
8.6	Electronic trading documents.....	58
8.7	Flexible, resilient supply chains.....	59
9.	Customer and market intelligence.....	61
9.1	New sources of intelligence.....	61
9.2	Deeper insights.....	62
9.3	Sentiment mining.....	63
9.4	Risk analysis.....	63
9.5	Shared intelligence.....	64
9.6	Analytics economy.....	65
9.7	Telescopes versus microscopes.....	65
10.	Marketing.....	67
10.1	Online channels.....	67
10.2	Audience targeting and relevance.....	68
10.3	Advertising efficiency.....	69
10.4	Anti-ad effects.....	69
10.5	Reputation management.....	69
10.6	Politics.....	70
11.	Sales and servicing.....	71
11.1	Claims, bills and payments.....	71
11.2	Online sales and servicing.....	72
11.3	Call centres.....	73
11.4	Field sales and servicing.....	75
11.5	Retailing.....	76
11.6	Banking and finance.....	77
11.7	Insurance.....	78

11.8	Health services .....	78
12.	Knowledge work .....	81
12.1	Worker mobility .....	81
12.2	Work structure, place and independence .....	82
12.3	Connecting people .....	82
12.4	Email and communications overload .....	83
12.5	Collaboration and teamwork.....	84
12.6	Augmented memory .....	85
13.	Training and learning.....	87
13.1	Online learning.....	87
13.2	Nanolearning.....	87
13.3	Interaction, immersion and participation .....	88
13.4	Continuous education .....	89
14.	Managing people .....	91
14.1	Finding, hiring and retaining people .....	91
14.2	Measuring performance .....	92
14.3	Maintaining social capital .....	93
15.	Corporate governance.....	95
15.1	Transparency .....	95
15.2	Stakeholder participation.....	95
15.3	Information latency.....	96
15.4	Fuzzy reporting .....	97
15.5	IT management.....	98
16.	Accounting and compliance.....	101
16.1	Connected accounting .....	101
16.2	Sustainability accounting.....	101
16.3	Compliance reporting .....	102
16.4	Other regulations.....	103
17.	Safety and security .....	105
17.1	Safety.....	105
17.2	Securing information and documents .....	106
17.3	Fraud detection .....	107
17.4	Infrastructure and national security .....	108
PART III: ANALYSIS, REFERENCES AND READING.....		111
Acknowledgements.....		195