

An aerial, high-angle photograph of a dense urban skyline, likely New York City. The image shows a vast number of skyscrapers of varying heights and architectural styles, packed closely together. The lighting is bright, suggesting a clear day, and the colors are somewhat muted, with a lot of greys and blues from the buildings and sky. The perspective is from a high vantage point, looking down and across the city.

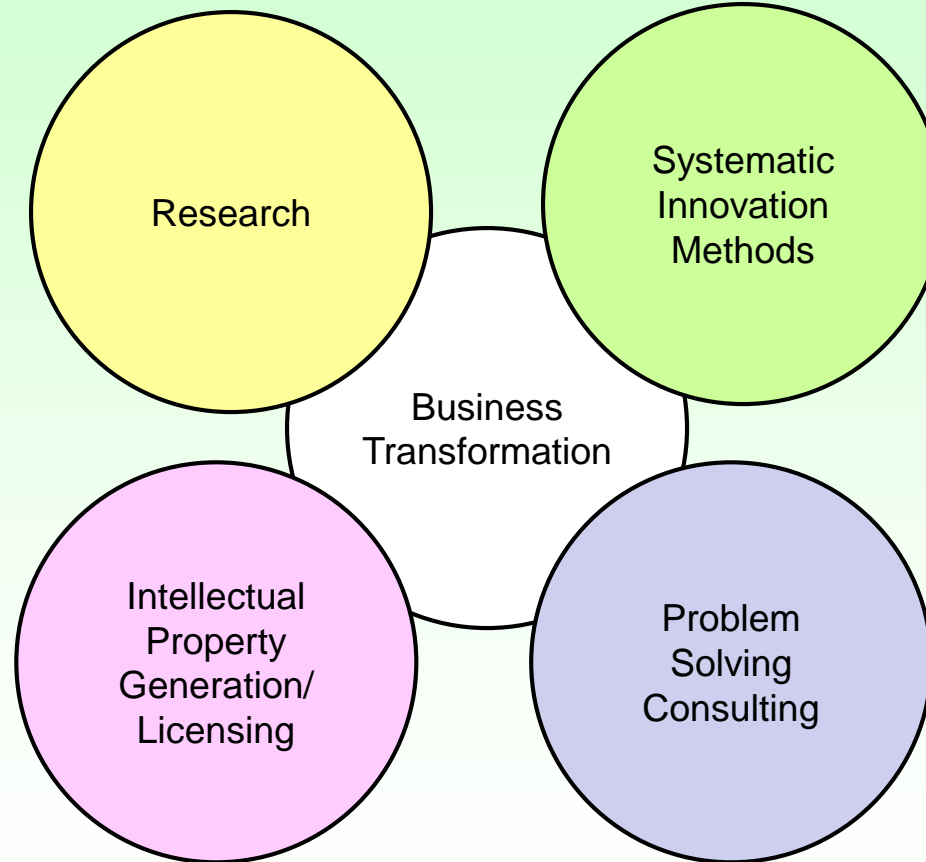
**As Good As It Gets?  
Making Sense Of  
The Confusion**

# Systematic Innovation Network

40 full-time + 250 network partners

Constantly update...

Transfer skills...



Commercialise success...

Facilitate success...

(if we can't do it ourselves, how can we expect to help you?)





# As Good As It Gets? Making Sense Of The Confusion



- 1) Seeing The Future??
- 2) Inevitable Surprises – Good News
- 3) Inevitable Surprises – Bad News
- 4) What Customers Are *Really* Saying
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# As Good As It Gets? Making Sense Of The Confusion



- 1) Seeing The Future??**
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Just because we can't  
predict everything  
about the future...



...doesn't mean we  
can't predict *anything*

“We can’t predict the future, and we probably can’t prevent more crises from happening.”

Mervyn King

“The record of failure to predict recessions is virtually unblemished.”

Prakash Lougani, IMF

“The crisis was not predicted because economic theory predicts that such events cannot be predicted.”

Robert Lucas

“People blinded by faith or ideology have pursued false premises to absurd conclusions and come to believe that those who disagree are driven by woeful ignorance or intentional disregard.”

John Kay

“Microeconomics concerns things that economists are specifically wrong about, while macroeconomics concerns things economists are wrong about generally. Or to be more technical, microeconomics is about money you don’t have, and macroeconomics is about money the government is out of.”

P.J. O’Rourke



# Put Another Way...

...if the aerospace industry had the same safety track record as financial services, there would be ~1800 plane crashes/week

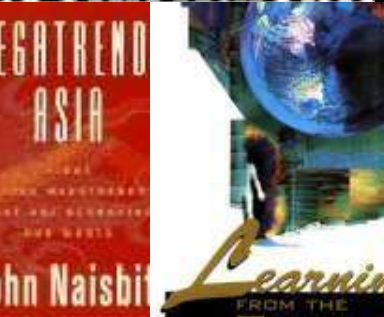
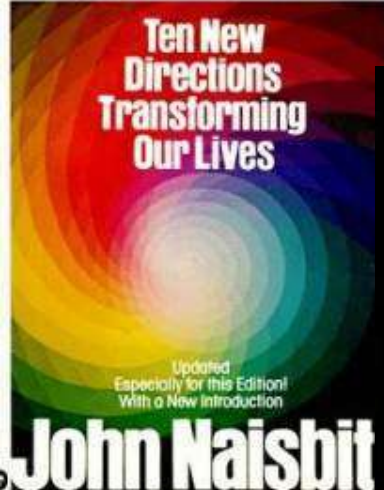


The Political Brain



THE ROLE OF EMOTION IN DECIDING THE FATE OF THE NATION

Megatrends



*Karma Queens,*  
**GEEK GODS**  
&  
Innerpreneurs

Meet the 9 Consumer Types Shaping Today's Marketplace

**RON RENTEL**  
WITH JOE ZELNIK

THE  
HUMMER  
AND  
THE MINI

NAVIGATING  
THE CONTRADICTIONS  
OF THE NEW  
TREND LANDSCAPE

**ROBYN WATERS**  
Author of *The Trendmaster's Guide*  
Former Vice President of Trend, Design, and Product Development at Target

Surprising tales of the way we live today

iscinating ... fun'  
*Scientist*

The  
Trendmaster's  
Guide  
Get a Jump  
on What  
Your Customer  
Wants Next  
**Robyn Waters**

**PICKING**

TRENDS TO FUTURE FIT YOUR LIFE,  
YOUR WORK, AND YOUR BUSINESS

**WITH POPCORN**  
AUTHOR OF *THE POPCORN REPORT*  
**LYS MARIGOLD**

**TRENDS**

from Central Saint Martins  
Edited by Kevin Talbot  
2009/10

saïnts

**MIND SET!**  
**JOHN NAISBIT**

**Futurewise**  
Six Faces of Global Change

1. ast
2. rban
3. ribal
4. niversal
5. adical
6. thical

Patrick Dixon

THE TOP TRENDS  
THAT WILL RESHAPE  
THE WORLD  
IN THE NEXT  
20 YEARS

**JAMES CANTON, Ph.D.**  
CEO and Chairman, Institute for Global Futures

**MARIAN SALZMAN**  
**IRA MATATHIA**

**NEXT**

TRENDS FOR THE FUTURE

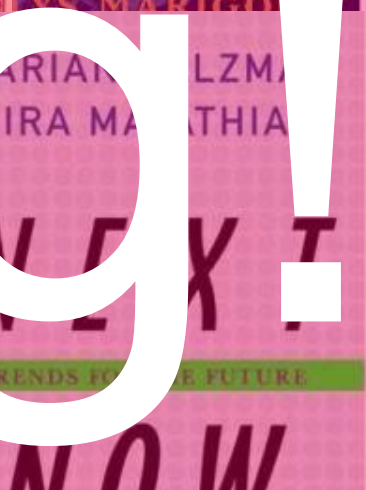
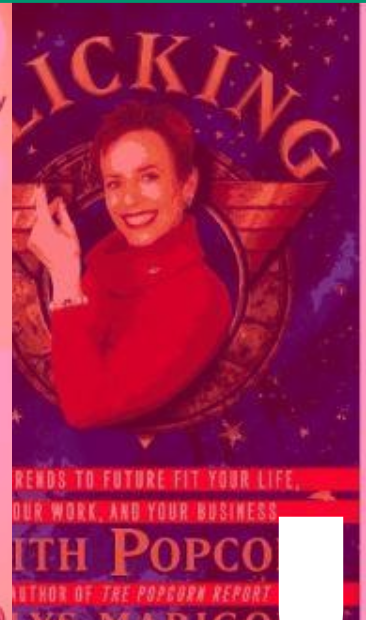
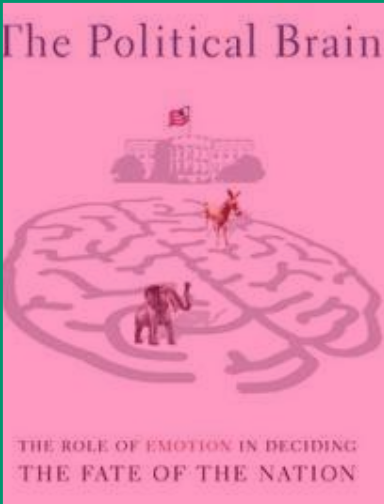
**NOW**

Shell Global Scenarios to 2025

The future business environment:  
trends, trade-offs and choices

Middle East

THE  
**SCENARIO  
PLANNING**  
HANDBOOK



Wrong!

# When?

- “We see this generation drinking, and drinking heavily.... gathering of teens and see them drinking literally until they fall down”
- “We never count sexes, but we are sure we see girls drinking more heavily than boys”
- “Escape from their daily lives whether via the movies, or gossip magazines, or by dangerous indulgence in drinking, becomes as vital a factor in these young lives as bread or breathing.”
- “Nor is it unusual to find young men and women escaping the implications of the fact that they have no job, or cannot afford to marry on what they are earning, by blaming the older generations.”
- “Hungry for fame: fame as a way out of a world in which their parents worked hard and still lost their job.”



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1932



# Who Are These People?



What financial service products will these people want?



# What If...



- ...behaviour of our teenagers
- was completely consistent
- with a known pattern?



# What If...

- ...reaction of parents and politicians was completely consistent with the same pattern?



# What If...

- ...the Global Financial Crisis was completely consistent with a known pattern?



Would that pattern be able  
to tell us something about  
the next 5 years?

The next 10?

The next 50?



# As Good As It Gets? Making Sense Of The Confusion

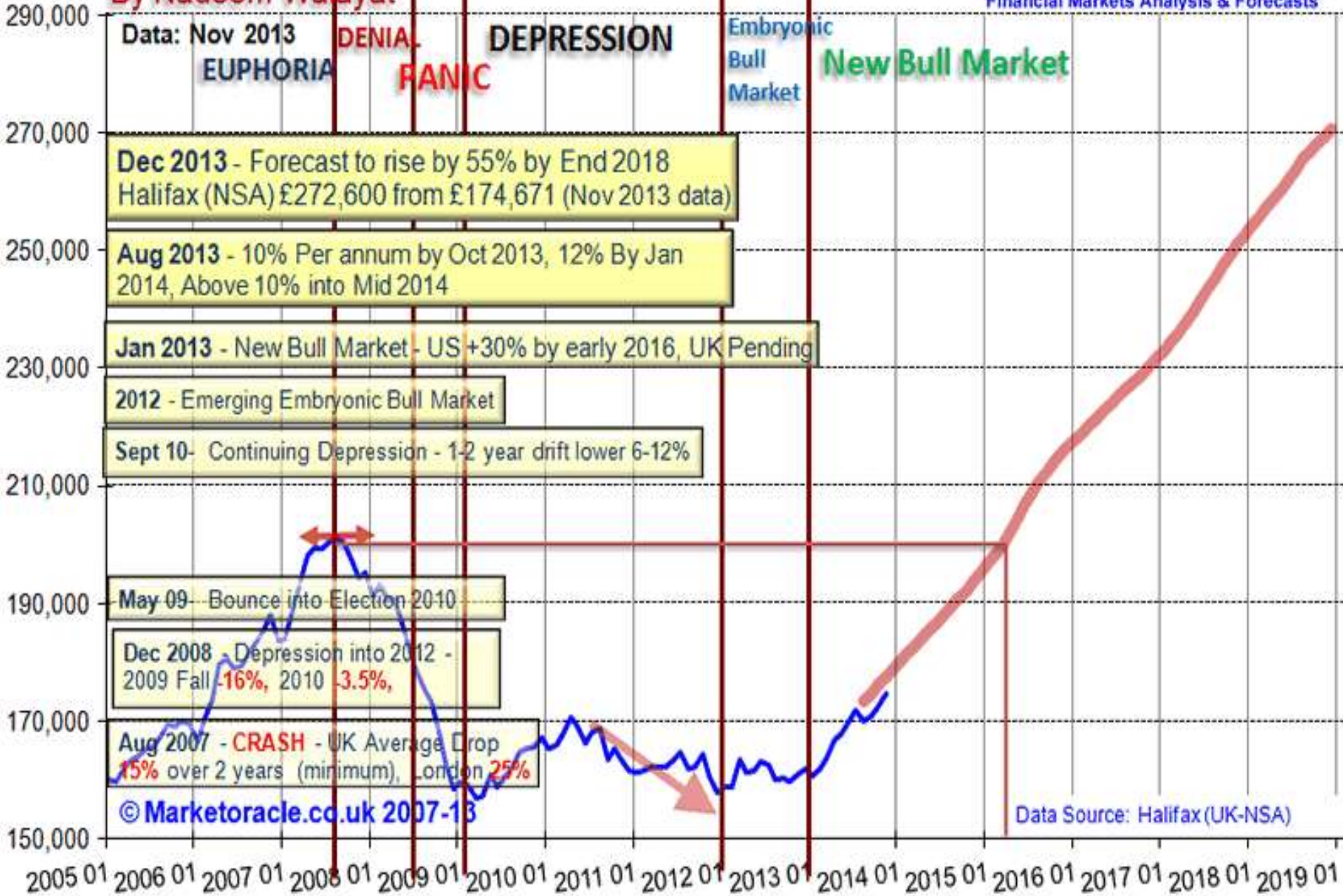


- 1) Seeing The Future??
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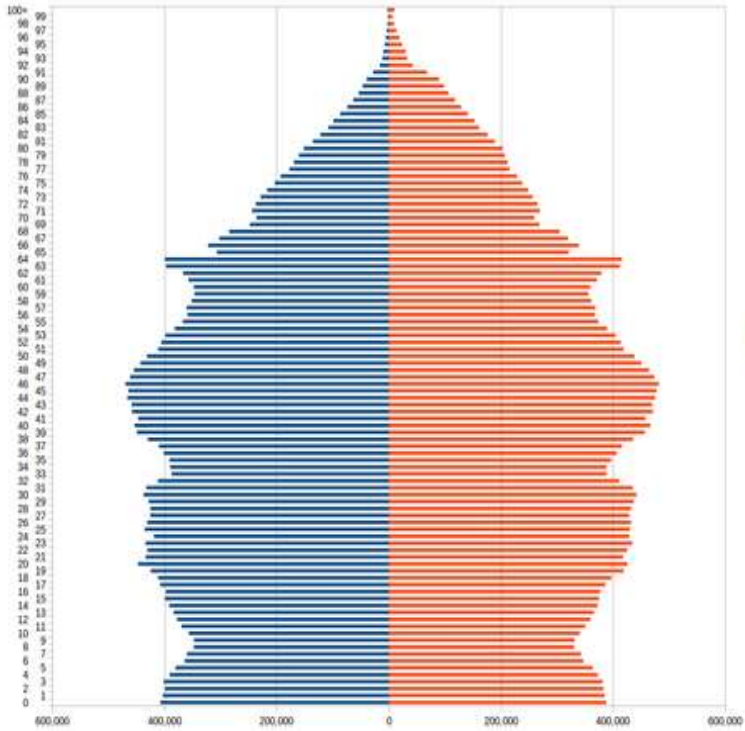


# UK House Price Forecast 2013-2018

By Nadeem Walayat



# Growing (& Ageing) Population....



.... Fixed geography



# As Good As It Gets? Making Sense Of The Confusion

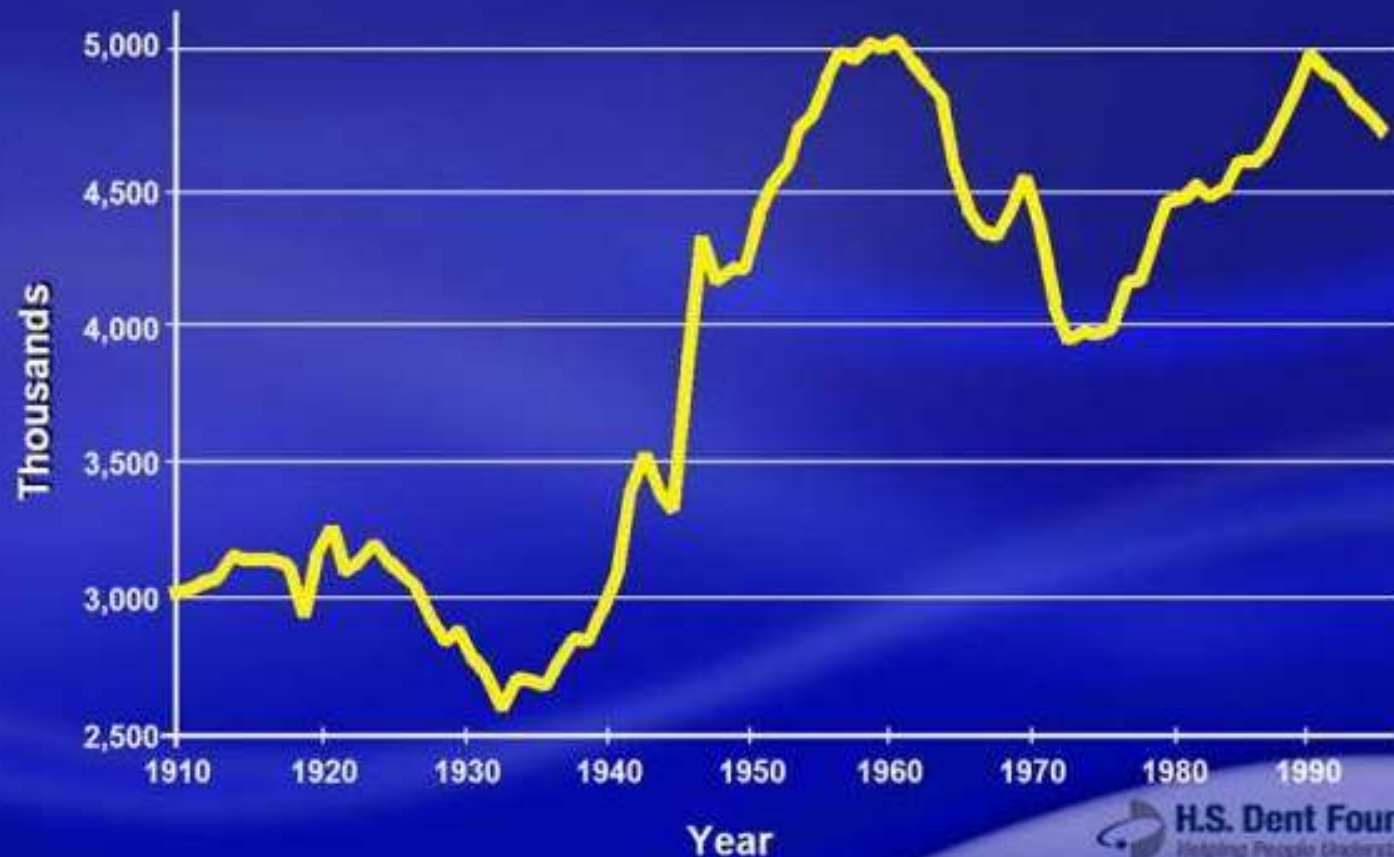


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# Inevitable Surprises

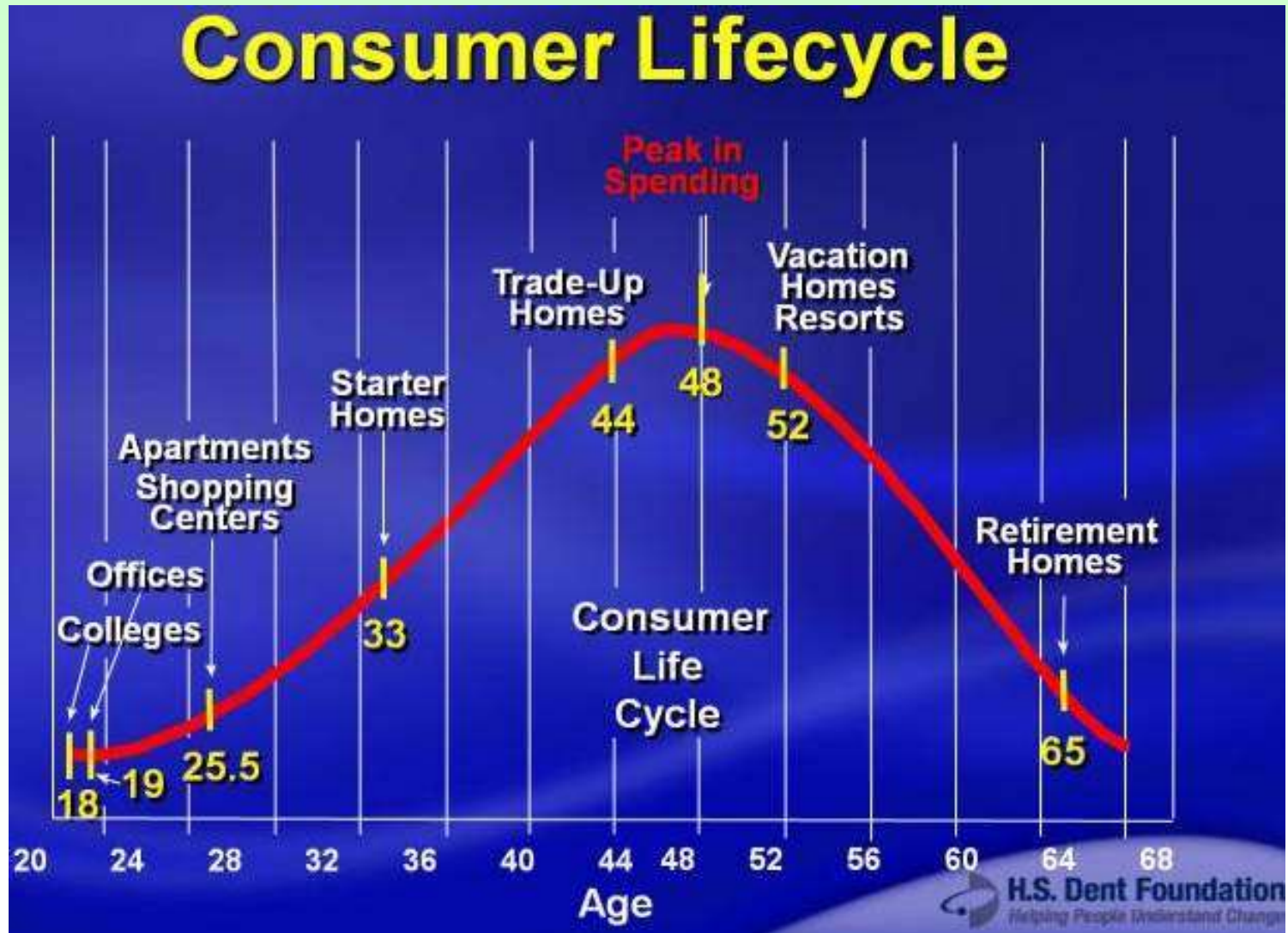
## Immigration Adjusted Birth Index



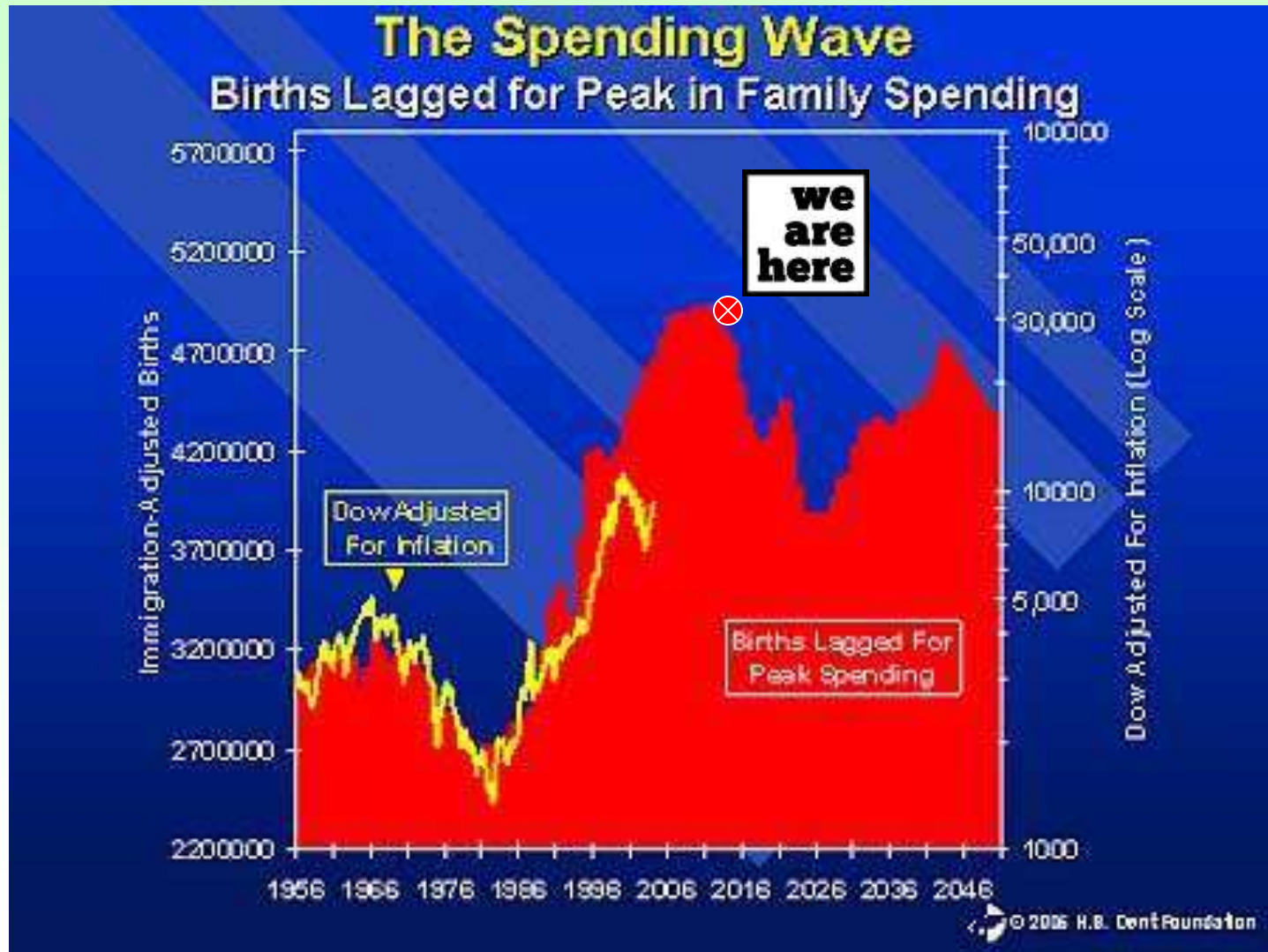
H.S. Dent Foundation  
Helping People Understand Change



# Inevitable Surprises



# Inevitable Surprises



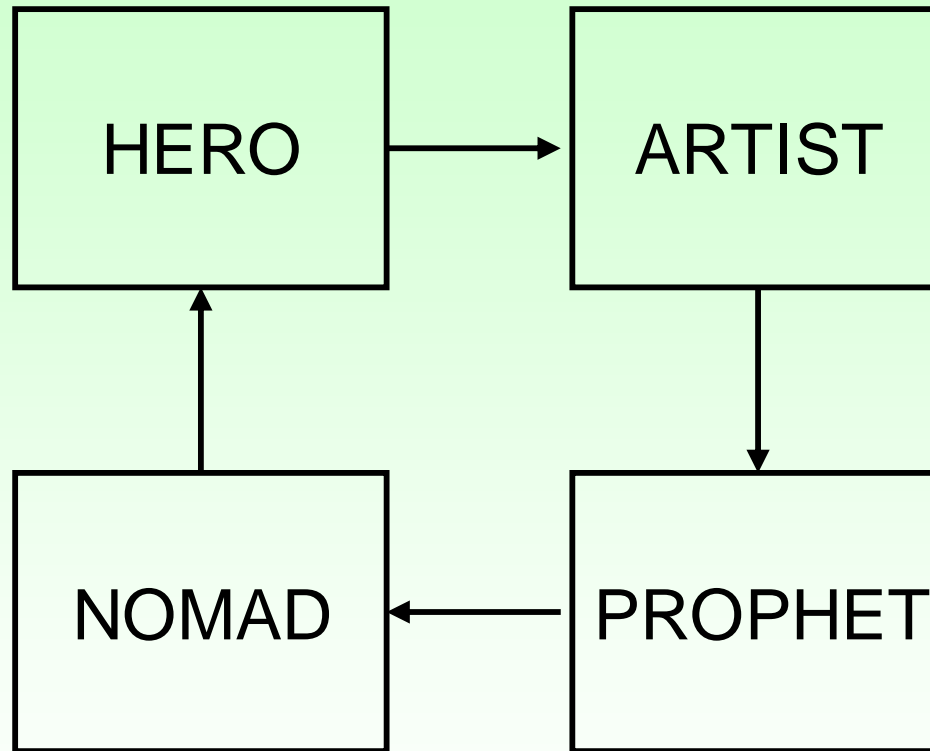
# TrenDNA Strand 1 – Generational Cycles



The manner in which you were raised by your parents  
In turn influences how you raise your children



# ES/UK/FR Generational Cycles



Strauss, W., Howe, N.,  
'The Fourth Turning: An American Prophecy',  
Broadway Books, New York, 1997.

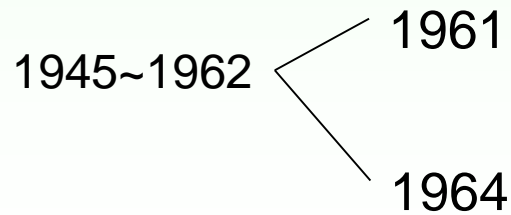


# US/UK Generational Cycles

*growing-up*      *parenting*      *power*      *indirect power*

	0-20	21-41	42-62	63-83
HERO				
ARTIST				
PROPHET	indulged			
NOMAD				

(Boomer)

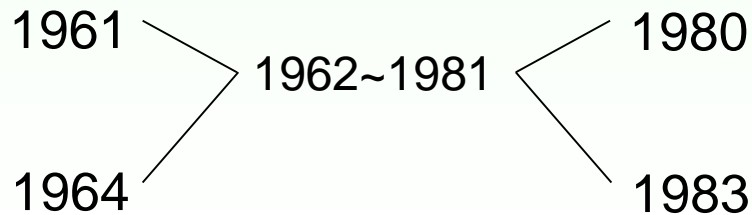


# US/UK Generational Cycles

*growing-up*      *parenting*      *power*      *indirect power*

(Boomer)  
(Generation X)

	0-20	21-41	42-62	63-83
HERO				
ARTIST				
PROPHET	indulged	narcissistic		
NOMAD	abandoned			



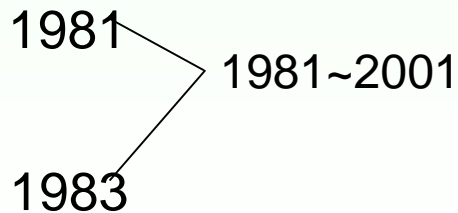
# US/UK Generational Cycles

*growing-up*      *parenting*      *power*      *indirect power*

(Generation Y)

(Boomer)  
(Generation X)

	0-20	21-41	42-62	63-83
HERO	protected			
ARTIST				
PROPHET	indulged	narcissistic		
NOMAD	abandoned	alienated		



# US/UK Generational Cycles

*growing-up*      *parenting*      *power*      *indirect power*

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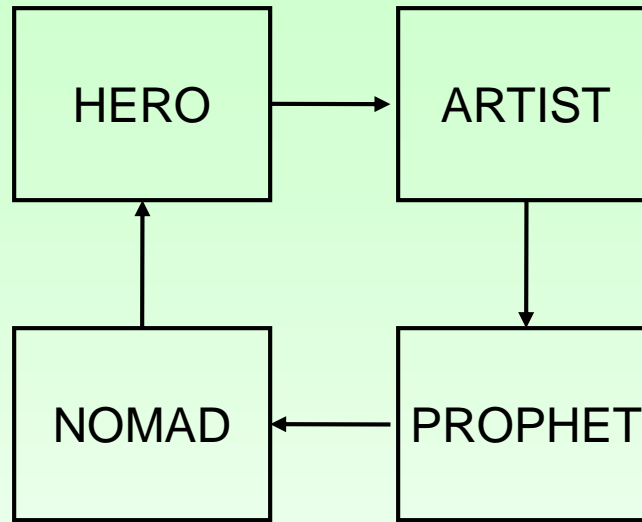
(Boomer)

(Generation X)

	0-20	21-41	42-62	63-83
HERO	protected	heroic		
ARTIST	suffocated			
PROPHET	indulged	narcissistic		
NOMAD	abandoned	alienated		



# US/UK Generational Cycles

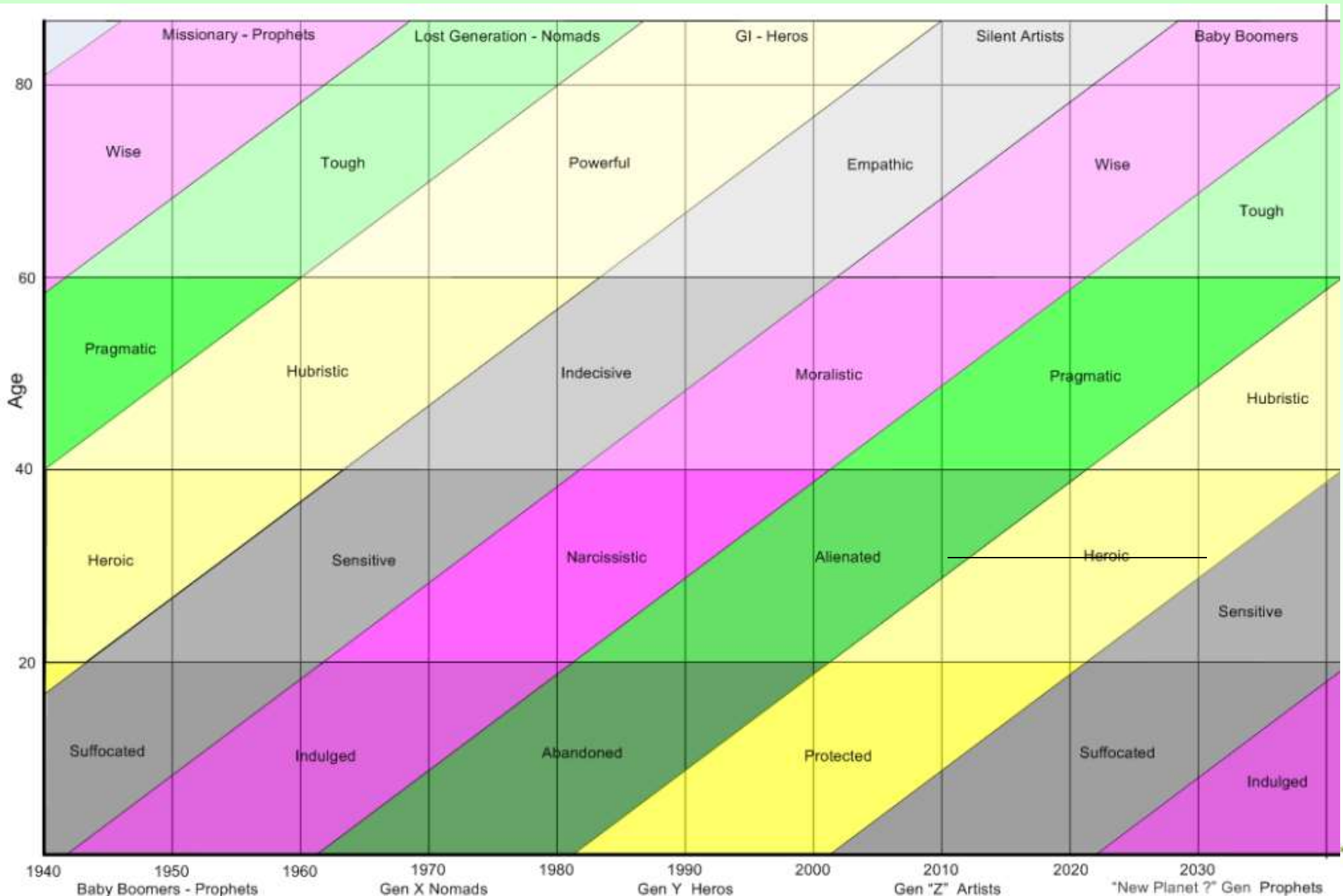


	0-20	21-41	42-62	63-83	
(Generation Y) (Silent)	HERO	protected	heroic	hubristic	powerful
(Boomer)	ARTIST	suffocated	sensitive	indecisive	empathic
(Generation X)	PROPHET	indulged	narcissistic	moralistic	wise
	NOMAD	abandoned	alienated	pragmatic	tough

Strauss, W., Howe, N.,  
 'The Fourth Turning: An American Prophecy',  
 Broadway Books, New York, 1997.

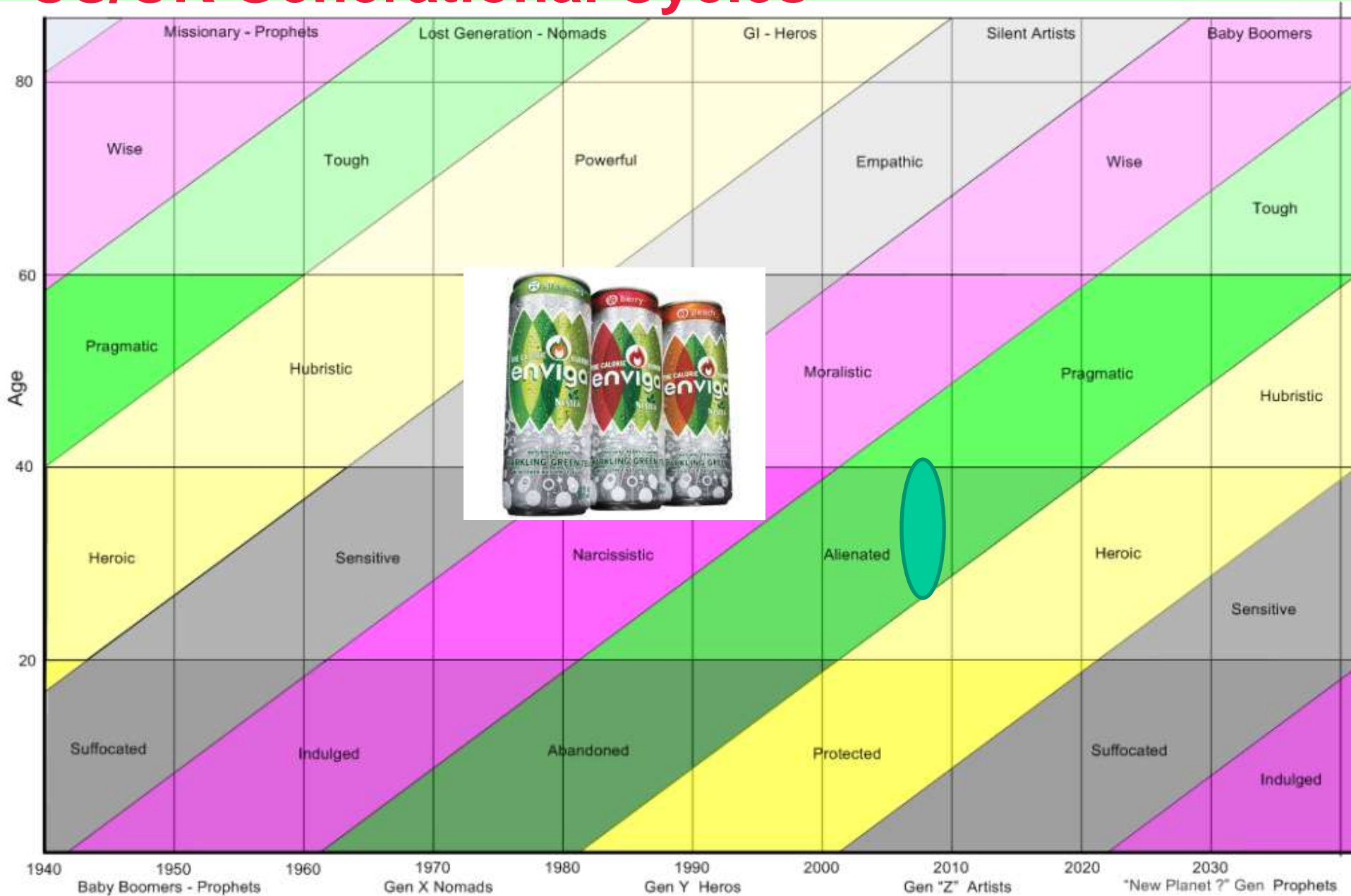


# Who Is My Future Customer?

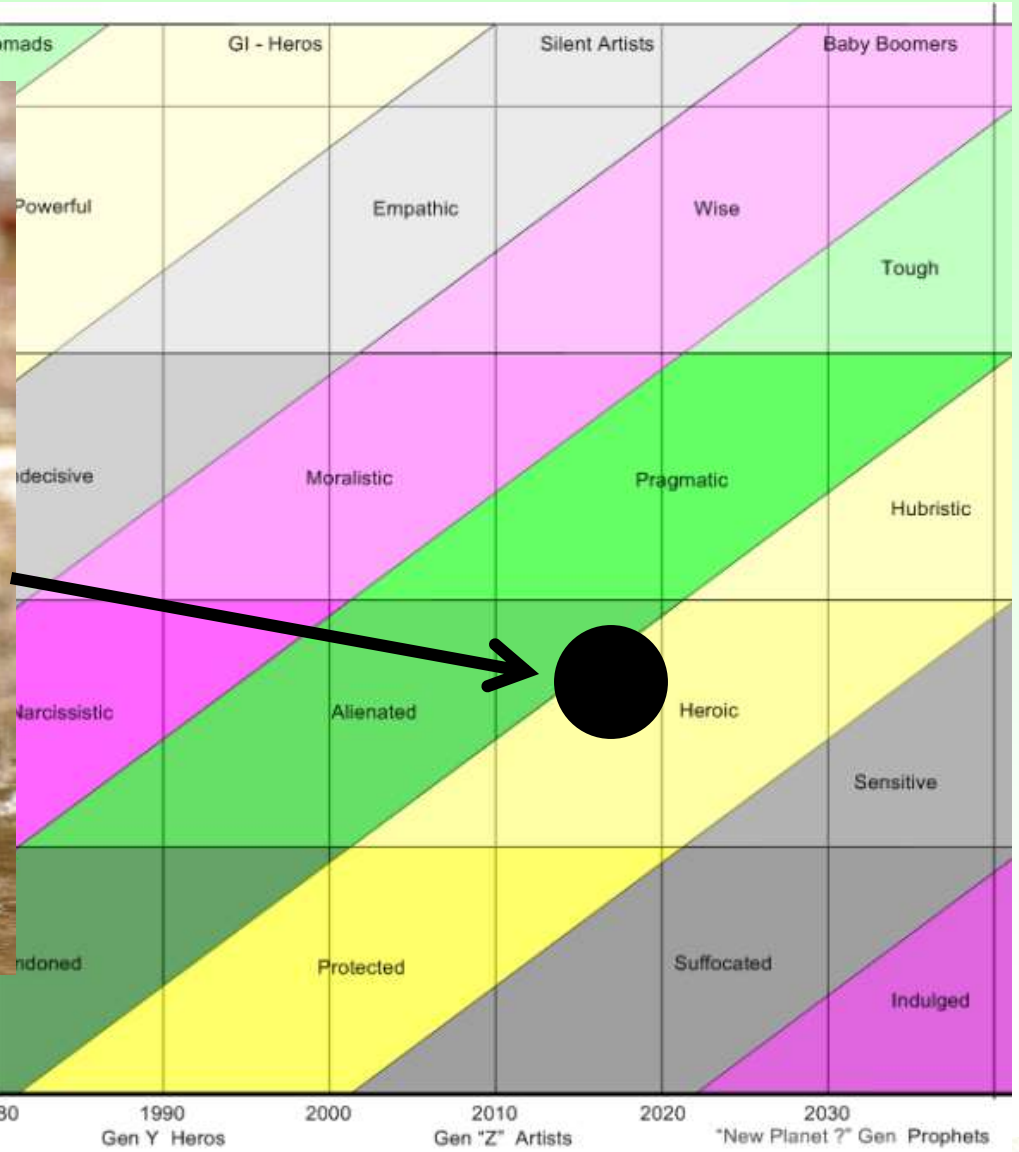




# US/UK Generational Cycles



# Now, Who Is This Person?



# Ms Heroic



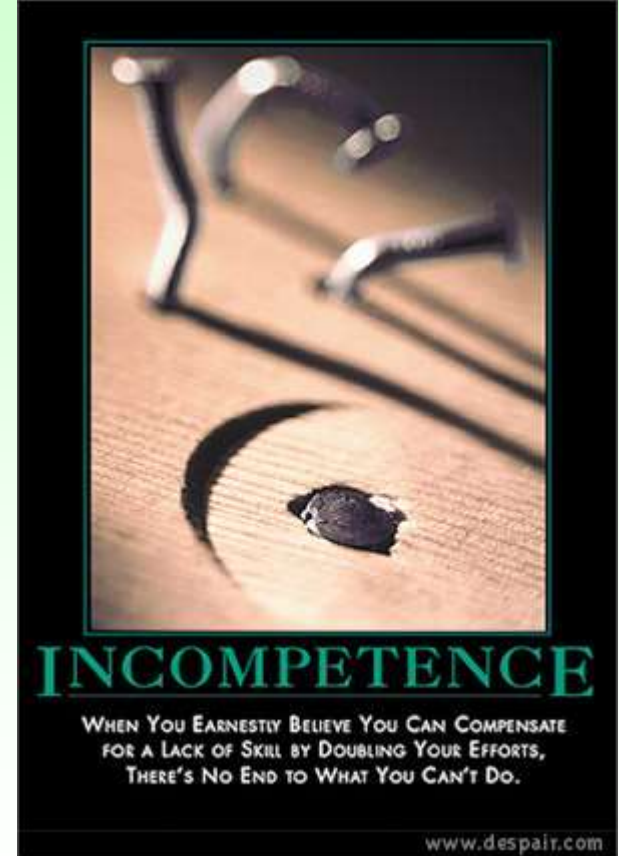
- Born 1980-2000
- 'entitled'/high expectations
- brand conscious
- confident/empowered/opinionated
- work hard if motivated
- expects constant (positive) feedback
- own image: "I am the best, I am different"
- prepared to take risks
- little persistence if things get difficult
- highly protected – especially from failure (helicopter/lawnmower parents)
- if successful: I'm the hero; if not: I want somebody to blame
- open-minded/ flexible
- inclusion/'global'
- '12 is the new 19'/'30 is the new 20'
- Fame-oriented/top-of-the-heap
- Team-oriented/networker (XING, alumni etc.)
- open for technical innovations, but as a user
- no learning curve, impatient
- free-spending
- work to live
- don't love routines because no chance to be a hero



# Generation Y – Key Life Contradiction



**Vs**



**Hero**  
**(told they can do anything)**

**Unskilled**  
**(can't do anything)**



# Mr Alienated/Pragmatic



- sceptical/critical
- creative problem solver using all resources = Hausverstand
- technically interested
- safety is important, conscious
- routiners
- simplicity is useful
- anti-society/anti-political/anti-MNC
- independent / individualist
- 'never sell-out'
- lack of confidence (absence of feedback)
- efficient (tangible benefits are important)
- luxury but understatement ('covert wealth')
- steadiness (no big changes)
- best quality for best price
- family is important ('helicopter' parent)
- takes responsibility
- looked down on by other generations
- ('slacker')
- self made entrepreneur
- highly conflicted
- live to work



# As Good As It Gets? Making Sense Of The Confusion



- 1) Seeing The Future??
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A waiter in a white shirt and black vest is standing and talking to a customer seated at a table. The waiter is looking down at the customer. The customer is looking back at the waiter. There are several glasses on the table in the foreground.

How was the meal?

Fine, thanks.

we're never coming back here again



2000

“How do we understand what consumers want without directly asking them?”



2004

“Is it possible to predict consumer trends before they start?”



## 500+ Customer Stories

<http://www.reviewcentre.com>

<http://www.trustpilot.co.uk>

<http://www.consumeraffairs.com>

<http://www.ciao.co.uk>

<http://www.fairmortgages.co.uk>

Please note: These sources and the amount of data does not give a definitive analysis and is intended to demonstrate capability of PanSensic Qualitative Data Analysis Software & Services



# Customer Stories Like These

## Positive

“Excellent customer service very helpful staff whether online phone or in branch never had any issues or problems really helpful and quick to resolve any issue i have a 2 accounts and a loan with XXXXXXXX and wouldn't chose or recommend any other bank”

## Negative

...”the customer service and communication I've had with them has been absolutely appalling.

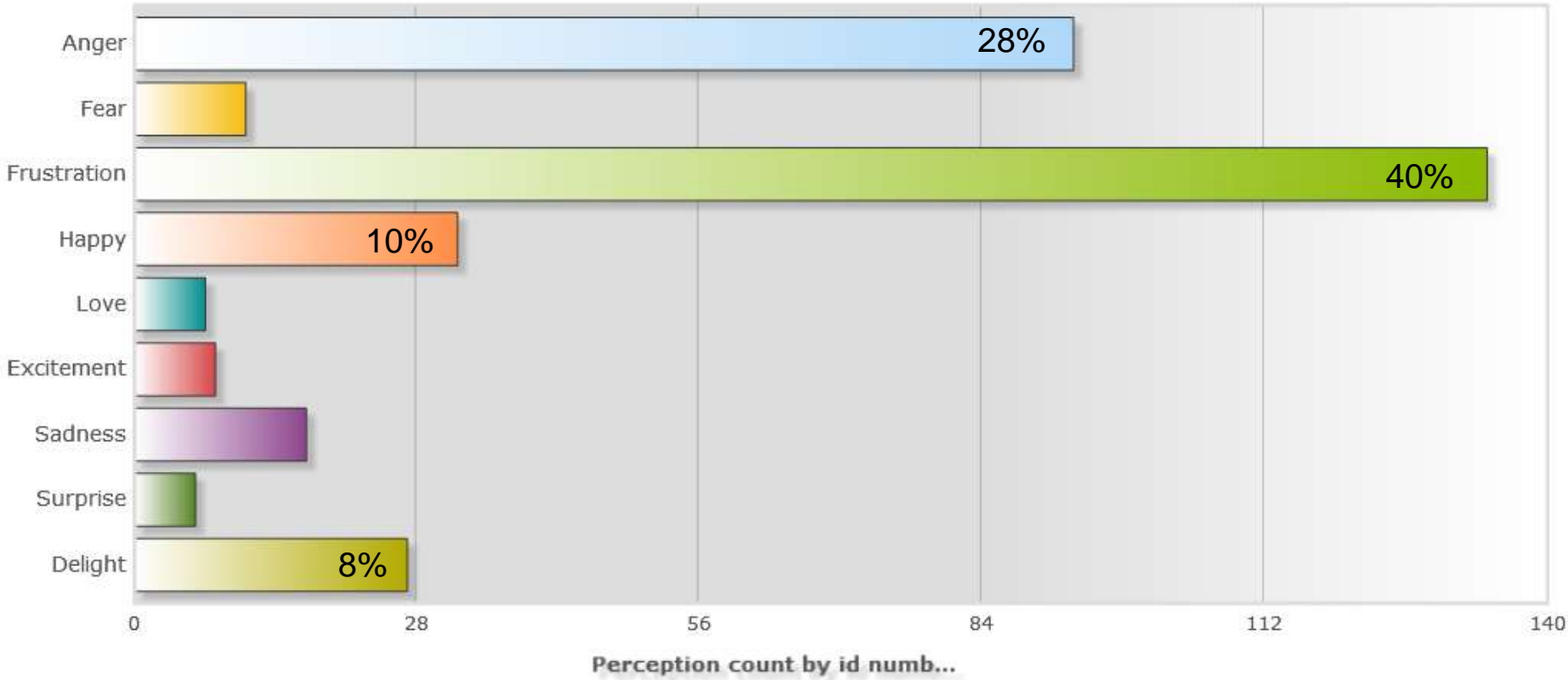
Their information with regard to what information and actions they required from me at each stage of the process was incomplete and unclear meaning weeks of delays getting everything sorted instead of providing a simple list of what was”

incompetent<sup>62</sup>  
unhelpful<sup>25</sup> stress<sup>24</sup> eventually<sup>19</sup>  
useless<sup>15</sup> ridiculous<sup>13</sup> incompetence<sup>10</sup>  
frustrating<sup>8</sup> "waste of time"<sup>6</sup> unnecessary<sup>6</sup> "not recommend"<sup>6</sup>  
"fed up"<sup>5</sup> demanding<sup>5</sup> complicated<sup>5</sup> "guess what"<sup>5</sup> disappointed<sup>4</sup>  
ignored<sup>4</sup> nonsense<sup>4</sup> stressful<sup>4</sup> obstructive<sup>4</sup> blame<sup>3</sup> "stupid questions"<sup>2</sup> frustration<sup>2</sup>  
burden<sup>2</sup> awkward<sup>2</sup> "even bother"<sup>2</sup> "do anything about"<sup>2</sup> bored<sup>2</sup> baffled<sup>2</sup> stressed<sup>2</sup> pointless<sup>2</sup>  
conflicting<sup>1</sup> argue<sup>1</sup> annoying<sup>1</sup> demand<sup>1</sup> annoyed<sup>1</sup> "in the dark"<sup>1</sup> "too busy to deal with"<sup>1</sup>  
disappointment<sup>1</sup>



# Building Societies - Customer Emotions

Perception Map by Emotion State (drill for word clo...  
Emotion State Map, Groups: 9 - Total Perceptions: 335 - Total Weight: ...



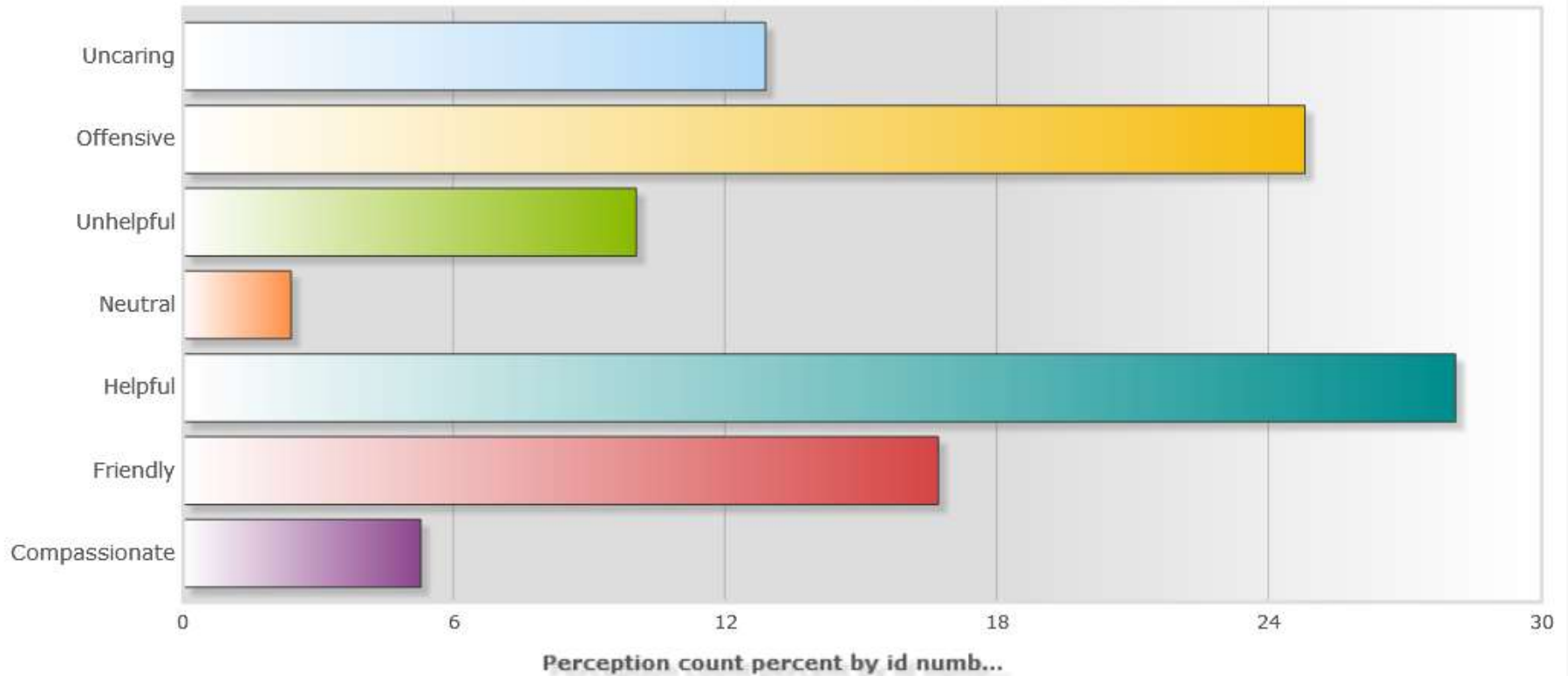
All Data from www forums



# Customer Perception of Staff Attitudes

Building Societies  
Uncaring, Unhelpful & Offensive staff  
47%

Attitude Map by Attitude (drill for word clo...  
Attitudes Map, Groups: 7 - Total Perceptions: 210 - Total Weight: ...



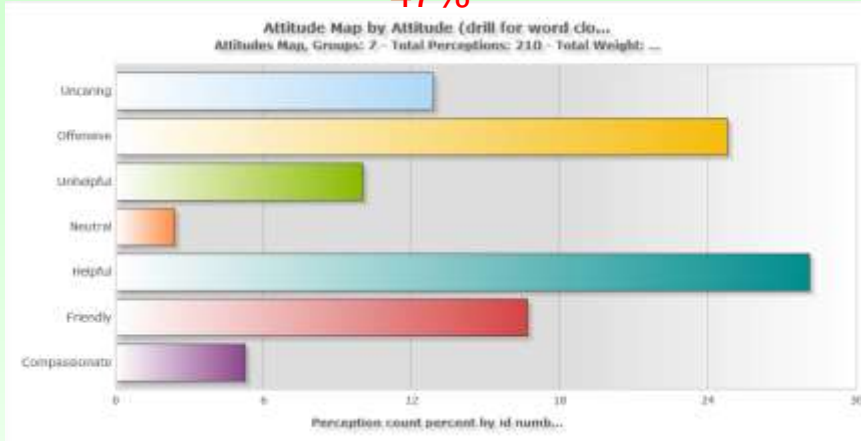
All Data from www forums

**PANSENSIC**  
Making sense of narrative

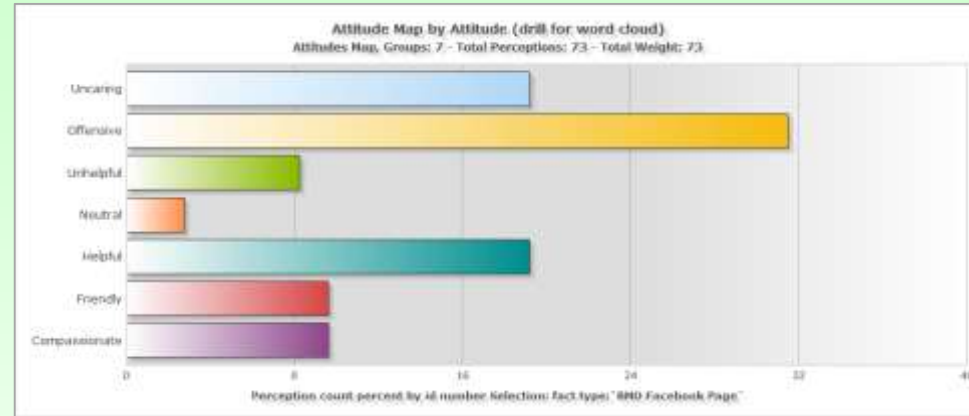


# Customer Perception of Staff Attitudes

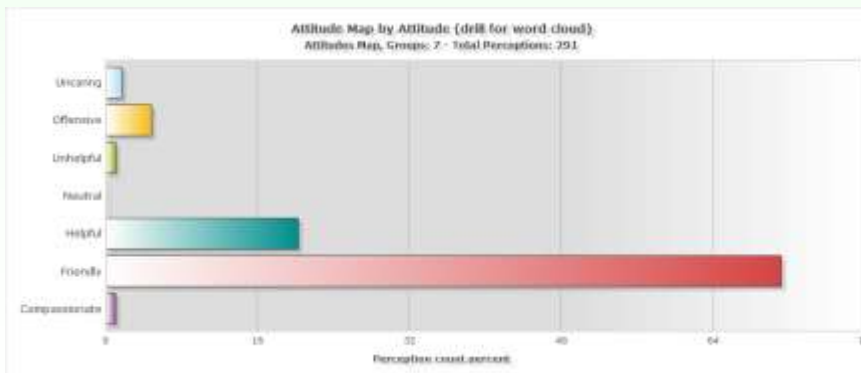
**Building Societies**  
**Uncaring, Unhelpful & Offensive staff**  
**47%**



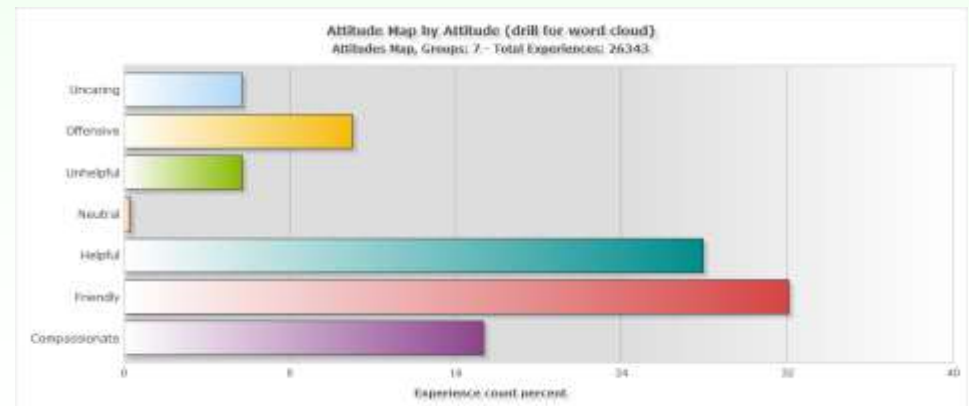
**Canadian Banks**  
**Uncaring, Unhelpful & Offensive staff**  
**51%**



**Hotels - Tripadvisor**  
**Uncaring, Unhelpful & Offensive**  
**staff 7%**



**Hospitals Patient - Opinion**  
**Uncaring, Unhelpful & Offensive staff**  
**22%**

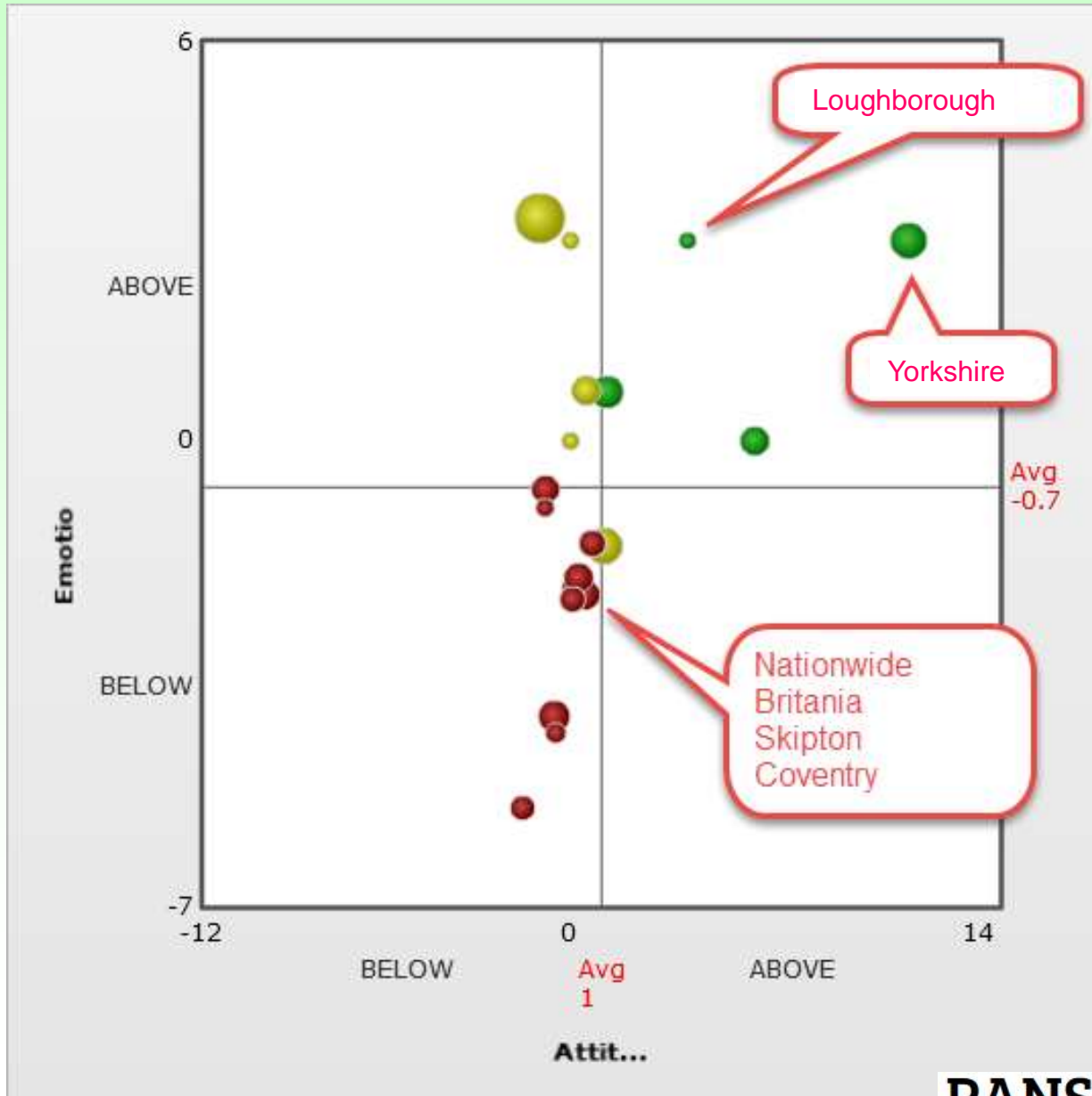


All Data from www forums

**PANSENSIC**  
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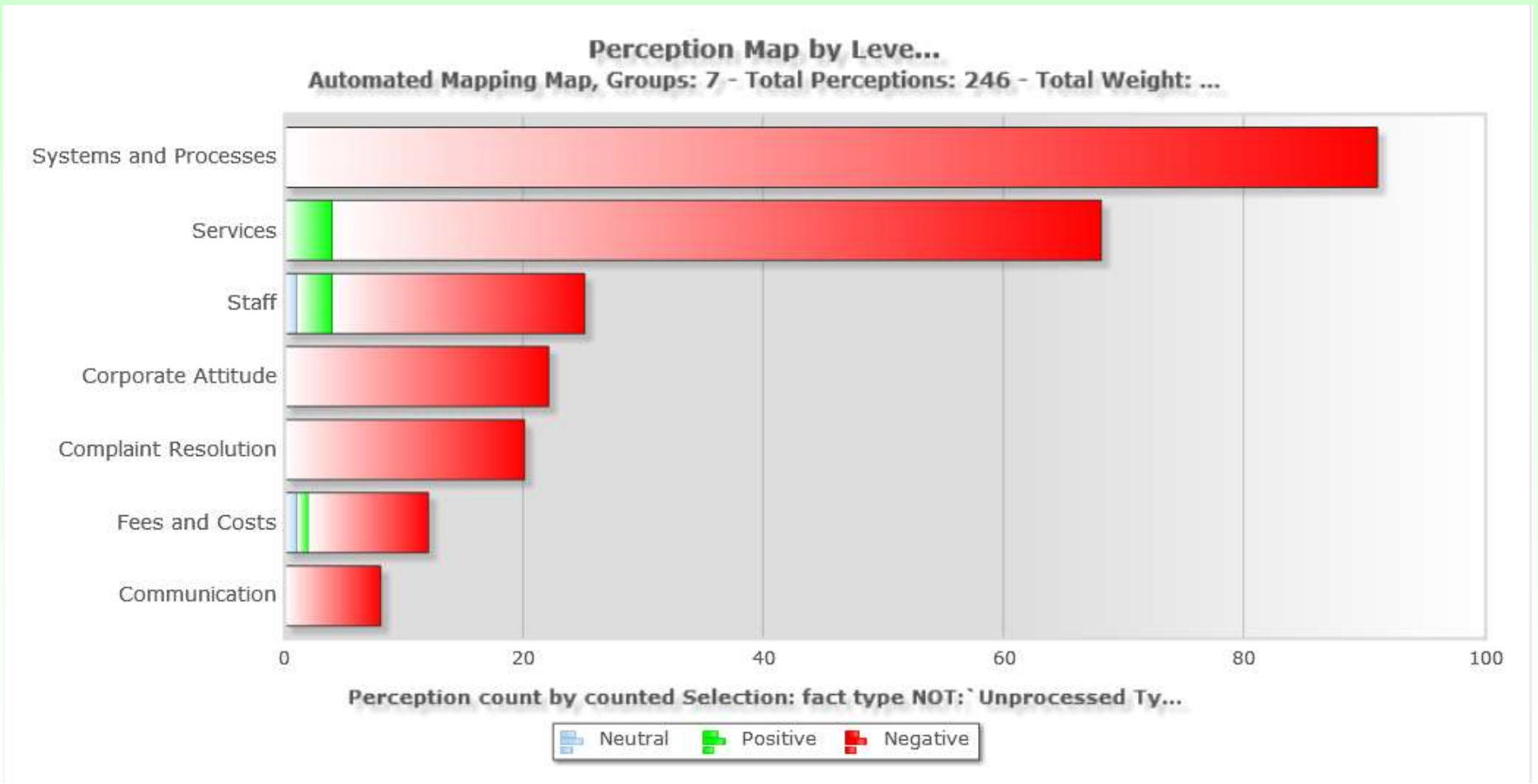


# Perception of Staff Attitudes & Emotion



# Theming Frustration & Anger

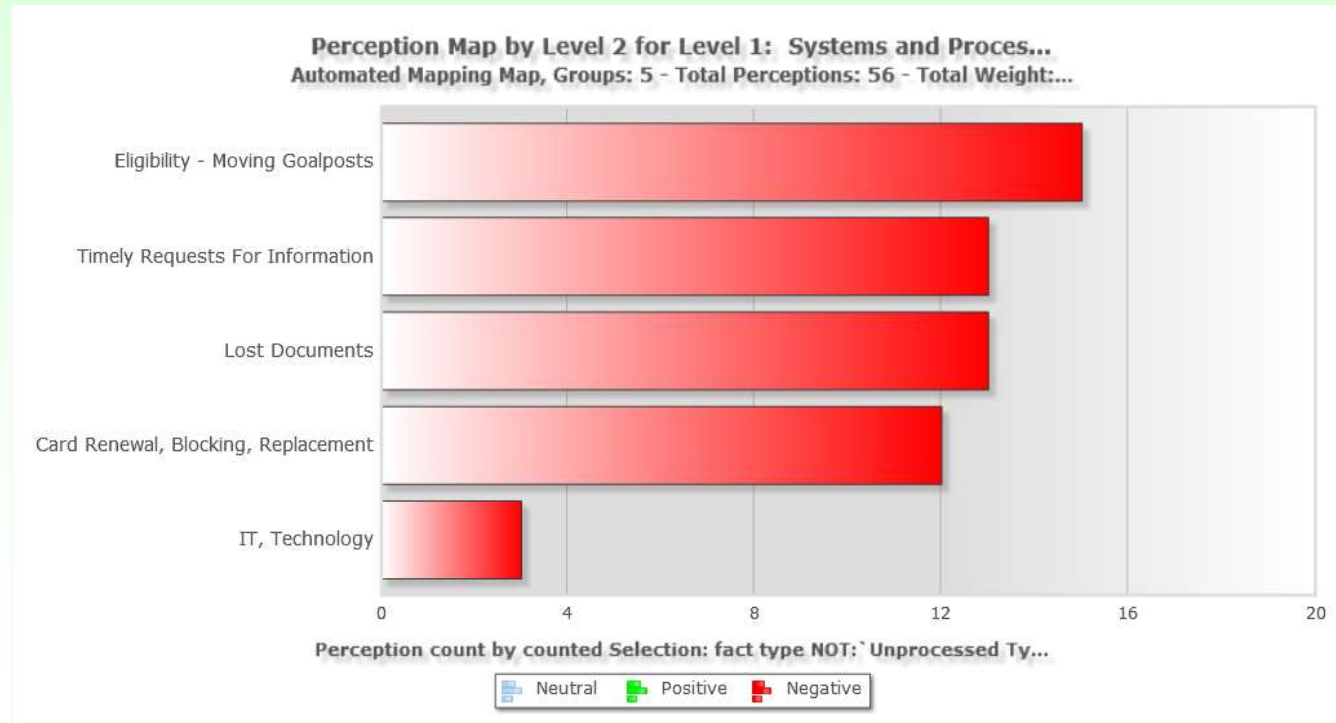
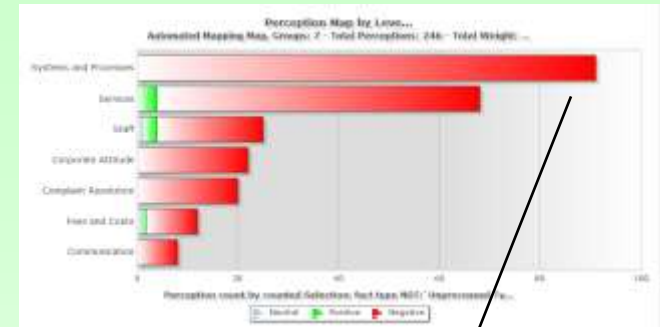
## Level 1 Cluster



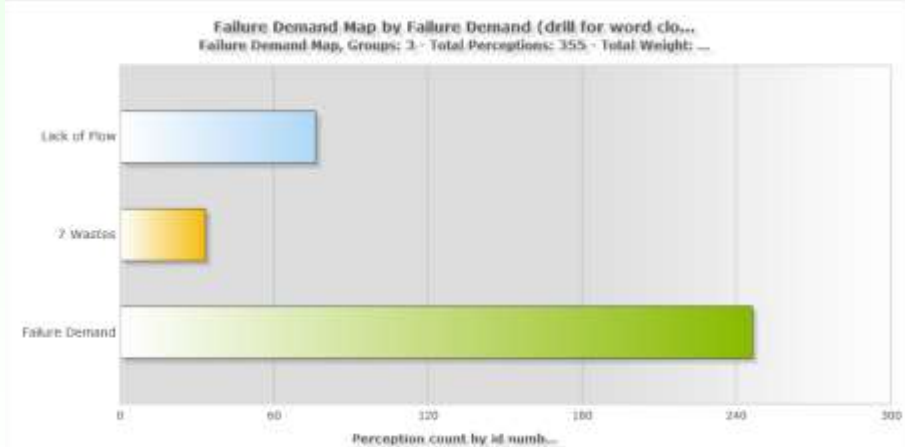
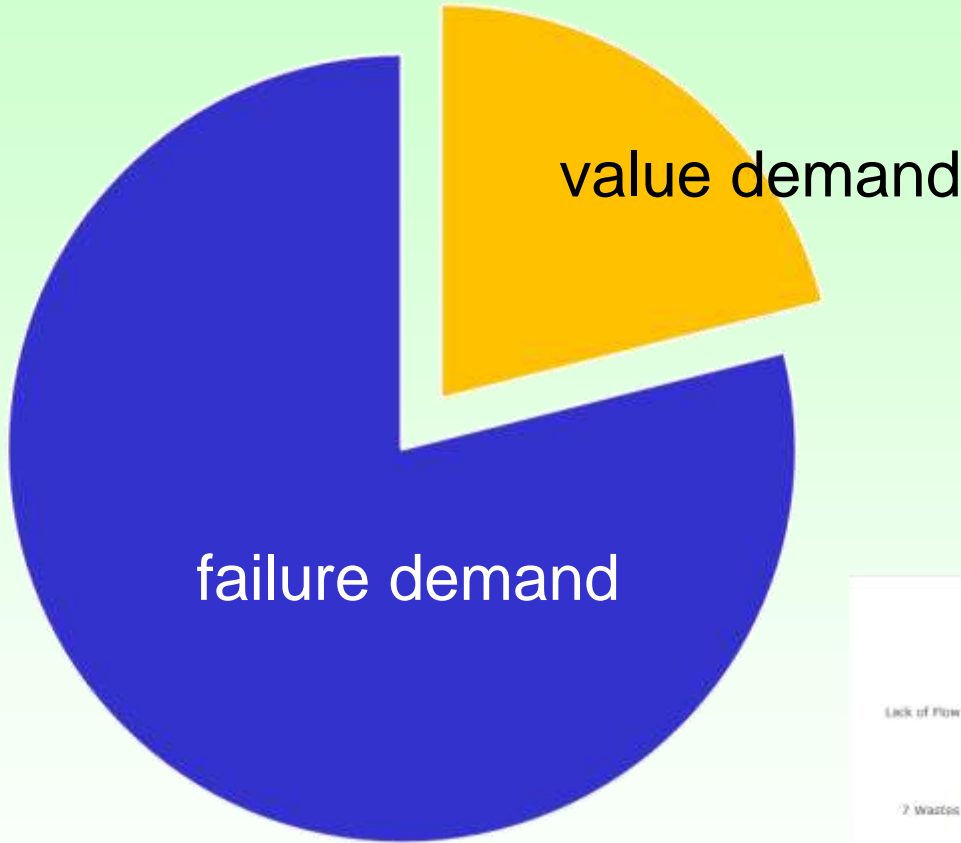
# Theming Frustration & Anger

## Level 2 Sub Clusters

am a first time buyer  
 .....with The XXXXXXXX. It  
 has now been exactly an  
 month today since this  
 whole sorry mess started. I  
 am in no better position now  
 than i was 4 weeks ago,  
 they have given me no  
 information on how things  
 are going. Every time i  
 phone up i just get fobbed  
 off and told 2 phone back in  
 two days.(She has now  
 changed the wording a little  
 and has started telling me to  
 phone back in 48 hours.)  
 Every time they request  
 more information i am put  
 back to the bottom of the  
 pile and it is taking them  
 over a week to process any  
 new information.



# Failure Demand





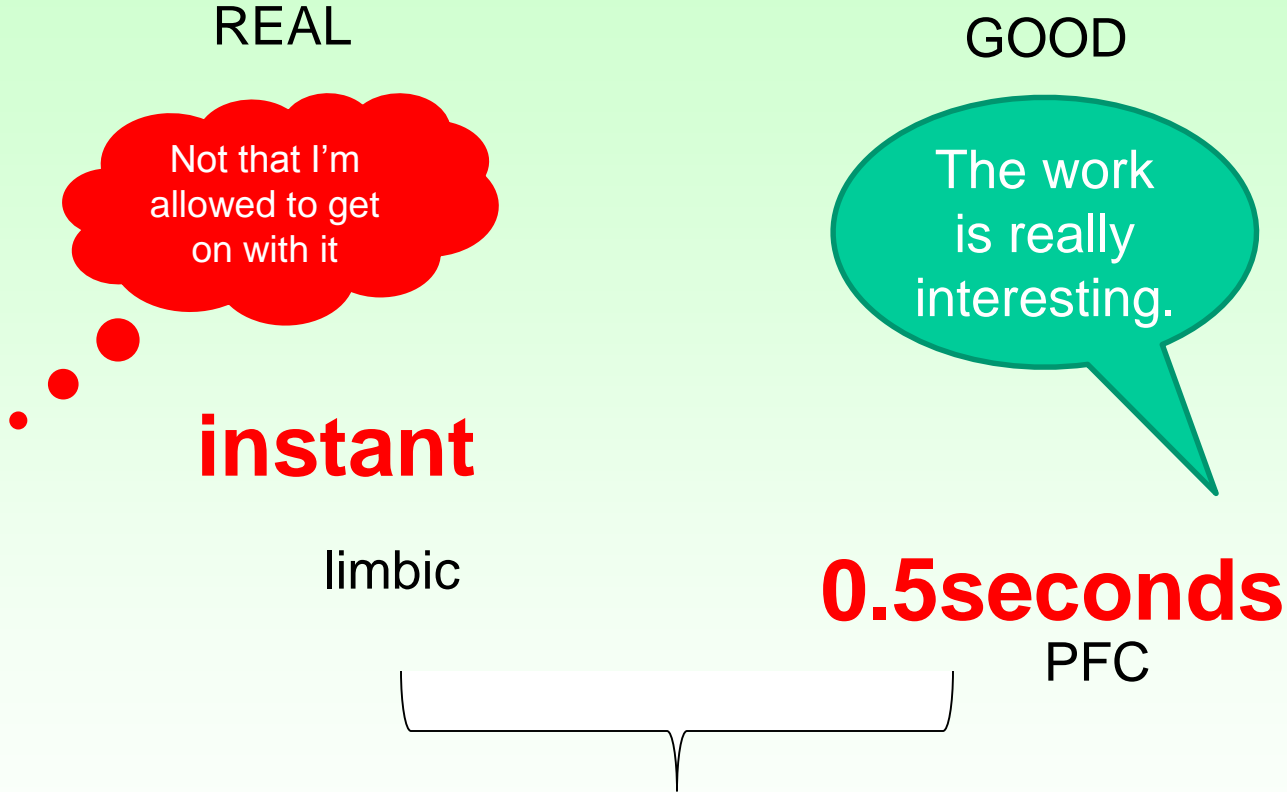
The work is really interesting.

Not that I'm allowed to get on with it

Are you happy here?



# The Trick To Acquiring REAL reasons



**Capture what the brain is unable to process within this time window**

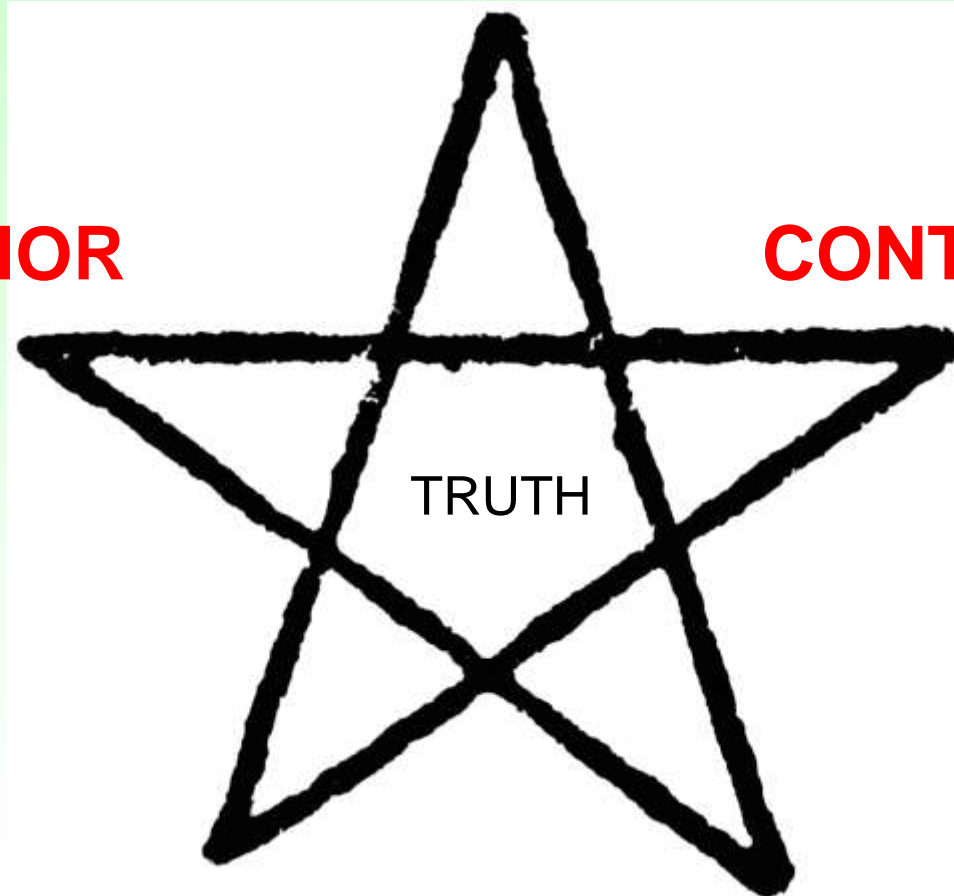


# 5 Elements Of Truth

**RELATIONSHIP CONTEXT**

**METAPHOR**

**CONTRADICTION**

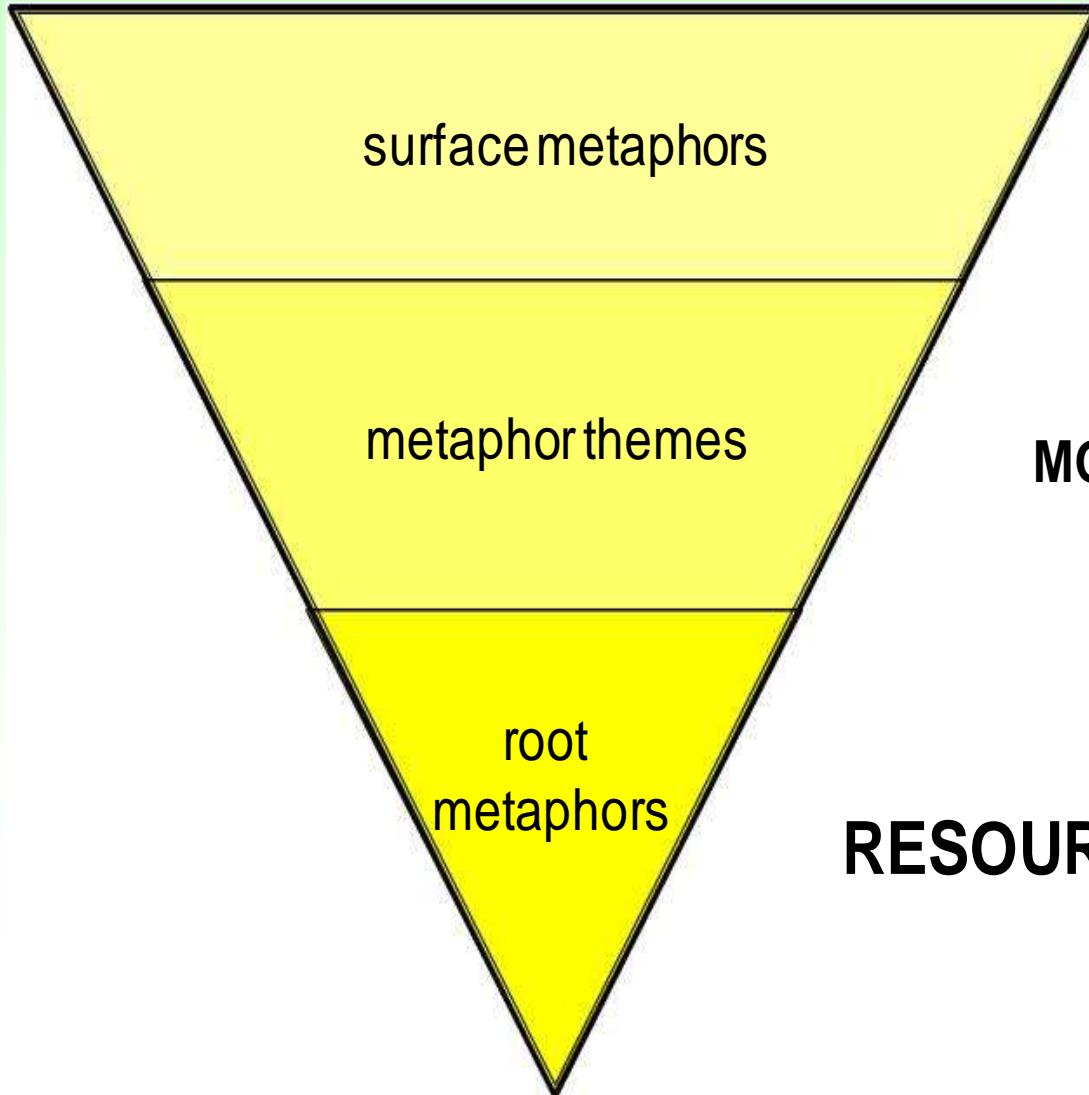


**THINKING STYLE**

**LIFE-STAGE**



# Metaphor...



“money down the drain”  
“drowning in debt”  
“the bank froze my assets”

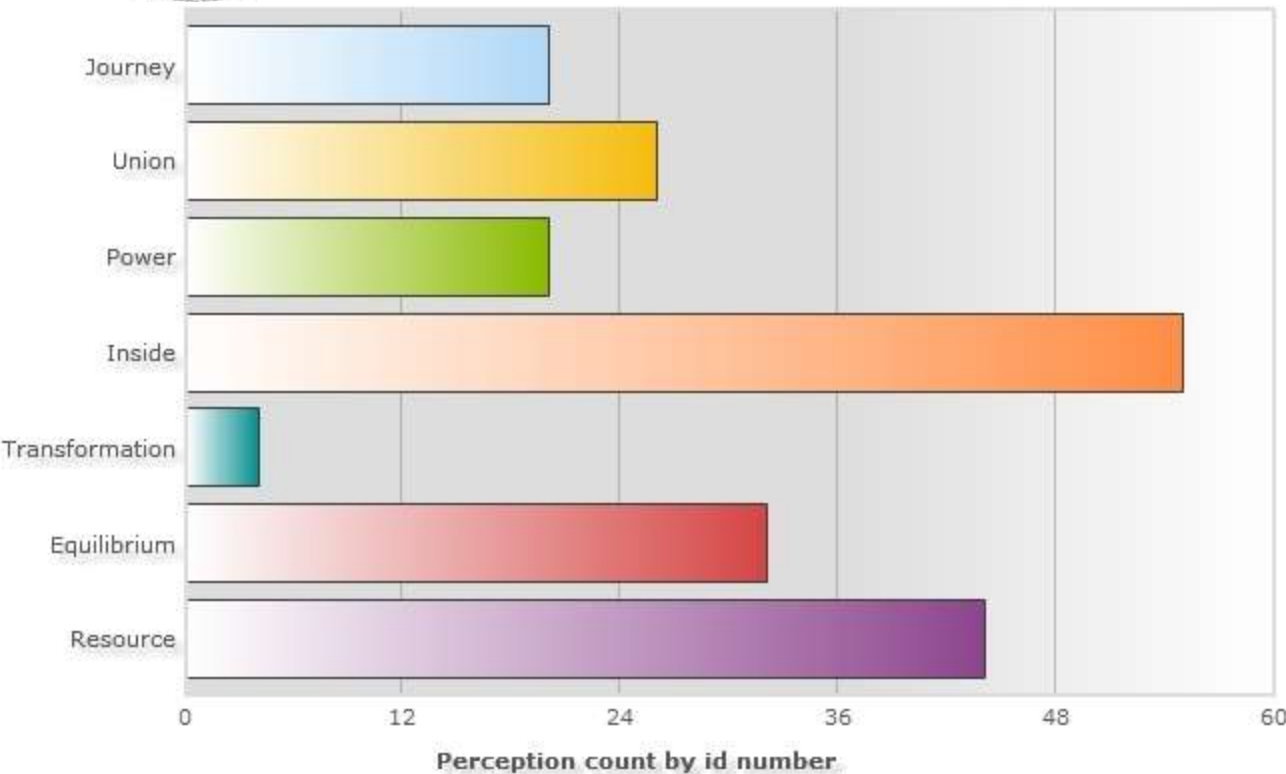
**MONEY IS LIKE LIQUID**

**RESOURCE**

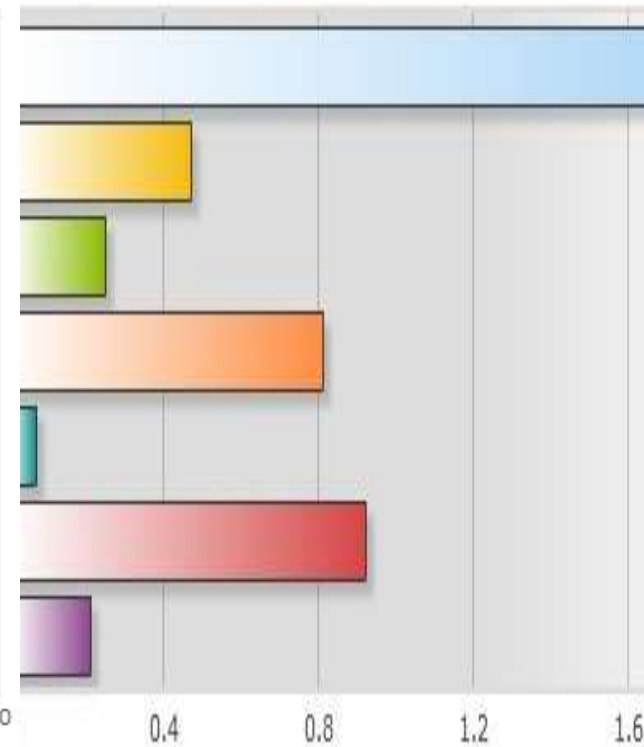




# JupiterMu – Root Metaphor Analytics



Advertising Messaging



Customer

**PANSENSIC**  
Making sense of narrative



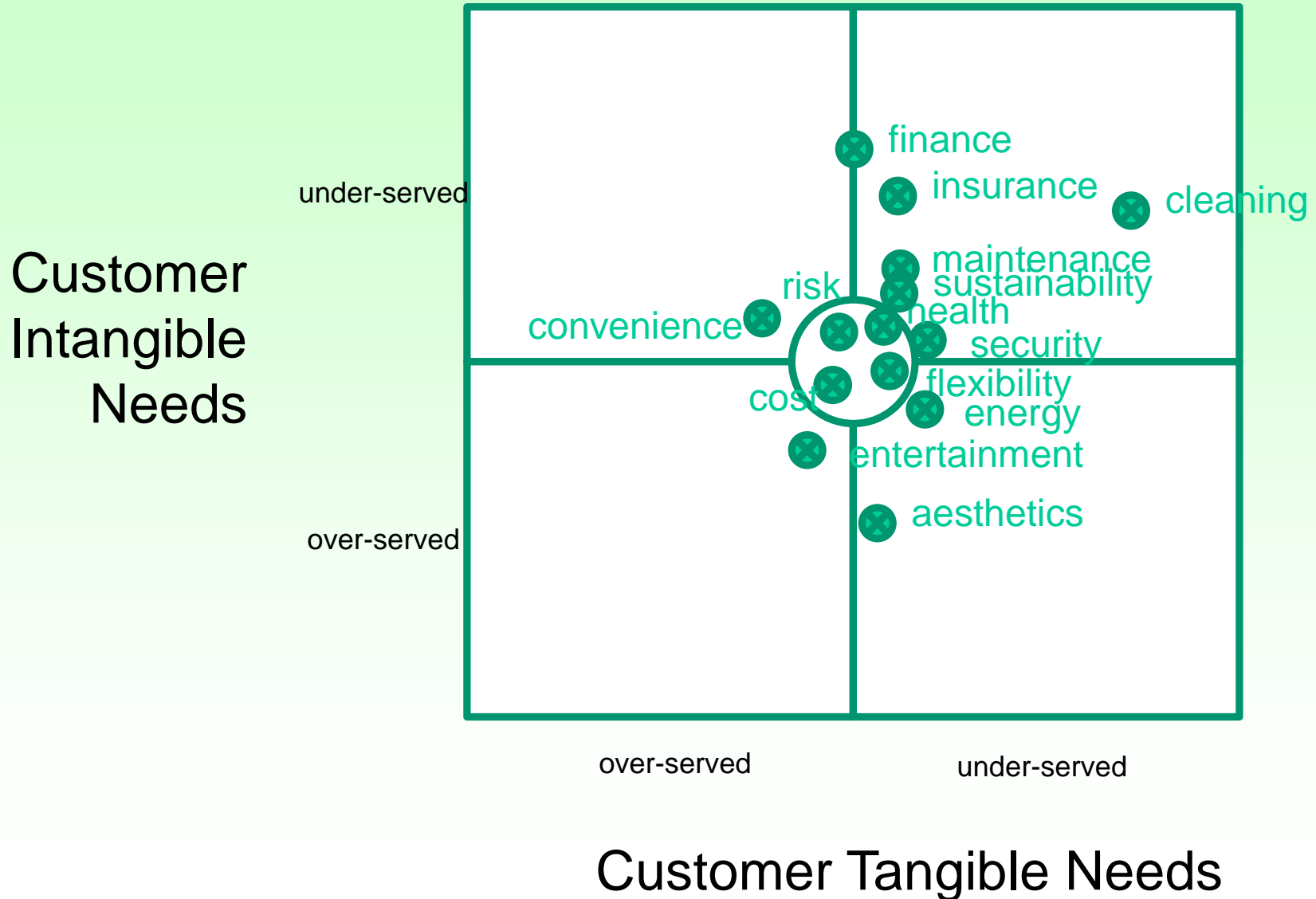
# As Good As It Gets? Making Sense Of The Confusion



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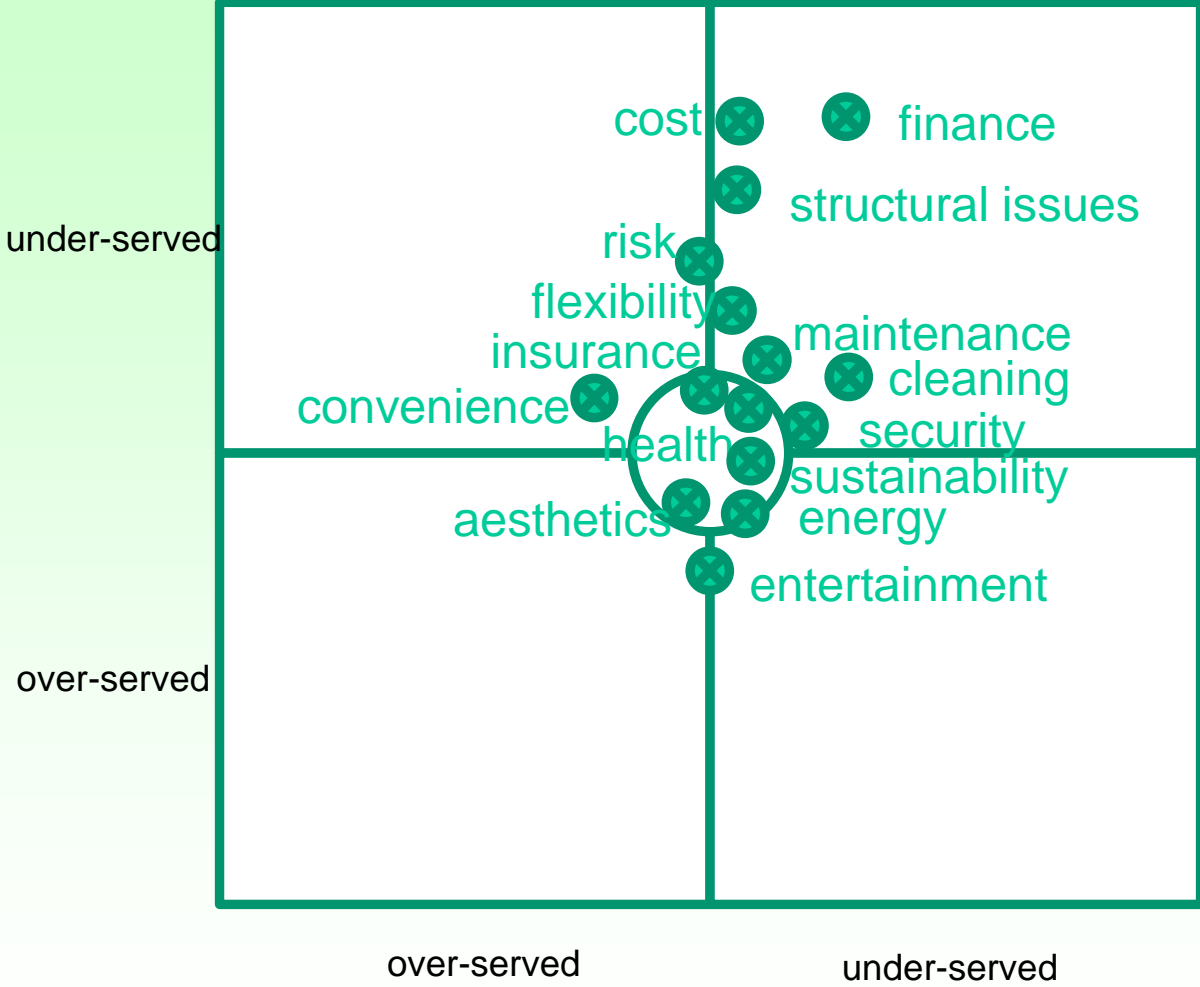


# Frustration Map – All Home Owners/Occupiers



# Frustration Map – GenY Owners/Occupiers

Customer Intangible Needs



Customer Tangible Needs



# If I Had To Speculate...

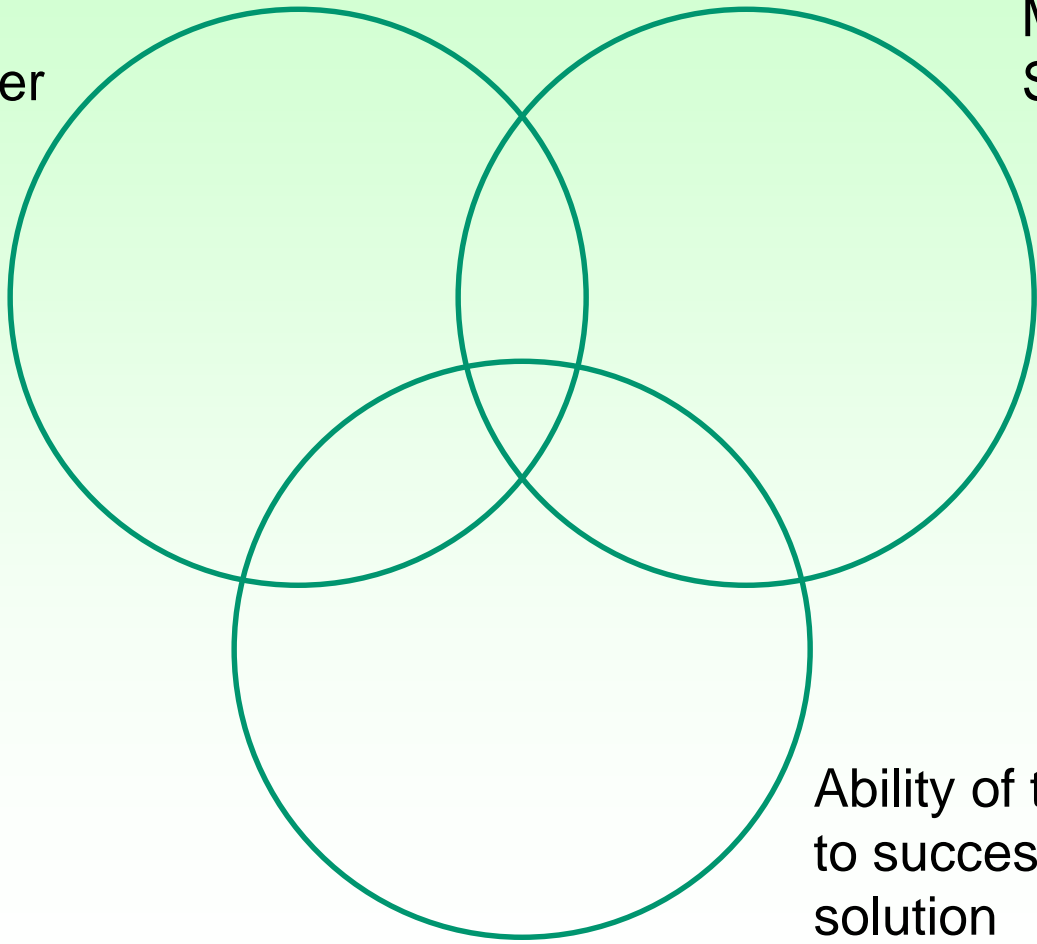
- None of the GFC problems have been solved = global doldrums/crisis for the next 7-10 years
- Property supply/demand dynamic will cushion impact in the UK
- Changing customer needs (generational/cultural) mean financial service industry serves emerging needs incredibly poorly
- If the industry does nothing to release this tension, outside sectors will step in to fill the vacuum.



# Successful Organisational Change:

True  
Customer  
Need

More Ideal  
Solution



Ability of the Organisation  
to successfully exploit the  
solution



# The Science Of Change & Innovation



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