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2021 FORECAST 5 Forces of Disruption

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EMBRACE DISRUPTION AS A FORCE FOR GOOD

There is a huge opportunity for the brave and the innovative

“Making peace with nature is the defining task of the 21st century” — The words of UN Secretary-General António Guterres in a recent speech.

2020 has been a powerful wake-up call for us all. The most disruptive time in living memory. COVID-19 has shaken us to the very core, exposed the fragilities of our society and our systems, wrought havoc on the global economy and caused huge personal sadness for those who have lost loved ones. It is not over yet.

Despite the welcome arrival of new vaccines we now live in a new world, “a world where we face a series of crises: credit, COVID and climate”, to quote Dr Mark Carney in his first of four Reith Lectures.

History tells us that great innovation is often born out of times of great hardship.

All that said, we must be optimistic. History tells us that great innovation often comes after times of great hardship. Look at the post World War II years which gave birth to the NHS, the Marshall Plan and accelerated scientific progress. The 2020s will do the same. We see a huge opportunity for the brave and the innovative.

This Re_Set Forecast report lays out a positive view for 2021 and this, our new world. It is a world where we can, and must, choose to embrace disruption as a force for positive change. Powered by the global Springwise innovation community we have constructed a glimpse into the future, framed by the innovators, inventors, and future thinkers of tomorrow and illustrated by innovation ideas we have sourced from across the globe.

Our research, client work and broader experiences in 2020 have led us to identify five primary forces of disruption. As you read through each section you will not only dive deep into those forces but also learn how to take advantage of them for your business or organisation.

Our thesis is that disruption can be, and indeed is, a competitive advantage, whatever your trade. Understanding and responding in the right way to the major forces of disruption will also build resilience into your organisation, people and business model. Time and again we see the best CEOs and Boards embrace this thinking as they propel their organisations to a more successful path on the right side of disruption. Those that do not are failing and with that failure comes countless job losses and economic damage.

Our first force is the rise of the activist brand, a genre created by my all-time favourite businessperson, Yvon Chouinard, and his brand Patagonia. This business has made a virtue and huge commercial success from its proactive, activist stance on the environment.

The second force is digital. We expose examples of innovations taking advantage of the extraordinary acceleration of digital penetration and adoption. This year we have moved forward ten years in 9 months and that is not slowing down anytime soon.

Next is sustainability and protecting our biodiversity, which is now mission-critical, with the issues around climate change, carbon, and human impact on the natural world, both land and sea, now at the top of the agenda. At Re_Set every project has a sustainability thread and indeed it is more often than not *the* project. Our recently launched **“Path to Net Zero,” “Path to Circularity”** and **“Path to Becoming a B Corp”** propositions are in high demand.

Number four, our place of work and our workplace culture has changed for good and with far-reaching impact on everything from aviation to real estate to wellbeing. As cities evolve and humans figure out the optimal balance for both enterprise and individual, we uncover some brilliant inventions which set the direction of travel.

And finally, we have shifting strategies. The age of the five-year plan being agreed and moving to execution is over. COVID has been a testbed for our leaders and those who have fared best have adopted principles of agility and flexibility enabling them to pivot their



organisations to take advantage of the shifting sands. We uncover examples where this has been both defensive and advantageous.

For now, 2021, whatever it brings each of us, is upon us. Foremost, we wish for a well-deserved respite for our key workers across the health service, prison system and others, as well as the private sector businesses who have looked after us so well this last year. We salute their efforts and wish them the very best as we reflect on how we will start 2021 with renewed vigour and enthusiasm to drive positive, sustainable change in a world which really needs it.

JAMES BIDWELL

Author and Commentator
Co-founder, Re_Set & Springwise



[Image: Shutterstock]

5 FORCES OF DISRUPTION

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01 | ACTIVISM & SOCIETY



[Image: Shutterstock]

The continued rise of the activist brand

Consumers are increasingly demanding that brands step up and demonstrate their values as the price of loyalty. According to the research agency Resonate, while Baby Boomers and Gen Xers are primarily interested in value for money, 87 per cent of Gen Z expect more from their favourite brands than just products. They expect brands to actively work for the good of society. And this corporate activism can have a big impact on both sales and brand awareness.

For example, Equinox Group, which owns upmarket fitness brands SoulCycle and Equinox, saw a mass cancellation of memberships following news that its owner, real estate billionaire Stephen Ross, would be hosting a ritzy fundraiser for American President Donald J. Trump. At the same time, as spotted by Springwise, the US outdoor clothing retailer

Patagonia saw sales increase following the launch of a voting rights campaign and the use of clothing tags that read: "Vote the assholes out."

For brands like these, which are closely linked with customer identity, a focus on social responsibility – or a demonstration that the brand is not interested in social responsibility – can have a significant impact on customer loyalty. Corporate activism is also affecting how well companies are weathering the COVID storm. As the strategist Nell Derick Debevoise put it recently in Forbes, companies with "an authentic and integrated commitment to purpose larger than profitability or growth" are much more likely to survive financial downturns than other, similarly-sized businesses. Indeed, a focus on societal impact can create a nimbleness that allows a business to react quickly to new opportunities caused by rapidly changing circumstances.



For example, when premium bed-in-a-box manufacturer Leesa heard there was a major shortage of hospital beds during the pandemic, they were able to rapidly pivot to creating and selling hospital beds. They credited their success, in part, to workers who were strongly driven by clearly articulated corporate values for helping others.

The pandemic has also helped to make consumers more conscious of brands that value people or community over profit. This has dovetailed with a growing awareness of the need for action on climate change. A Springwise survey found that 8 out of 10 business leaders are planning to make permanent behaviour changes to improve their impact on society and community.

Evidence continues to show that consumers are much more likely to patronise brands that share their values of commitment to change. According to Digital Commerce 360, an e-commerce research agency, Millennials are 32 per cent more likely to prefer companies that reduce energy use; 30 per cent more likely to prefer ones that donate to charity; and 22 per cent more likely to prefer ones that reduce packaging. Millennials are also highly willing to pay more based on a specific issue and are 40 per cent more likely to research companies to find out about their contribution to green initiatives.

Consumers are also beginning to focus attention on the way that companies treat their

87 per cent of Gen Z expect more from their favourite brands than just products

75%

Believe their organisation needs to focus more on its societal & community impact to thrive in a post-COVID world.

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workers – whether it is delivery drivers forced to work through the pandemic, or employees who lack benefits like parental leave and sick-pay. ABC consumers — those from higher social and economic groups — are increasingly demanding that corporations treat their workers with value, and demonstrate their commitment to issues like poverty, economic inequality and discrimination.

It is clear that success now depends on more than just selling good-quality mattresses or outdoor gear. With the internet making it easier than ever for customers to shift brand loyalty, companies need to find a way to care for both society and their shareholders – and to demonstrate that caring through transparent practices.

This is one reason why Springwise has increasingly seen innovations aimed at helping businesses manage their social impact.



SPRINGWISE INNOVATIONS | ACTIVISM & SOCIETY

TEQUILA BRAND'S PURPOSE-DRIVEN IMMIGRATION CAMPAIGN

The US-based tequila brand Hornitos Tequila was founded by a Mexican family who came to the country in 1873. To support other immigrants who hope to become American citizens, the company launched an initiative dubbed "A Fair Shot." The effort was in collaboration with The League of United Latin American Citizens (LULAC) and We Are All Human (WAAH).

The initiative included an Airstream trailer staffed and managed by WAAH, which toured immigrant communities in Los Angeles,



[Image: PRNewsfoto/Hornitos Tequila]

Houston and Chicago. They provided essentials such as personal care items and household supplies to support the immediate needs of immigrants. WAAH also donated meals to restaurant and bar employees who had been hit particularly hard by COVID.

PATAGONIA LAUNCHES VOTING RIGHTS CAMPAIGN

Leading outdoor clothing and equipment supplier Patagonia is well-known for its "business unusual" approach. From indigenous land management to mining and pollution prevention, founder Yvon Chouinard's principled stance on environmental issues informs every aspect of the brand's products and processes.

A recent company campaign focused on voting rights and access across the United States. As in previous election years, Patagonia closed its headquarters, distribution centre and retail outlets on the day of the election. This time, employees had four additional days of paid leave with which to volunteer as poll workers or

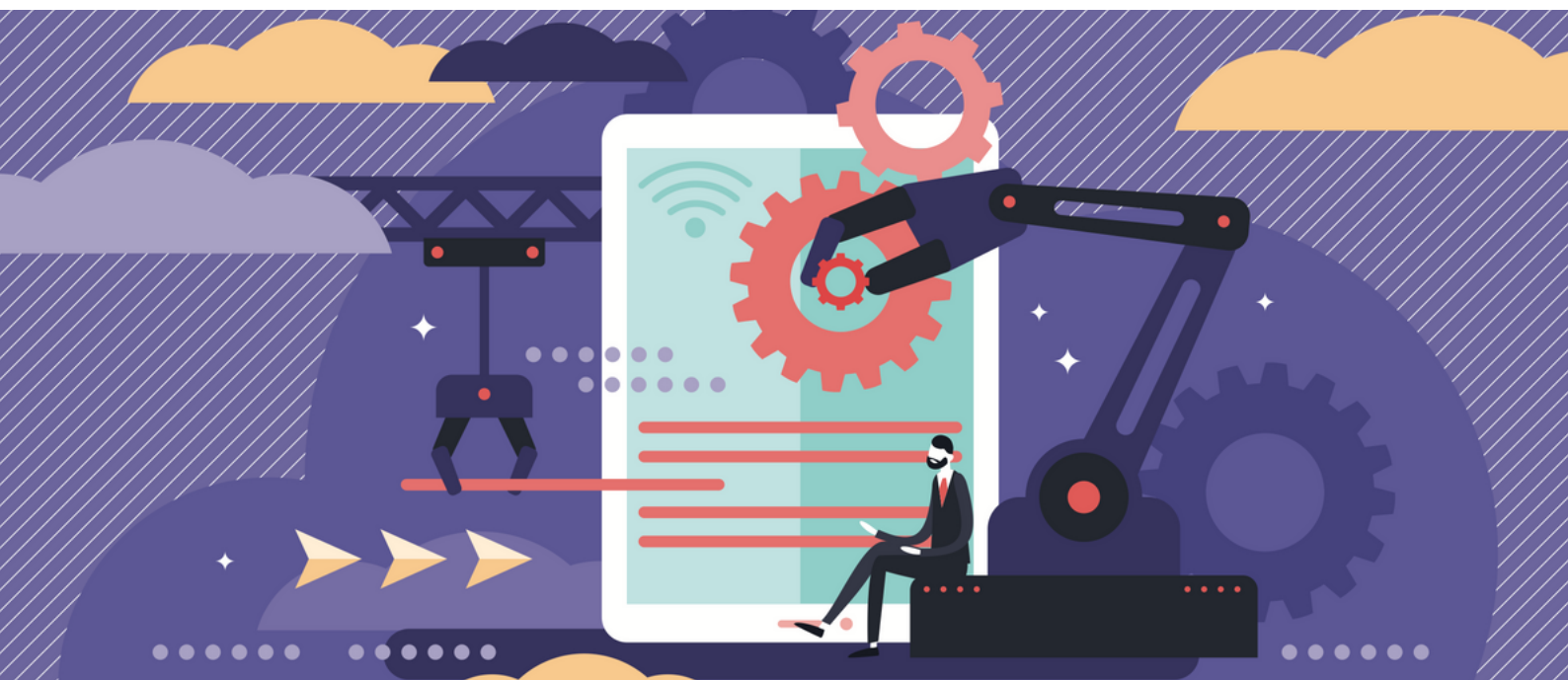


[Image: Unsplash]

otherwise support voting rights. The company is also part of the Time to Vote coalition of more than 1,000 United States-based businesses focused on finding ways of getting more people to the polls without losing out on pay. Many of the brand's retail locations partnered with local voting rights groups to help disseminate up-to-date policy and procedure information for areas particularly at risk of low voter turnout.



02 | DIGITAL ACCELERATION



[Image: Shutterstock]

Spurred by COVID, digital goes into hyperdrive

The COVID pandemic has accelerated a change that was already well underway – the shift to digital business models. Overnight, what was once optional – having a comprehensive digital strategy – has become essential. And it is clear that, even once the pandemic recedes, the majority of thriving businesses will have invested in having a robust digital presence.

According to the market research company Forrester, digital engagement will become the number one driver of customer value in 2021, with many global organisations launching data, artificial intelligence and software-driven divisions “dedicated to launching disruptive products”.

Leading the march towards digitisation is the growing embrace of cloud systems for hosting

business-critical operational and experience apps. Among other benefits, cloud computing allows mobile access to corporate data and easier collaboration between employees who may all be working remotely from far-flung locations. As spotted by Springwise, there are now even cloud platforms that allow scientists to collaborate remotely on experiments.

Another key area for digitisation will be the growing use of digital operations platforms (DOPs). This is software that combines back-office business tools and allows businesses to adapt production and supply chains in real-time.

Centralised DOP systems can manage everything from stock levels in the warehouse to forecasting demand and managing customer relationships. They are rapidly replacing enterprise resource planning software, which uses separate software for these tasks. DOP



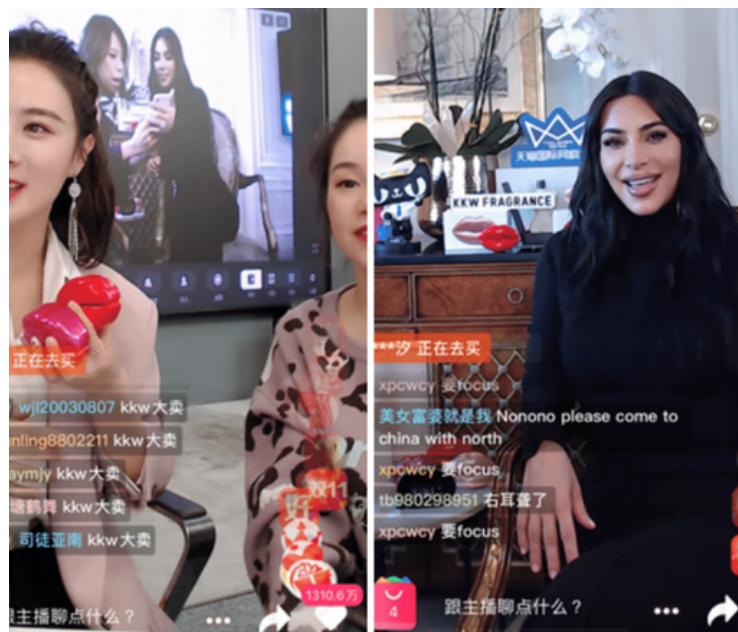
software is also moving toward becoming AI-based and ecosystem oriented, allowing it to be fine-tuned to individual businesses.

Springwise has already seen this in the response to the coronavirus pandemic. Businesses are experimenting with innovative digital strategies, such as virtual reality conferences, virtual fashion showrooms, live-streamed e-commerce, and a social shopping experience that blends e-tailing with social media. Other content-first strategies will likely emerge, including those that use digitisation to drive greater personalisation, and the use of AR and VR to drive sales channels.

Digitisation and the use of DOP software also hold out the promise of advances in supply chain transparency, which could help businesses to improve sustainability in real-time. For example, French startup ViJi has developed an AI-powered platform that allows clothing manufacturers to see information about social and environmental responsibility at different stages of production for individual items. Software like this could someday be incorporated into DOP platforms to allow manufacturers to rapidly switch to more sustainable sources.

It is clear that companies have recognised this as a tipping point in the need to incorporate

Leading the march towards digitisation is the growing embrace of cloud systems for hosting business-critical operational & experience apps.



[Image: Tmall]

digital innovation in all aspects of their organisational and growth strategies. A June 2020 webinar hosted by Kevin Barrett, Re_Set's managing partner, revealed that most innovators are keenly aware of the importance of embracing digitisation as the way forward.

Barrett cited one Springwise survey respondent who said: "Our businesses, and other businesses I have observed, have done such a great job in converting from a physical to a digital offering. And customers have been very understanding of initial glitches and shortcomings. It's been a very favourable environment for achieving progress quickly."

With 57 per cent of business leaders surveyed by Springwise believing their industries will never be the same again, and just 10 per cent thinking their industry will remain largely unchanged, it is clear that digital is poised to play a central role in all areas of commerce, industry and life.

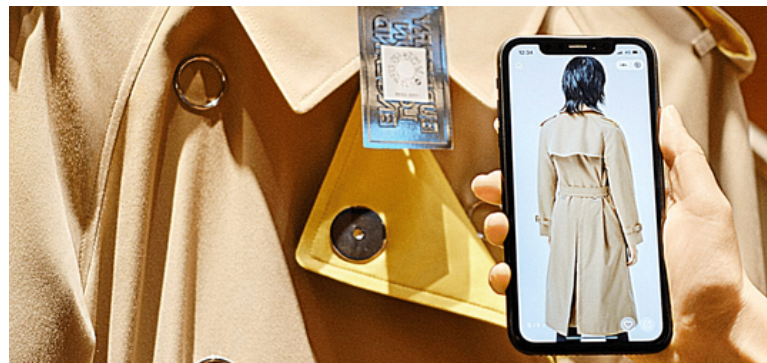


SPRING WISE INNOVATIONS | DIGITAL ACCELERATION

BURBERRY'S SOCIAL SHOPPING EXPERIENCE BLENDS DIGITAL AND PHYSICAL WORLDS

Burberry's partnership with Tencent, one of China's leading technology companies, yielded a brand new social shopping experience. Located in Shenzhen, the destination store provides a powerful blend of in-real-life shopping with online interaction and special features.

The store uses QR codes on in-store products to connect with shoppers' digital lives. Once scanned on a smartphone, the codes reveal styling tips, points for unlocking exclusive content and more. Shoppers can also book one



[Image: Burberry]

of the store's three fitting rooms, with each booking including a pre-selected range of clothes to try on and a personalised playlist. Table bookings at the in-store cafe and appointments with stylists are both completed in-app.

BARCELONA ARCHITECTURE CONFERENCE HELD IN VIRTUAL REALITY

Rather than picking up a name tag at registration, attendees of the Punto de Inflexión, the world's first architecture event held entirely in virtual reality, chose their avatar upon arrival. Designed by the London-based Space Popular studio, conference-goers navigated nine rooms, all inspired by real-life architecture in Barcelona.

One of the best VR features was the ability to allow attendees to network informally, much like an in-person event. The serendipitous meetings and casual chats before and after conferences are what many miss most with the current ubiquity of online meetings.



[Image: Space Popular]

The event was built in Mozilla Hubs to help make it as accessible as possible. Visitors to the conference needed only an internet connection and required no headsets or downloads to attend.



03 | SUSTAINABILITY & BIODIVERSITY



[Image: Shutterstock]

Sustainability agenda cements centre-stage status

Businesses can no longer get away from sustainability — it is everywhere, from architecture to travel and retail. Former Unilever CEO Paul Polman recently said: “Creating value for a few billionaires is not the answer to today’s challenges.” The focus should be on “creating value through values, versus pursuit of value at any cost.”

In fact, addressing sustainability is a win-win situation for many companies. Aside from the increased brand loyalty that accrues from aligning with activist values, climate change is poised to cost businesses an estimated €85 billion in the next five years.

Also, consider the B Corporation movement. This rigorous certification process ensures that organisations meet rigorous social and

environmental standards that represent a genuine commitment to goals outside shareholder profit. But reaching such goals has numerous benefits as well, even adding much-needed resiliency for businesses weathering tumultuous times like the ones we’re in now.

According to one study, B Corps were 63 per cent more likely than other businesses of a similar size to make it through the last financial crisis. PWC also found that UK B Corps have reported average revenue growth of 14 per cent year-on-year since 2015.

The costs of updating facilities and supply chains to cope with frequent storms, floods and water shortages, complying with policy changes and negative reputation impact will all have a huge effect on corporate bottom lines. Moving towards sustainability at all levels of the business will help organisations to weather these changes and reduce costs.



Springwise found that 7 in 10 consumers intend to make permanent behavioural changes to improve their response to the climate emergency. Businesses that can help people to make these changes, through the creation of new, sustainable products, will win both new customers and greater loyalty.

There is also a growing realisation that it is not enough to pay lip service to sustainability, leaders must make real and meaningful changes. In fact, many companies are seeing new opportunities in sustainability that could drive revenues well into the future.

As spotted by Springwise, in recognition of the plastic-waste crisis, the alcoholic beverage producer Diageo developed a 100 per cent paper-based bottle. We also saw how the Resonance platform allows fashion designers to rapidly manufacture clothing items as they are ordered, drastically reducing textile waste.

Businesses must recognise that there are no quick fixes, though – that sustainability must permeate every aspect of doing business. This includes not only developing new products and new ways of operating, but also new ways of thinking. Innovation is often the answer.

It also means shying away from the impulse to rely on greenwashing, and instead, making meaningful changes, such as decarbonisation and the elimination of plastics throughout the supply chain. This has implications for investment as well. In a recent Schroders survey of institutional investors, 6 in 10 cited

6 in 10 of investors cite greenwashing as top challenge to sustainable investment.

“

Customers will adopt more sustainable practices in buying behaviour - buy local, buy only what is necessary and consume only what is needed.

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”

greenwashing as “the biggest challenge to sustainable investment”.

COVID may have accelerated these changes, by forcing companies to define their key duties in a more social context. The pandemic has also demonstrated that flexibility is crucial to remaining relevant in the face of uncertainty. Key to this flexibility will be the ability to reimagine existing markets or create new ones through sustainable product and service innovations.

Gen Z will also continue to have a big impact on driving sustainable behaviour, as this cohort becomes a larger part of the workforce and consumer market. According to a recent survey by the student affinity network UNiDAYS, 93 per cent believe brands have an obligation to take a stand on environmental issues. The survey also demonstrated that consumers are adopting more sustainable buying practices, including buying local, buying only what is necessary and consuming only what is needed.





INNOVATIONS | SUSTAINABILITY & BIODIVERSITY

PLATFORM HELPS ARCHITECTS ESTIMATE CARBON EMISSIONS OF PLANNED BUILDINGS

The architecture and design studio Feilden Clegg Bradley Studios (FCBS) developed a free tool called FCBS Carbon that helps architects to estimate the whole-life carbon emissions of a planned building.

Whole-life carbon emissions refer to the CO₂ emitted during the entire lifespan of a building. Knowing the whole-life emissions can allow architects to fine-tune their designs in order to produce fewer emissions. The FCBS Carbon tool helps architects quickly and easily produce a spreadsheet detailing a building's potential



[Image: Feilden Clegg Bradley Studios]

environmental impact. Architects can then see how changes to plans and materials affect the total carbon footprint. The tool grew out of the Architects Declare initiative, which produced a commitment, signed by major architecture firms, to achieve net-zero carbon in all new building projects.

PAPER BOTTLE BRINGS SUSTAINABLE PACKAGING TO BEVERAGE SECTOR

Diageo, the company behind brands like Smirnoff, Guinness, Tanqueray and Captain Morgan, has joined with Unilever and PepsiCo to make a major investment in sustainable packaging technology. The rival companies joined with venture management company Pilot Lite to launch sustainable packaging technology company Pulpex Limited.

Pulpex designed and developed a scalable and fully-recyclable paper-based drinks bottle. It is made from food-safe and sustainably-sourced pulp. To prevent leaks, the contents are protected by a liner made from resin, which



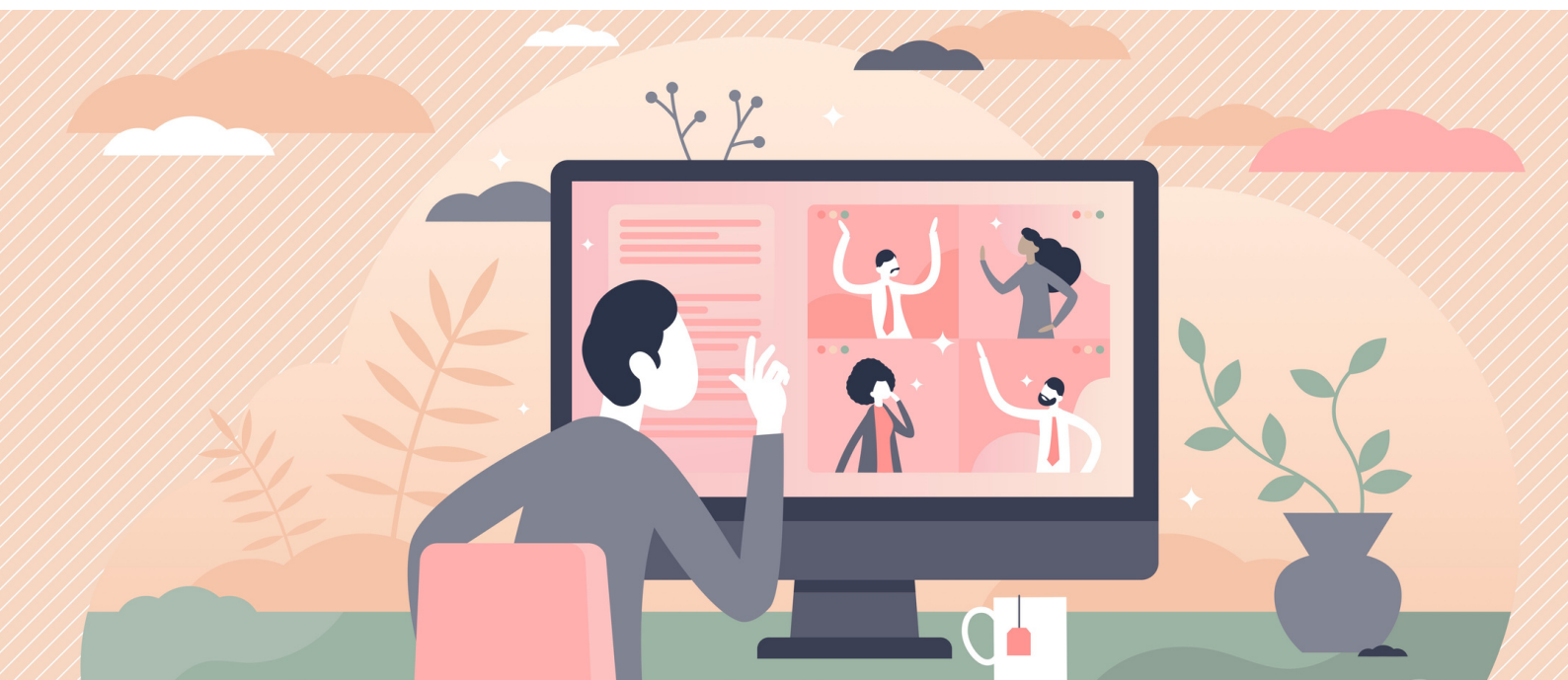
[Image: Diageo Plc]

disintegrates once the bottle is empty. The cap will be made of aluminium, which can be recycled.

Diageo will be launching its first paper bottle with Johnnie Walker whisky in early 2021.



04 | WORKPLACE & CULTURE



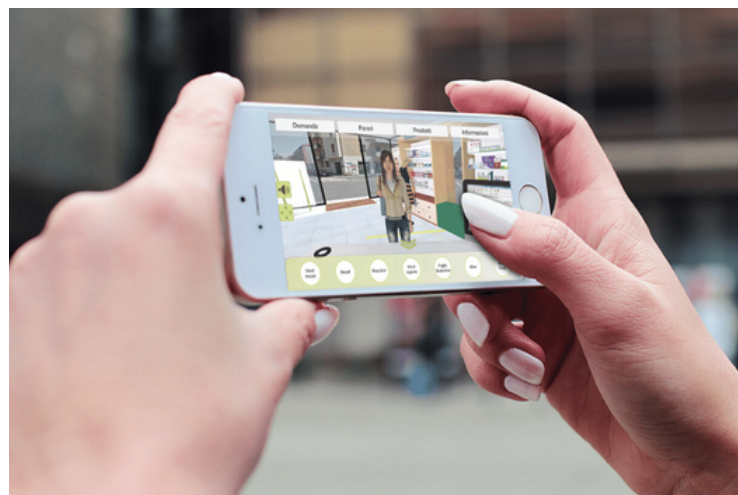
[Image: Shutterstock]

More agile and inclusive, with a new focus on wellness

The COVID pandemic has not only dramatically shifted how we live and work, it has also changed how we think about work culture and work-life balance. We have already seen that many businesses plan to reduce office sizes and offer more flexible working arrangements while maintaining some office space for collaboration. But to attract staff in the future, it will be necessary for businesses to emphasise health and wellness along with flexible working.

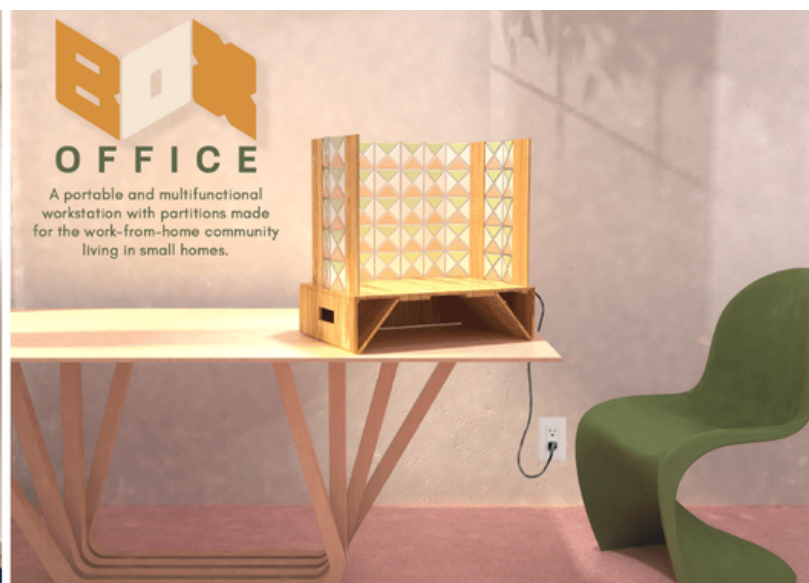
A recent survey by the CBI and Ipsos Mori suggested that there has been a long-term shift in attitudes towards the workplace. While 79 per cent of companies said their staff primarily worked in-office in 2019, just 28 per cent expected that would still be the case beyond 2021, with almost half expecting staff to split

their time evenly between home and the workplace in future. In October, the British Council for Offices (BCO) released a survey that found almost half of office workers are intending to split their work between home and the office, while 30 per cent plan to eventually return to five days a week in the office. Only 15 per cent plan to only work from home.



[Image: 3F]





[Image: Left, MUTABOR; Box Office]

It's clear that hybrid working environments are here to stay. But what will this "new office" look like?

For one, companies will need to embrace what may be termed an "omnichannel" workplace. This means offering a variety of ways for workers to stay connected. New apps are already adding functionality and fun to the dreaded Zoom meetings, and even creating entire virtual offices that allow employees to interact naturally in real-time, perhaps even chatting around a virtual water cooler. Telepresence robots could also help those working from home to "attend" meetings.

Springwise has seen no shortage of innovations aimed at making the home office more functional and professional, including MUTABOR's modular furniture kit and a stylish home "cubicle" created by industrial designers at the University of the Philippines.

For those who remain on-site, there is likely to be a new focus on wellness. Touchless tech like Donut Robotics' smart facemask that connects to the telephone, and sensors that alert those

who are not maintaining a safe distance could become the norm. Office furniture is also evolving. Hot desking may be a thing of the past, with desk dividers and more personal and portable options in its place. And expect to see outdoor space incorporated more, with balconies and outdoor working areas becoming more common.

The drive to flexible working could also lead to a more inclusive workplace. By opening up to remote workers, businesses could unlock a much wider pool of potential employees. Workers would no longer need to move cities or countries, parents could organise their work around child care, instead of the other way around, and innovative tools, like MeVita's software that removes unconscious bias, could be further integrated into digital management platforms.

And as for all that unused office space? Well, there is no shortage of ideas. Consider converting those buildings into vertical farms, or affordable housing and more solutions that Springwise has spotted throughout 2020.



SPRINGWISE INNOVATIONS | WORKPLACE & CULTURE

VIDEO-FIRST, INTERACTIVE PLATFORM CREATES VIRTUAL OFFICES

The startup Remo is aiming to break the boundaries of online business networking with a platform dedicated to making remote working experience as visual and human as possible.

Remo is a visual top-down view, 2-D map, composed of interactive “conference rooms” where delegates can interact with each other at various virtual tables, network in live video conversations, exchange contact details and even schedule follow-up meetings at a click. Each room within Remo’s virtual office can be customised to meet the needs of the user, may it



[Image: Remo]

be for setting up a company-wide virtual happy hour or weekly book club meeting, or for having a work meeting. Each user also has their own avatar, which they can move from room to room by clicking on the space.

TELEPRESENCE ROBOTS ENHANCE REMOTE WORKING AND CUT CARBON EMISSIONS

GoBe Robots are aiming to make online connections more personable. Developed by Blue Ocean Robotics, the robots reproduce each user’s face in real size on the screen, eliminating the disembodied look and feel of both giant conference room screens and the tiny tiled squares of group video calls.

Users control the camera and movement of the robot. The front-facing, wide-angle camera zooms in up to four times in size, allowing the remote person to get involved in detailed, on-site work. The mounted screen allows users to move their robot presence as needed, opening



[Image: Business Wire]

up opportunities for remote trade show visits, healthcare appointments and educational interactions. The company is also touting the environmental benefits of GoBe Robots, as they reduce the need to travel.



05 | SHIFTING STRATEGIES



[Image: Shutterstock]

Adaptable, reactive strategies with a long-term view

If there is one thing that the pandemic has hammered home to businesses, it is the need to develop flexible long-term strategies for dealing with change. Although the pandemic will eventually recede, global warming means that an extended period of crisis management is only just beginning. And businesses which can pivot to cope with rapidly-changing environmental and regulatory climates will be much better placed to weather those situations.

According to a report by software recommendation platform GetApp, since March, a reported 92 per cent of small businesses in the United States have decided to alter their business models. Tellingly, when asked how their balance sheets were looking four months on, those that had pivoted were three times more likely to have boosted their incomes.

Some of these changes are clearly short-term fixes, such as allowing staff to work from home and restaurants switching to take-away only or offering meal kits. But many of the adaptations are set to become permanent, as businesses seek to develop sustainable strategies to match changing customer behaviours.

One of these changes is the acknowledgement that not everyone is going to return to the office full time. Big companies like Google are finding that many employees would welcome a hybrid model, where they come into the office to collaborate with teammates and socialise, and work from home the rest of the time. This, in turn, will have a knock-on effect on the real estate and service industry market.

Smaller businesses are less concerned about office space and staff arrangements and more concerned with staying relevant as people adopt new habits, based on the innovation



trends Springwise has tracked. The closure of restaurants and bars has led to a wave of companies offering gourmet meal kits, some complete with a video tutorial by the head chef like the UK-based Banquist. Hotels are also finding new ways to adapt. These include repurposing hotel rooms as offices, as Hotel Zoku in Amsterdam did, and appealing to staycationers instead of international tourists.

Other brands are converting their shops to dark stores — large warehouses that can be used to facilitate “click-and-collect” services; and “ghost kitchens”, which prepare food entirely for delivery. These dark stores also offer an economy of scale, allowing many businesses to share the same warehouse space and delivery service.

Some are turning to digital services to offer new ways of delivering services. Springwise has spotted virtual experiences like JD.com’s online clubbing offering that opened up new sales streams for beverage brands. Others are adapting in-person models to include digital aspects, like Selfridges’ personal shopping appointments via video or after store hours.

There are also those who have entirely reconfigured how they operate. Springwise saw the Chinese jewellery retailer Ideal convert its business almost overnight from a bricks-and-mortar-based shop to an e-commerce model

Some are turning to digital to offer new ways of delivering services, others have entirely reconfigured how they operate.

78%

**Say this could be an
extraordinary
opportunity ... if
approached correctly.**

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that uses live streaming. This involved quickly retraining in-store sales staff to become live broadcasters.

Then, there are instances of brands moving into entirely new product areas. Sydney-based StageKings built event stages, but when events stopped, they switched to producing desks for the growing ranks of remote workers. The switch worked so well that they were able to add 17 new staff members.

All of these examples demonstrate that there is no turning back from the need for a long-term and flexible strategy for coping with disruption, whether that disruption is from a pandemic, climate change or a shifting business climate. In fact, Springwise found that 82 per cent of business leaders reported the current crisis has made them realise the importance of innovation in their business; while 78 per cent believe that this could be an extraordinary opportunity – if approached correctly.





INNOVATIONS | SHIFTING STRATEGIES

CHINESE JEWELLER PIVOTS TO LIVE-STREAMED 'STORES' IN RESPONSE TO COVID

COVID forced many traditional businesses to rapidly adopt new models in order to stay in business. In China, Shenzhen-based multi-brand jeweller Ideal has converted its business almost overnight from a bricks-and-mortar-based shop to an e-commerce model relying on live streaming.

The initiative was dubbed “Thousand People, Thousand Stores”. The company’s in-store sales staff became live broadcasters, with each one managing their own live-streamed “store” as a type of franchise. Ideal partnered with the SaaS



[Image: Pixabay]

retail software provider YouZan to build a mini-platform within the popular WeChat app. By using the new platform as a virtual warehouse, Ideal’s sales associates were able to share the company’s warehouse inventory nationwide.

HOTEL REBRANDS TO OFFER REMOTE WORKSPACE RENTALS

One Amsterdam-based hospitality company adapted to the pandemic with a rebrand. Zoku specialises in lofts designed as home-office hybrids. The company’s target market is co-workers and people who travel for work. Its rooms are designed for long-term stays and include communal spaces.

With offices closed, and co-working and travelling both curtailed, Zoku has rebranded its spaces as private work lofts. For a daily fee, guests can get a quiet place to work for the day, away from homeschooled children, noisy roommates and partners on conference calls. A room-service lunch is included and the rooms are equipped with a kitchen, high-speed Wi-Fi



[Image: Hotel Zoku]

and office supplies such as stationary. As the hotels’ communal spaces are closed, the Zoku has also implemented a “buddy system” to help its longer-term residents stay connected. Each resident is assigned a team member, who does a daily check-in and asks about their wellbeing.



2021 FORECAST

5 Forces of Disruption

This report has been compiled by the Springwise Editorial team, in partnership with Re_Set.

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RE_SET

ABOUT RE_SET

Re_Set is a leading next-generation strategy consultancy for disruption, innovation and sustainability whose mission is to ensure its clients thrive in a disrupted world. The consultancy specialises in understanding what's next and how to make change happen at pace with a positive, sustainable impact. Re_Set is a Certified B Corporation, part of a growing community of businesses committed to redefining the role of business in society as a force for good. It is also a member of 1% For The Planet.

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ABOUT SPRINGWISE

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