

Shaping the FUTURE

SALES AND CHANNEL INCENTIVES EDITION

Are you ready?

How four megatrends are shaping the way organisations incentivise, recognise and reward their people globally.





Change is happening FAST!

It's not only the human experience which is evolving under the growing influence of global megatrends, the customer and employee experience is also being directly impacted and shaped.

With ever more complicated routes to market and increasing points of consumer influence to consider being created as a result of these trends, they can't be ignored. However, with the rapid nature in which the waves are coming to shore, many business leaders are seeking support and advice on how to minimise any negative impact and maximise the opportunities that they present for an organisation, its employees and channel partners.

Whether you're feeling overwhelmed or excited, we're at the centre of so much that's changing within today's increasingly socialised, decentralised and agile workplaces, with senior leaders challenging managers to solve many of these issues.

We understand this as we work with your peers across the world. As specialists in designing and delivering global incentive solutions, we know that to drive measurable business results we need to inspire people.

Why? When we're inspired, our work has a buzz. We have a sense of purpose, buoyed by the feeling that our talents are being put to good use. We're doing what we should be doing.'

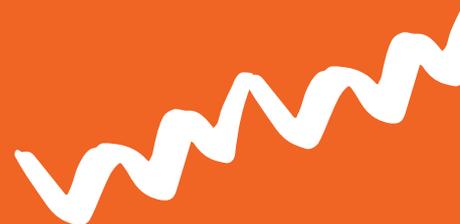
The impact? Increased effort, greater commitment and improved health and wellbeing.

It's why we're constantly reviewing trends and academic and internal research to ensure our approach remains relevant and effective in achieving our mission – **INSPIRATION!**

The great resignation, supply chain challenges and globalisation are all terms that haven't been out of the business headlines since the pandemic. All of them are symptoms of the larger forces at play globally, impacting and altering the needs, expectations and, ultimately, how your people (both employees and channel partners) show up at work.

In this report we explore four of the most influential megatrends and how they're impacting the future of global incentives, reward and recognition.

Read on for our perspective on these trends and practical advice to support immediate and ongoing strategy development for incentives, reward and recognition through your organisation and sales channels.



What are the major megatrends?



1

Climate Change

One of the fastest-growing global crises of our time. With rising sea levels, growing demands for food and energy, and water forecasts showing a risk to drinking water supplies, the global consciousness is becoming more aware and active on climate change. This is affecting how people think and feel about the world around them, the business they buy from and the companies they work with.

Climate-driven changes to the earth are happening faster than we thought

Oceans Heating

40% Faster

Himalayan glaciers melting

100% Faster

Sea level rising

57% Faster

Greenland ice cap melting

670% Faster

2

Individuals are becoming more aware of their impact on the planet and are looking for ways to support change. Initiatives such as the Sustainable Development Goals are achieving greater prominence, and there's a growing expectation for businesses to engage with this global framework.

People are demanding organisations listen to their needs and mandating a greater focus on sustainable practises.



2

Globalisation and Shifting Economic Power

The influence of emerging and developing economies will mean huge changes for business, society, and the way we invest.

Major engines of global growth such as China and India continue to show faster growth than the former Western giants such as the US.

India could replace the USA as the world's second largest economy by 2050



3

Data shows emerging economies have **75% faster growth** than the established West and trends show emerging economies will account for **50% of global growth** by 2025.⁴

In 2019, China boasted at least 100 unicorns (private companies with a \$1 billion valuation) and an impressive six million enterprises were registered in China last year, up from 2.5m in 2013.⁴



3 Digitalised World

Advancing technology and the digitalisation of our lives is at the centre of all megatrends.

The digital revolution has no boundaries or borders. It's changing behaviour and expectations as much as the tools used to deliver new services and experiences.⁵

A raft of new technologies is hitting maturation, posing vast opportunities for many industries and an expected leap in widespread usage in the coming decades – AI, AR, IOT, Blockchain, Drones, Robots, VR, 3D printing and more.⁵

Machines will learn faster than humans and personal data will be a valuable commodity.⁶

60% of all occupations could see a third or more of their constituent activities automated.⁶



4 Changing Demographics

Changes in global demographics will bring about transformations to the social fabric of society;

By 2030...

- The world's population is projected to rise by more than 1 billion.⁷
- 13% of the global population will be over 65 years old (8% today).⁴
- 90% of the world's under 25's will live in emerging economies.⁴

There's increasing acknowledgement that a more diverse workforce is a major source of strength for businesses.

For example, Fortune 500 companies with a higher representation of female board members outperformed those with none. Firms with women on the C-suite are 15% more profitable.⁸

The next decade will be shaped by the maturation of Generation Z, the largest generational cohort in history

Gen Z (10-24 years)	Gen X (40-54 years)	boomer (55-74 years)
1.8b	1.4b	1.2b
1.7b	1.3b	0.3b
millennial (25-39 years)	New Gen (Up to 9 years)	silent (75+ years)

Source: EY analysis of World Bank Population Projections and Estimates data for 2020; age ranges adapted from Pew Research for globally consistent data

A constant in changing times

In general, people like routine and consistency. When faced with change it creates uncertainty and discomfort. The reality, however, is that the megatrends will inevitably create change. In an article by FEE, they stated **only 10.4 percent** of the **Fortune 500 companies** in 1955 have remained on the list during the 64 years up to 2019.⁹

Clearly, it's not a case of 'if' there will be change, but 'how much'.

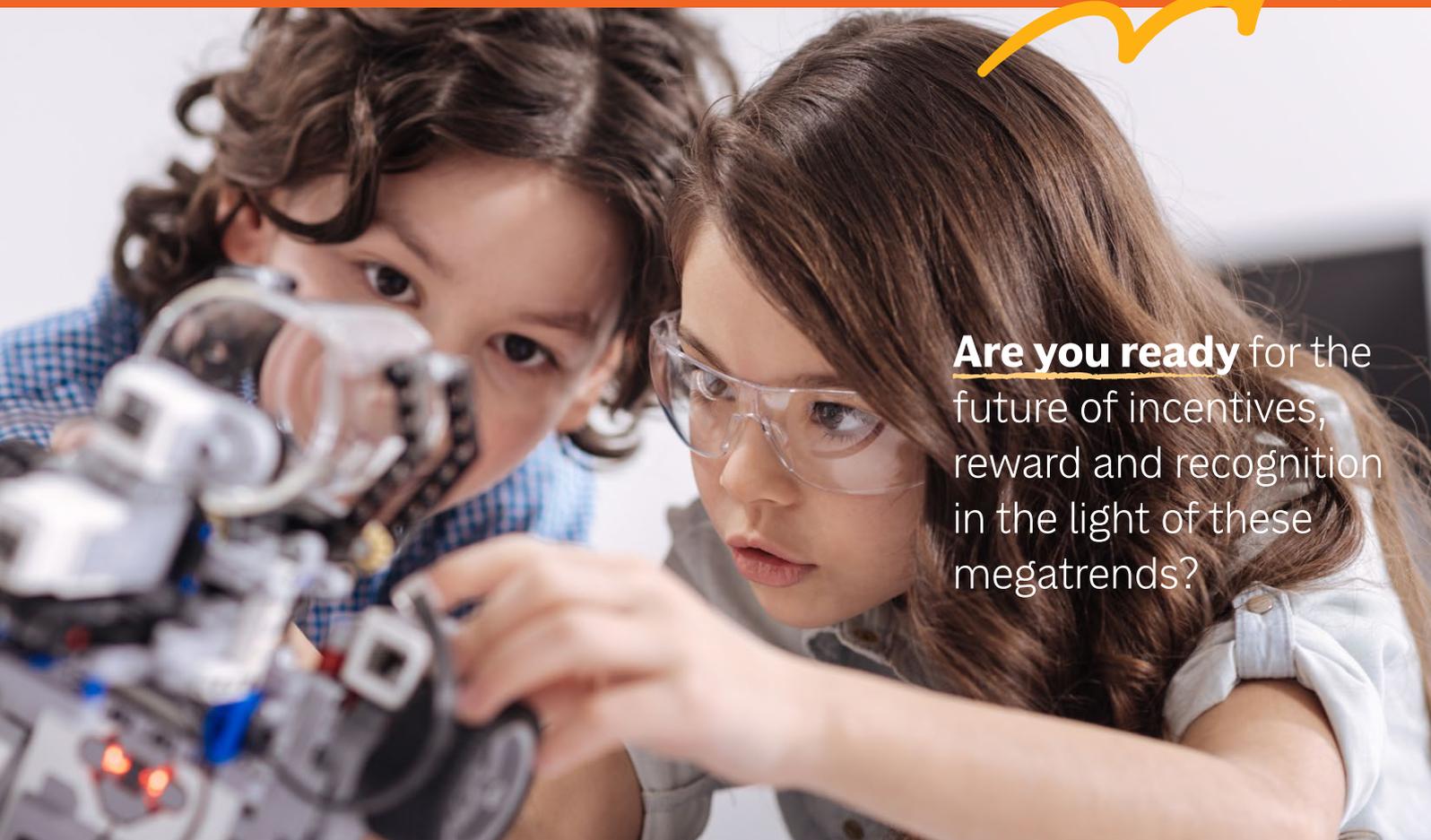


Change is the law of life and those who look only to the past or present are certain to miss the future. - John F. Kennedy



The degree of disruption will depend on the ability of business leaders to revise their strategies to not only address the challenges that the changes represent but to also capitalise on the opportunities they pose.

The good news is that what makes us human doesn't change. Our fundamental needs and psychological drivers remain relatively constant. As such, when it comes to business strategy and, specifically for this report, approaches to incentives, reward and recognition, we can balance the need for change with the understanding that human behaviour remains the same.



Are you ready for the future of incentives, reward and recognition in the light of these megatrends?



Climate Change

Research shows **79% of Millennial employees** are loyal to companies that care about their effect on society.¹⁰

people want to work for companies that reflect their personal values and expect their employer to pursue a sustainability agenda that balances financial results with social issues, equity and inclusion, and especially environmental impact.

These attitudes are mirrored by consumers. Consumers are responsible for **60-70% of all direct and indirect emissions**¹¹ and according to the Global Confidence Survey conducted by The Conference Board, **81% of consumers globally feel strongly that companies should do more to preserve the environment.**¹²

With the trajectory of peoples decision making whether it be employees or consumers all moving in the same direction towards more environmentally conscious decisions, organisations, no matter how well we're already doing, must continue to strive to do more and better. And it makes good business sense too!

McKinsey research revealed that **83% of C-suite leaders and investment professionals** felt ESG (Environmental Societal Governance) programmes would contribute more shareholder value in the next five years.¹³

“Being a responsible investor or a conscious consumer is not about recanting capitalism, but about making informed choices... corporations, including banks, are required to give their customers the clarity and transparency needed to make those choices wisely and, well, consciously”. - WEF¹²

How will climate change affect how you motivate and inspire your sales employees and channel partners and their employees?

PwC stated that sustainability has become the **'lens through which a business is judged by its consumers, workforce, society and increasingly investors'**. With this raised profile, every organisation, no matter their position in the overall supply chain, has or should have ESG objectives to meet in order to continue to retain and grow their businesses in the future. We see an opportunity to review sales incentive strategy to help businesses partner with organisations proven to make a measurable impact on climate change to support these objectives.

Incentive programmes have always been leveraged to influence positive behaviours that drive business growth. Historically sales performance has been the primary focus, but more recently, in light of the pandemic and with **challenges in many sectors**¹⁴ around supply, we have seen a shift towards programmes either looking to close the gap in sales and limit the impact of supply chain challenges or pivoting towards an increased focus on the routes to sale and sales behaviours such as prospecting, knowledge sharing and conscious selling. To help drive sustainability objectives, whether for direct or indirect sales channels, incentive strategy could be further leveraged to focus on sustainable sales behaviours.

Taking this a step further, is the reward. Aspirational rewards such as travel experiences and high end tangible goods, have long been the motivator to drive behaviour change over and above cash or cash alternatives. We don't see this changing per say. However, with shifting attitudes towards climate change it will become more critical that care is taken to ensure reward options continue to align with values.

More so than ever before, the responsibility of a company offering incentives to its people whether employed or in one of the channels through which it conducts business needs to factor in, giving the recipient the choice to 'do good' and give back.

How can we help

Re-prioritise programme objectives

While not all the changes in behaviour needed to fight against climate change are within the power of employees and our sales channels, many are, and we're seeing increasing focus in aligning behaviours and objectives in incentive programmes with broader ESG objectives such as:

- Education and learning reinforcement in sustainability credentials and practices to help them navigate conversation more effectively with customers and channel partners
- Incentivising prioritisation of highly rated ESG product sales to help move the needle.
- Sharing best practice to ensure solutions are as efficient as possible
- Allocating a proportion of incentive activity to engage customers and channel partners with re-use and re-purpose initiatives to extend lifecycle of products and materials

Choose aligned partners

Some of the power to drive change sits directly in the hands of business owners through the recognition and reward strategies that you pursue and the vendors that you choose. As well as using incentive initiatives to actively support your organisation's ESG strategy, the downstream delivery of your reward strategy can make a significant impact to those objectives;

Consider rewards

Use rewards sourced responsibly and locally, minimising the need for transportation and environmental impact. Simply opting for vouchers doesn't offset the responsibility and, importantly, **studies show that they're significantly less effective at engaging employees.**¹⁵

- Engaging experiences - ensure experiences such as concert tickets, travel and cultural activities are part of your reward strategy to minimise manufacture, packaging and delivery, and maximise personal development and emotional engagement with the programme.
- Consider rewards - make sure vendors are committed to the same, or better, ESG targets as your organisation and create a commercial model that supports your sustainability or charitable partners.

Facilitate altruistic behaviour

In the past five years, we've seen a year-on-year increase in the value of charitable donations through our EMEA marketplace and, **in 2022 alone, EMEA donations increased by over 200%**, demonstrating a trend towards more altruistic redemption behaviour. With cost-of-living pinching on employee disposable income, their ability to donate and support causes of meaning to them may be limited. Through your channel partner incentive programmes, allow their employees to **use the rewards**¹⁶ to close the gap between their desires and abilities.

In the longer term, we see an opportunity for traditionally cash based rebate programmes, triggered by channel success, to be partially redeployed to assist both manufacturers and distributors to meet their sustainability goals. Performance led business contributions focussed on true reforestation and cleaner oceans.





Globalisation and Shifting Economic Power

The world is more interconnected than ever before. Globalisation has impacted people and communities across the globe, and over the past decades has greatly changed economies, societies and the natural environment.

Since 1970, Asia has experienced a profound transformation from being the poorest continent to, in less than 50 years, accounting for more than:

- **30 percent of the global GDP**¹⁷
- **40 percent of world manufacturing**¹⁷
- **Over one-third of world trade**¹⁷

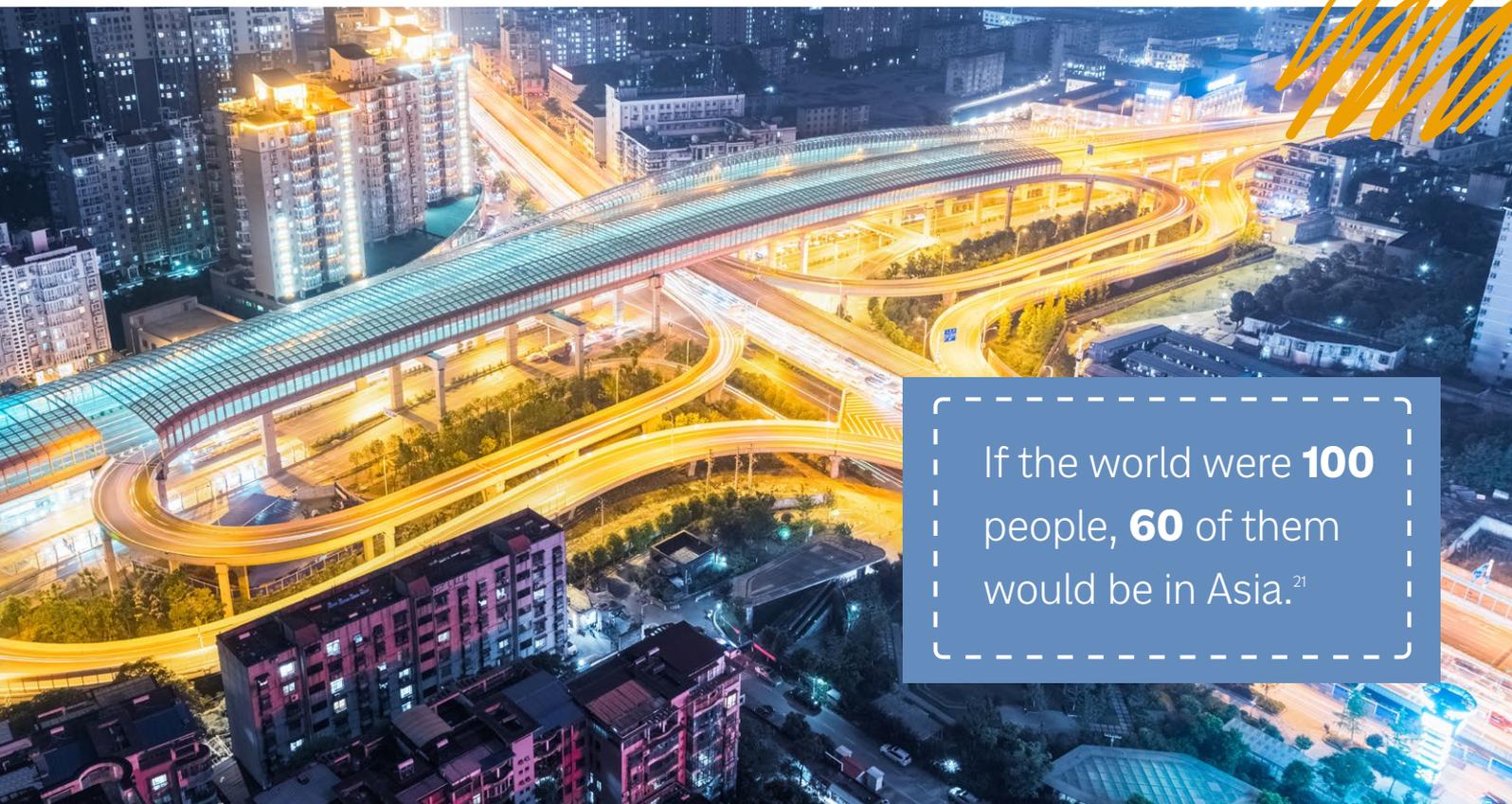
Although earlier in its journey, trends are also shifting in investment activity in Africa¹⁸. Since the beginning of the Millennium, the pendulum has swung from investments in extractive activities in the continent's physical properties (oil, mining) towards the promise of its people with investments increasing in telecommunications, retailing and services. With predictions suggesting the African

economy could grow to **\$5.6 trillion by 2025**¹⁹, it too may be on the precipice of becoming a big player in the global economy and could emulate the rapid rise of China in the next 50 years

So, driven by strong growth in emerging countries, an economic power shift from West to East is already taking place.

By 2017, the **E7 countries already surpassed the G7**²⁰ in economic powers. This brings about changes in the international system, given that the world will no longer be dominated by a strong power block but by diversified power centres.

Unsurprisingly, this shift in economic power is already having a significant impact on growth potential for companies and the countries in which future investments will be made. Forecasts also predict that by 2050, a century after the end of colonial rule, Asia will once again provide more than one-half of the world GDP and be home to more than one-half the people on Earth¹⁷.



If the world were **100** people, **60** of them would be in Asia.²¹



16% in China and Hong Kong **13%** in India and **41%** in Asia overall versus **15%** in North America.

How is globalisation and shifting economic power going to affect how you motivate and inspire your sales employees and channel partners?

At **BI WORLDWIDE**, we're already witness to these changes and are supporting the changing dynamic of the sales and channel incentives sector within our global client base.

With organisations increasingly operating at a global and/or regional level, channel loyalty and incentive programmes are following suit. A global framework is now more commonplace, allowing globalised businesses to share best practice across regions, drive economies of scale and benefit from centralised investment, standardise common processes, and create more equity for the global workforce. But critically, as globalisation progresses and the economic power in the East-emerging countries continues to increase, the real differences in societal values, legal structures and regulatory approaches will also spur the need for more effective regionalisation. This is particularly relevant in emerging technology spaces on issues such as data privacy and the ethical implications of AI².

With the exponential rise in data points held on people, there's understandably a growing desire for trust and transparency when it comes to how this data is protected and shared globally. As legislation increases in this space, this will continue to create challenges for organisations wishing to globalise their solutions and operate in heavily restricted regions where data flow is limited outside of the region.

The world economy's interconnectedness continues to accelerate. As interconnectedness grows, impacts of global conflicts and supply chain issues like we're seeing currently with the global economic crisis are likely to continue to drive the trend toward a less transactional relationship within channel and sales incentives. Sales enablement programmes, easily and directly deployed in regions as needed, will continue to be more effective than traditional run rate incentive tactics.

Finally, decades of largely US-led psychology and design thinking in this area means that reward and recognition programmes weren't always landing well in all parts of the world, and delivering globally successful reward programmes has prompted a shift in thinking, infrastructure and global footprint on our part.

How can we help?

At a basic level, this may simply mean being more inclusive in the design process and ensuring all parts of the world are represented and understood.

At a more nuanced level, it will mean understanding subtleties such as:

- The importance and value of symbolic awards in Asia and Latin America versus those in Europe and North America.
- How local GDPR regulations and data privacy rules impact data transfer and storage. For example, PiPL in China.
- How to navigate the anti-bribery and work council directives regarding incentive activity set out in varying degrees by the different European work council.
- Awareness of regional and religious calendars which may dictate sensitivities provide celebration opportunities or require communication blackout periods, such as European summer, Ramadan and Chinese New Year. For example, the reward strategy for channel partners in India in a recent programme operated by **BI WORLDWIDE** not only considered target achievement but also factored in personal milestones of the participants and popular festivals such as Durga Puja, Ganesh Chaturthi and Diwali, with items being delivered to participant home addresses to include family within the incentives.
- How some cultures respond to individual vs team competition, public recognition, and praise.

At an operational level, it means being ready to respond to all the cultural, geo-political and economic realities of supporting our clients where their sales representatives are, such as...

- Developing mobile-friendly platforms as it's often the primary device in countries such as China, India, and Indonesia.
- Supporting teams in the three distinct areas of North, West and South India meaning the 11 most spoken languages are supported for participant queries.
- Arranging local invoicing for countries with significant currency and tax restrictions like China, India, Bangladesh, Vietnam and The Philippines.
- Ensuring our solutions are agile to enable quick deployment of varied localised incentive programmes to combat local market conditions and challenges as they arise.

Integrate local technology

As a perfect example of shifting mindset, to be truly successful with any digitised platform in China you must understand the absolute importance of WeChat, the Chinese super-app for everything, with over 1 billion users each month.

We've listened to our clients and built integrations between our recognition platforms and WeChat so that our client's programmes aren't just PiPL compliant but sit alongside all the other day-to-day apps and platforms used in China and are front of mind for participants.

Longer term, if web 3 developments become successful in facilitating an open source and fair internet – people centric and not platform based. Countries will potentially have less control over how data is managed, and the centre for change will be decentralised with it leaving companies with more flexibility to influence behaviour than before.





51% of CEOs are now making significant changes in how they use technology to assess and deliver on wider stakeholder expectations.

MegaTrend #3



Digitalised World

The digitalisation of the work experience is a trend that's seen the fastest and most dramatic changes, especially over the last five years. As everyday consumers, we've all experienced the digitalisation of our customer experience over the last decade, from basic online shopping to parking, holidays, personal health, banking (**93% of the UK adult population now use a banking app**¹⁹) and even ordering drinks and food when we venture out socially. But even that social experience has changed through a myriad of global platforms where we now meet and converse with family and friends or share, interact and date liked-minded strangers. It's no surprise then that the workplace experience is undergoing many of the same changes.

How is digitalisation going to affect how you motivate and inspire your employees?

The ways to communicate with customers and prospects have dramatically changed with the adoption of social media technologies. This is no different for our direct and indirect sales people. As consumers, themselves, when

it comes to incentive communication and technology, expectations have shifted and as such needs to be a priority when considering incentive strategy. Ease and speed of access and engagement are critical. Simplicity and personalisation of messaging and approach essential if we are to engage, motivate and inspire. Add to this the complexities that come with an increasingly globalised workforce, technology solutions and incentive partners need to be able to understand and balance the varied requirements of multi regionalised workforces and sales channels. For example, whilst internet access has been commonplace in most western for some time, emerging markets such as Africa are still in, some places, playing catchup with 3G connections still accounting for 60% of all connections and being the last region to see 5G services being adopted.

The usage of Big Data Analytics and AI-based tools to help salespeople, and marketers alike. will continue to have a growing impact on the role. In an article from McKinsey Global Institute they state, **about 40% of tasks performed by a salesperson can be automated using AI.**



With this in mind, the 'how' and 'what' is incentivised will also change towards an increased focus on behaviours and relationship building.

Looking more to the future, maturing technologies such as AR and VR will begin to migrate from the realms of early adopters to mainstream consumers and, as seen with several other elements of the B2B experience, the consumer experience will begin to be adopted in workplaces.

When it comes to the incentive space, the question for sales organisations today is which evolving technologies to invest time and money in and by how much to reach channels of influence of the future.

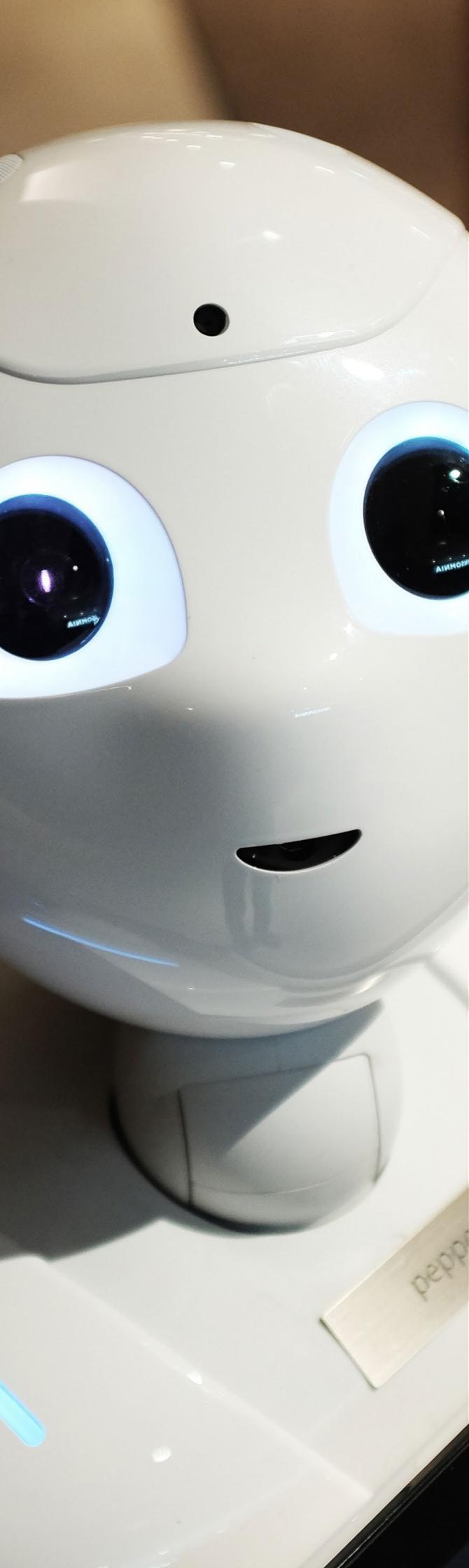
There's an opportunity to understand the benefit of virtual experiences as rewards and to formalise the 'gamification' of processes to award something akin to an 'NFT', where incentive recipients can trade what they have within the closed loop of an incentive programme with the value existing purely within the scheme.

Of all the trends, digitalisation and technology in general hold many questions. With pace of progression and change faster than any of the other trends, and with significant further shifts incoming based on the evolution of blockchain, NFTs, Web 3 and the metaverse, incentive strategy needs to keep an eye firmly on the horizon to ensure it doesn't get left behind.

For example, if a decentralised, monetised Web 3 is achieved with a consistent interoperable blockchain then content originators and people, not platforms, will have more control and ownership. If your data belongs securely to you and is truly platform-agnostic then the challenge for businesses will be to influence a new channel of influencers to sell more, as well as traditional routes. Less PPC and subscription models will mean that companies need to need influence behaviour through more diverse channels than ever before.

NFTs as rewards, and the metaverse as experiences or opportunities to celebrate, are well within the realms of possibility in the next few years. How to realistically monetise the metaverse is intertwined with other advancements in technology but, within reason, could provide a virtual channel of sale to influence in the future.





How can we help?

Integrate tools

As much as possible, streamlining the communications of your incentive strategy will be key. Integrating your incentive communications into the channels where your participants are will help overcome barriers to access and increase engagement.

Automate

Regular, targeted communication is critical to the success of incentive programmes. Providing nudges at poignant moments with relevant messages can be the difference between run rate and incremental results. At BI WORLDWIDE, our technology allows for specification communication flows to be automated, increasing the efficiency of your programme management.

Real-time reporting

Access to key performance indicators is critical to health check your strategy. For participants, having access to 'at a glance' personal performance at any time allows them the ability to manage and drive their own success, whilst deep-dive and top-level reports for management at every level of your business allow tracking and adjustments to be made throughout the incentive periods.

Prioritise data security

Much like the WeChat integration we developed specifically to accommodate employees within China (see Globalisation and Shifting Economic Power), it's critical when developing global solutions that you have knowledge of local data protection legislation. With cybersecurity failure being cited as a concern, our Glocal operation model ensures our clients and their channel partners have confidence in the security of their data.



MegaTrend #4



Changing Demographics

The workplace has never been more diverse. An ageing population, the rise of Gen Z in the workplace and growing awareness of the importance of a diverse and inclusive culture are all driving significant change in an increasingly socialised workplace.

And it's changing rapidly. The number of working people per elderly person is decreasing. In Europe, the decline in the working age population will be particularly acute.

For every four working age people per elderly person in **2015** there'll be just two by **2050**.²²

The pandemic also introduced some new dynamics; the explosion of collaboration technologies, the pent-up impact on staff retention and recruitment, and the new phenomenon of employees who have never experienced the pre-pandemic culture that their new employers had worked so hard to create.

All these factors are driving a fundamental change in the breadth of activity and scope of influence of our clients' incentive programmes on their sales channels.

How are changing demographics going to affect how you motivate and inspire your sales employees and channel partners?

The role of sales will not change. Their singular objective is to drive sales and grow business. But with technology and globalisation shifting the knowledge of the buyer, education and rapport will continue to be critical components to sales success. With this in mind, in the dawn of changing demographics, sales people whether b2b or b2c need to ensure they understand the needs and wants of diverse buyer groups. With increasing globalisation this goes beyond demographics and crosses borders. An understanding of generational and cultural differences and buying behaviours will be key to navigating global sales opportunities.

"The modern sales professional is actually not a seller but is someone who helps people buy." - Jill Rowley, Chief Growth Officer at Marketo²³

In a PwC report, they suggested that despite the rising diversity of the workplace, only a small number of women work in sales, especially in the field of sales channel. Additionally, only a handful of companies today have sales representatives over the age of 60. When we examine demographic changes closely, we can say it's alarming that there are fewer women than men in sales and few senior representatives.²⁴

Employ more women. In sales, we recommend that the percentage of female employees exceeds **30%**.

With an ageing population, it's going to become harder in the future to recruit and retain competent salespeople. Therefore, incentives can provide a critical support function in motivating engagement with personal development, mandatory training, recognition and referral activity to support the long-term pipeline of sales professionals.

How can we help?

With a workforce now spanning five decades working together you'd expect there to be variances in what will motivate. However, this isn't **what we see**.²⁵

In work, you'd hope we all have an aligned sense of purpose in the work we do. All working to the same goal. What varies is our motivation, and it's tapping into this that can change the game for your **incentive strategy**.²⁶

The key areas we focus on are:

C C C C C C ²⁵

Choice accounts for our uniqueness. Accounts for our diverse workforces. Accounts for inclusivity in our programmes by allowing us to **find our niche**.²⁶ Our **GoalQuest® incentive methodology**²⁷ takes the idea of choice and applies this to goal setting and reward. In this approach, salespeople select their target level, increasing the personal investment in the performance goal and providing a good predictor of sales performance for Sales Directors – important foresight when dealing in a turbulent climate. In addition, this methodology also crucially aligns a choice of tangible or experiential rewards to the target that the salesperson will earn upon achievement. Being able to select a reward that's inspirational to them ensures your programme remains motivational, inclusive and accessible to all without compromising on your business objectives.

Inclusive segmentation

Another way that you can ensure inclusivity through your incentive design is segmentation. All too often, incentives are focused on rewarding top performers, forgetting the impact of the mid and low performing segments. Whilst an important segment of your sales ecosystem, research shows that incentives for top performers have minimal impact on driving incremental sales amongst this community who generally perform well in all conditions.

To maximise overall sales performance, our recommendation would be to always include strategies that drive activity amongst your mid and bottom performers using different tactics to engage and motivate the bottom and grow sales amongst your mid performers who, with **only 5% increase**, could generate **70% more revenue**.

Learning and development

With the widely documented suggestion that we have an increasing **skills gap**²⁸ coming down the track as a result of retirement and technology advancements, a focus on **learning and development opportunities**²⁹ for this group in particular will be critical to engagement.

What's more, our research shows that those who said they received learning or development opportunities to further their career are **2x more likely** to be committed to the organisation and **3x more likely** to put in extra effort at work.

Research from Axonify confirms this – **nearly 92% of employees** suggest their engagement levels rise with access to well-planned training programmes. With increasing investments in developing employees, this also elevates the importance of retaining talent.³⁰

Communication

With a globalised workforce and migrating populations, the demographics of our sales teams are likely to shift and change, spanning multiple geographies and cultures. Ensuring your messages are received and understood is critical to success and ensuring your communications solution can efficiently translate and deliver your reward and recognition activity in multiple languages will be key to engagement.

Our Summary



We've all seen in the research that above all else 'a sense of purpose' not only shapes the human experience but also the work experience.

Purpose and meaning = Inspiration

A sense of purpose and understanding in the meaning of our work has never been more important, providing us with the necessary inspiration to navigate the complex world of work and its intrinsic links to the megatrends that are changing all our lives.

Your reward and recognition strategy is uniquely positioned with the potential to positively shape the inspiration levels of the employees within your direct and indirect sales channels. Through identifying the moments that matter to them and leveraging motivation, development, and communication, your **strategy** can build engagement, build retention and loyalty, and ultimately drive performance.³¹

Feet on the street

It's clear that the way to navigate the changing world is to be immersed in it.

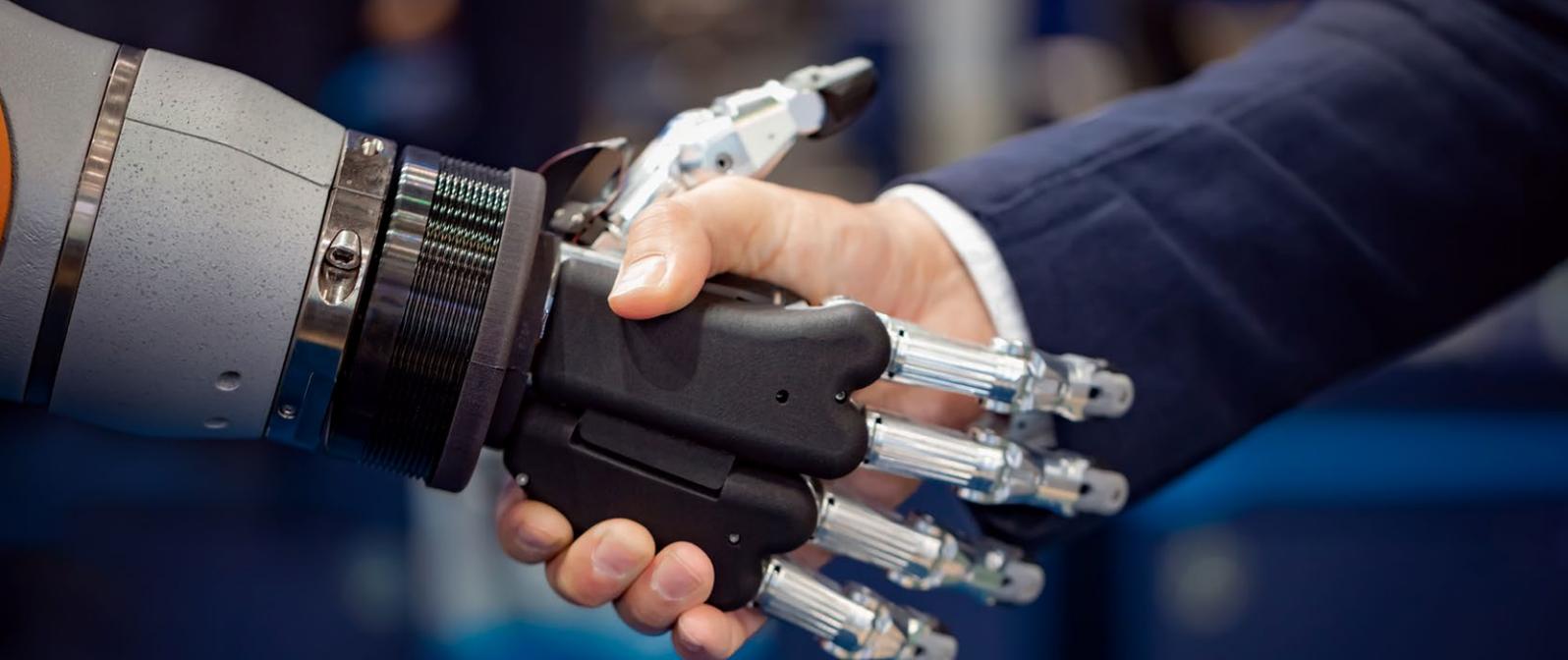
At **BI WORLDWIDE**, we have 'feet on the street' in as many parts of the globe as possible. It's only through this unique vantage point that we can see things from the perspective of the organisations we're supporting, their people and channels who we're collectively trying to attract, engage, inspire, and retain.

If you can see your organisation being increasingly shaped by Climate Change, Globalisation and Shifting Economic Power, Digitalisation, Changing Demographics, or any other trend affecting the employee experience, we've curated, through our extensive research and experience, **12 Rules of Engagement** that will help you shape strategies to mitigate the impacts of these global megatrends now and in the future.

Are you ready to hear more?

Check out our website at www.biworldwide.co.uk or contact us on enquiries@eu.biworldwide.com - we'd love to share more with you!





The shape of things to come ...maybe?

Throughout this report, we've shared the strategies currently being put into action for the near future. But what about the beyond? Unsurprisingly, there are many mind-blowing and wild predictions out there. Here are some of the interesting suggestions we've seen for the workplace in 2050 that might inspire how you shape your future and that of your employees.

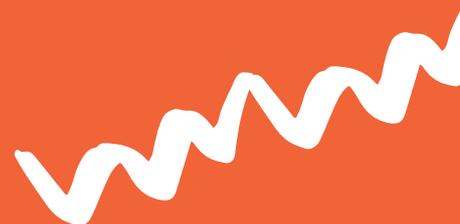
Future of the workplace

- Jobs will be more varied, and teams will continue to get larger and more distributed. A [game development] team may be situated in Lithuania with an artist in Vietnam and coders in Argentina. The developers may be 15 years old, as it's easier to get into the digital economy than a traditional job [at that age].³²
- Employment growth in synthetic biology and other new industries will boom, while self-employment will become an aspirational norm for many, accounting for 2 billion people.³³
- In 2050, the concept of retirement will be nearly gone, as most people work beyond the usual retirement age on issues that interest them rather than being employed by others.³³
- A powered exoskeleton "muscle suit" for the lower back, developed by Japanese company Innophys Co. is designed to help older workers in fields like farming, nursing and manufacturing to lift heavy objects.³⁴

Jobs will be more varied, and teams will continue to get larger and more distributed

Future of the Office

- We'll see [more] companies with no central office; all communication will be digital, and employees will come together once a year for an offsite meeting.³²
- Under construction in Oklahoma, architect David Dewane's 'eudaimonia machine' is rethinking the office with his designs dividing the workplace into five or six zones which workers move through during the day. Each space has its purpose, from socialising to research, with the culmination of the design being a deep-work chamber, intended for focus and free of distractions, that includes features such as showers and space to change - a sort of 'cleansing' from the outside world.³⁵



Future of Professions

- **Fitness Commitment Counsellor** - predictive and preventative approaches to counselling, paired with digital wearables like Apple Watches and FitBit dashboards couple human accountability to maintaining fitness. And per the Cognizant Jobs of the Future (CJoF) Index, it's a role that grew 28.7% in Q1 '21.³⁶
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- **Algorithm Bias Auditor** - given the increasing statutory scrutiny on data, it's a near certainty that when it comes to how they're built, verification through audits will help ensure the future workforce is also the fair workforce.³⁶
.....
- **Tidewater Architect** - Tidewater Architects will work with nature – not against it – in some of the biggest civil engineering projects of the 21st century.³⁶
.....
- **Human-Machine Teaming Manager** – Human-Machine Teaming Managers will operate at the intersection of people and robots and create seamless collaborations.³⁶
.....
- **Paramedic Drone Programmer** - an AI expert with medical knowledge to 'teach' drones to help emergency rescue teams.³⁷
.....
- **Tech Fashion Designer** - create the next-generation of sustainable smart clothing and wearables, like garments that can react and respond to the weather.³⁷



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 www.biworldwide.co.uk

 +44(0)1908 214700

 enquiries@eu.biworldwide.com



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