

Shifting Economy

Your Practical Toolkit to enter the Next Economies

« The guideline of this Practical Toolbox, is an invitation to imagine and implement new dreams to connect human beings, and transform the grief of the planetary village into human happiness »

Preface by Mark EYSKENS, Professor Emeritus Economy, former Prime Minister

Shifting Economy

Your Practical Toolkit to enter the Next Economies

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Table of contents

Thanks	7
Preface	11
Introduction	17
A. The 1st step into New Economy	27
• Learn a new language	29
• New economy invented by primitive people	31
• Inspirational key learning from universal master thinkers	33
• Alignment starts with reconnexion	34
• 14 stages to build bridges to “The New Economy Game”	35
• Women and men roles and functions	47
• Self-evaluate your organisation : is it future proof ?	50
B. Shock and Shift : a scope on two worlds and languages - understanding culture and thinking	55
• Change is on the way: key trends, strong facts and heavy figures	57
• Change has started	58
• Strong signs of change	59
• The Macro-Scoop: How macro trends impacts your business	61
• What kind of world do we really want ?	65
C. Glossary: vocabulary and words for the next economies	79
• Follow the butterfly to convert your goals and communicate them	81
• Wheel of change: Shift of systemic change	88
• Alternative financial approach to Blue and Red Oceans: The Green one.	92
• Shift Your Profit & Loss Statement	95
• Growing clusters of next economies	99
• The 20 keys of Smart Inclusion	111
• Extrapreneurs	133

D. Grammar and verbs to work together	139
FOR YOUR BUSINESS	141
• Golden rules of the New Economy	143
• Biomimetics and systems of the human body: the ultimate source of inspiration	148
• 7 Levels of Value	150
• 7D Risk Management: manage complex risks	160
• 7D Levels of leverage: least effort value	162
• Rating Holistic Web of business models	166
• The inner systemic flows of your organisation	169
• Human Progress Indicator for territories	173
• Wise City Development	175
• Coins and Currencies	178
• Unique DNA in 1 page : Honeycomb	180
• The Holistic Business canvas to convert a current business or start a new one	183
• Circular multi-stakeholders Contracts	189
• Systemic Balanced Score Card	194
FOR YOU	197
• Our 5 Key human skills to overcome robots and A.I.	199
• First 48 jobs for you in the New Economy	201
• Inclusion and collaborative transition management	209
• Manage your own systemic dashboard : your body	214
• Personal 7D Mapping	218
• Wise tribes	221
• Keep in touch	223
The Secret of this Book	225
Conclusion	229
Bibliography	235

Thanks

We cannot solve our problems with the same thinking
we used when we created them
Albert Einstein

This book -Shifting Economy - is about that very
much expected new thinking...

This work has been possible thanks to **long term efforts of hundreds of Wise people** who believed in creating progress with people, for people, and who were courageous enough to face cynicism, egoism, fears, doubts, avidity and who dealt with their own personal evolution on continuous basis.

It has been possible thanks to all those people who helped us in implementing those ideals into practical situations, all those clients - early adopters - who dared the move to true progress, all those investors who believed in our quest, all the strategic allies who offered us resources.

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We thank you too - because as you read these lines - you enter the fabulous world of consciousness growth and economic transition, and join our club of changemakers. You also have a part of the solution. Offer it to the world !

Preface

Homo sapiens is now evolving into post economy. The New Economy must manage scarcity and affluence, a dual problem that is not integrated into the main classical economic theories. There will be an important shock between opulence, described by the economist John Kenneth Galbraith in *The Affluent Society*, and scarcity on planet Earth. The only planet we have. There is no planet B.

The West grew strongly particularly at the beginning of industrialization, thanks to dualism, an old paradigm stemming from Plato. This logic of contradictions, was very useful because it forced the Westerners to make choices between “either/or”, between alternatives, between right or wrong in order to progress and to act. The steam engine is a good example, invented three centuries earlier in China as a piece of entertainment, but installed only in the eighteenth century at the heart of the industry in Europe by Westerners. Platonic dualism is at the core of creativity but was and still is at the origin of many conflicts and even wars which ranked the 20th century as the bloodiest of the human history.

Asian wisdom however teaches us another different basic paradigm: the Yin and Yang principle: the complementarity of dual oppositions which merge into a synthesis. In Chinese writing moreover, there is a single ideogram for the words « crisis » and « opportunity ».

This concept matches perfectly with the discovery of quantum physics that light is both a wave and a beam of particles, the photons. Niels Bohr, one of the founding fathers of quantum physics, summarized this insight by the Latin phrase “*Contraria complementa sunt*”, replacing the old “either/or” logic by the revolutionary “and/and” principle, that frees the way to cooperative solutions.

This awareness is progressively rising in Western thinking and will have far reaching consequences. It will lead us to a new holistic approach, exploring the hidden energies of diversity, divergence, oppositions and promoting synthesis and all kinds of creative compromises, in a world of interdependence, where national governments are too small for the big problems and too big for the small ones. Economic praxis has already adopted what is coined as: « Coopetition », when competition and cooperation are no longer exclusive along Darwinian principles but complementary, even inclusive according to quantum mechanical rules.

The rising of this inclusive, global approach is a challenge for political and economic leaders facing local populism emerging from fears and misunderstanding of what is going on in the global world of today and the world village of tomorrow. The nationalistic definition of “people” has become obsolete. The “people” has become a “population” with multicultural features in most countries. Nationalism and populism are perfectly understandable but they have become counterproductive because no longer future oriented. Protectionism is the economic and cultural translation of nationalism. To a certain extent protectionism existed already before economics and politics, even before human beings: the first membranes protecting living cells, stressed in our bodies. This selfish vitalism is still attractive but suicidal in a changed world as soon as ego nationalists propose to build walls instead of bridges.

In times of growing complexity democracy is caught between web and spider. Some citizens are saying “We have a vote, but we do not have a voice”. This is a serious warning addressed to politicians. Socie-

tal problems are extremely complex and the decision making process is most opaque. Governments, authorities “they” decide, they rule, they legislate, they impose...

There is a far reaching “they-ification” of politics, which makes governing impersonal, abstract and looking like a non figurative painting. We need to reinvent democracy by introducing elements of participative decision making, by informing and explaining and replacing demagogues by pedagogues. Most important is to modify the democratic voting systems. One model could be the promoting of «point voting», an electoral system by which each voter would get a plural number of votes, for instance ten votes, which he could freely cast and spread over different parties and candidates according to the intensity of his preferences. This would lead to a fine tuning of the voters choices. Also at the micro-economic level of enterprises and companies democratic cooperation between all stakeholders, transcending their exclusive interests, is at stake in the post economic era. Still more Herculean is the task of organizing steadily ways and means of international, possibly worldwide economic and political government.

On a much larger scale the European institutions also suffer of several functional problems and have to cope with great challenges. A European Fiscal Community should be created according to the principle “no representation without taxation.” Today the EU Parliament has no taxation power, so it is difficult to implement new strategies and new legislation. We need also to simplify and clarify the taxation systems. Budgetary expenses with respect to defence, security, energy, development policy, integration of immigrants, research, digital communication... should be Europeanized. A strong European public budget is needed. The EU Institutions budget equals 1% versus 27% in the USA for the federal expenses.

The Euro-zone, in order to cope with distortions of competition among member states, has to impose severe measures of austerity implying the reduction of public spending, of wages, of all kinds of allowances. The management of exchange rates by individual countries is no longer possible inside a monetary zone. Austerity measures being considered as an “internal devaluation” make the European Union unpopular and may lead to economic deflation. Only an efficient budgetary policy conducted by the EU could stabilize the Euro-zone.

Europe should unite in front of the ongoing scientific and technological revolutions.

History of mankind has indeed been steered by discoveries and scientific innovations, starting with the discovery of fire, 300.000 year ago.

Today scientific inventions are overwhelming in all domains. The acronym B.I.N.C. is useful in summarizing the ongoing scientific revolutions:

- **B**iogenetics, fabulous progress of medicine, average life span of 100, 150, 200 years??
- **I**nformation technology (computer apps, AI, virtual reality and physical robots, 3-D printing). Emergence of the “robo sapiens”

- **Nanotechnology.** Tomorrow, we will be able to speak to every citizen on earth in our own language, and understand all the worlds' languages thanks to nano computers (wireless or implanted in our own body)
- **Cognitive science,** human brain research and manipulation.

The socio-economic consequences of the tsunami of scientific and technological innovations will be overwhelming and dramatic for the world community and the members of mankind.

Digitalization and robotization will considerably reduce working time, wage earners will be replaced by independent employees, the existence of world markets will go hand in hand with home work, multinationals will compete but also cooperate in lot of domains, intellectual property will no longer be protected, interconnectivity will eliminate all kind of intermediaries on the markets, e-commerce will take over from shopping. AIRBNB, Uberisation, circular economy, pooling, personal manufacturing, on line open courses, worldwide universities will spread, cash payments will disappear. The development of solar and nuclear fusion energy will completely change the worldwide economic and political power balance. Wealth will be transformed in welfare and the pursuit of happiness will become a societal goal. A post-economic era would emerge

Nevertheless a lot of shadows of progress will have to be dealt with: demography, aging, climate, food scarcity, AMR (antimicrobial resistance), weapons of mass destruction, the difficulty to transform multiculturalism in interculturality ...

It goes without saying that the ongoing tsunami of scientific and technological innovations will revolutionize the world community for better and for worse. As a consequence the ultimate question will be and is already the question of ethics. How to transform all these changes into human progress? How should we manage ethics in politics, in economy, in business? And what's the "right ethic"? Who is deciding on those values? Which are the rules applicable for everyone? Do we stick and apply to the lowest common denominator?

Buddha, Jesus Christ, Kant and other moral leaders said: "Do not do to others what you do not want done to yourself". But is this rule sufficient to improve human life on earth?

The guideline of SHIFTING ECONOMY is the quest of purpose in economy, the quest of ethics in business - with tools that can be used on the field. It is also an invitation to all decision-makers to imagine and implement new dreams to connect human beings, and transform the grief of the planetary village into human happiness.

Mark Eyskens

Professor Emeritus Economics and former Prime Minister of Belgium

Introduction

Plato's allegory of the cave

Where are you NOW ?



We collectively are imprisoned, and facing projections on a blind wall. We too are participating to create these projections. It is now time to turn our heads around, and detect which mechanisms create these projections in our lives, why and how they are valuable or if they are illusion. It is also time to walk out of our caves and enter the “real” world...

The scenario we are in for the moment - globally - has never been seen in history. A global mutation is happening as we speak. It is visible in every part of society and economy. Like a caterpillar which has fattened, it is getting tired, and is preparing its cocoon - a **space of mutation**. Tired, collectively burning out, all its cells are - one by one - **looking for purpose**, for light, for a more meaningful reason of being: becoming a butterfly.

Why am I here ? What am I living for ?

Little by little, new transversal clusters of cells - of people - are emerging from this huge chaos and noise. These clusters are gathered around new expertises, virtuous quests, all willing to be part of a beautiful whole: **emerging communities**.

This all happens in pain... like a collective birth of a brand-new baby, a brand new humanity.

This “shift” process always follows the same kind of process:

- a shocking event already alive and operational on this planet. But often waiting in the shadow of a collapsing chateau of cards...
- a « disconnection » of the person or organisation from old patterns, letting go old patterns, fears, emotional liabilities
- looking for a new and strong purpose, coherent with the individual reason of being
- developing the new vision, business models, approaches to needs of people and society, with much more efficiency

This shift happens on an individual basis, and later on, collectively inside organisations.

The collective mutation is always **pulled by early mutants**, who did the personal re-discovery job, reconnecting to who they truly are. They are then inspiring others to do so. The most unexpected people are becoming - as we speak - the forerunners of new communities and organisations. Those are the **DNA of the next economies**.

The disasters and huge collective challenges are thus only the **symptoms** of a changing world. Like flashing signals on a car dashboard. It's time to stop, bring the car to the workshop, and work on it with those new experts... and guess what... those people are everywhere..., already alive and operational on this planet.

The 20+ historical challenges we have to deal with on the globe are so huge, so complex, so expensive and unexpected, that no linear rational minds can cope with them. We will never have the time and money to deal with them one by one. That is the bad news. But the good news is that we already have the keys to solve them: systemic thinking operated by conscious people. By those « mutants » who did their personal homework and who reconnected with their inner power - and thus developed a very much expected excellence. They are emerging by the thousands, everywhere, clustering into action groups and new companies. They are bringing multiple solutions to those challenges.

This toolbox can be used for personal project development, for projects or companies, for cities or territories. All the tools work on those different scales with the **same intelligence and wisdom**.

A few thousand years of patriarchal societies;
 A few hundred of extraction and industrial activities;
 A few decades of financial speculation;
 A few years of hyper-robotisation and digitalisation;
 A few months of global consciousness rise and whistleblowing...

Time has come to wake up to probably the most fantastic adventure in history: the collective shift of consciousness level of humanity, and thus the mutation of our whole society.

Economy is just the top of the iceberg. To understand economy, we have to understand people, sociology, psychologies, physics, biologies, etc. Transversal and complementary sciences will give answers we never had before. You too can be part of it.

After 15 years of study, clustering, experiences, trial and errors, crossing sciences, field experiments, we are happy to bring a new powerful transition tools to you. Lets try them out, enhance them together, and progress to a society we will be proud of. A society and economy which carries people to their best, which offers to everyone a fertile ground for unfolding and **new growth**.

Let us also - together - bring beginnings of answers to free people from fears, imprisonments, dogmas, conditioning and dependencies. And project them into this world we actually all want: collaborative, progressive, making people happy and fulfilled.

PLEASE PARTICIPATE TO THIS QUEST, SEND US YOUR IDEAS, EXPERIENCES, AND FEEDBACKS.

The next edition of SHIFTING ECONOMY will be crowdsourced.
 Get involved and share your experiences and examples on the platform.
 Create your “Wise Tribe” and contribute to your global knowledge.

Baseline

Perception

- Visual: logo, graphics, headlines, symbols
- Origin: history, organizational, key events

Emotional

- Atmosphere: feeling, emotion
- Values: ...

Practical

- Value proposition: solutions, models, products, services
- Process: why, unique DNA, ...

VISIBLE **INVISIBLE**

	Step 1	Step 2	Step 3	Step 4
Micro-trends				
Macro-trends	Step 1: 100%	Step 2: 100%	Step 3: 100%	Step 4: 100%
Value proposition	Step 1: 100%	Step 2: 100%	Step 3: 100%	Step 4: 100%
Process	Step 1: 100%	Step 2: 100%	Step 3: 100%	Step 4: 100%

Step	1	2	3	4
Value proposition				
Process				
Macro-trends				
Micro-trends				

Shifting

— from old —

- A company is producing is hard, some colleagues
- Management feels that for people, for nature. way of working, about the
- They will shift from old with us and « excubate » FairTrade & Circular stakeholders.

▶ **Start & Discover**

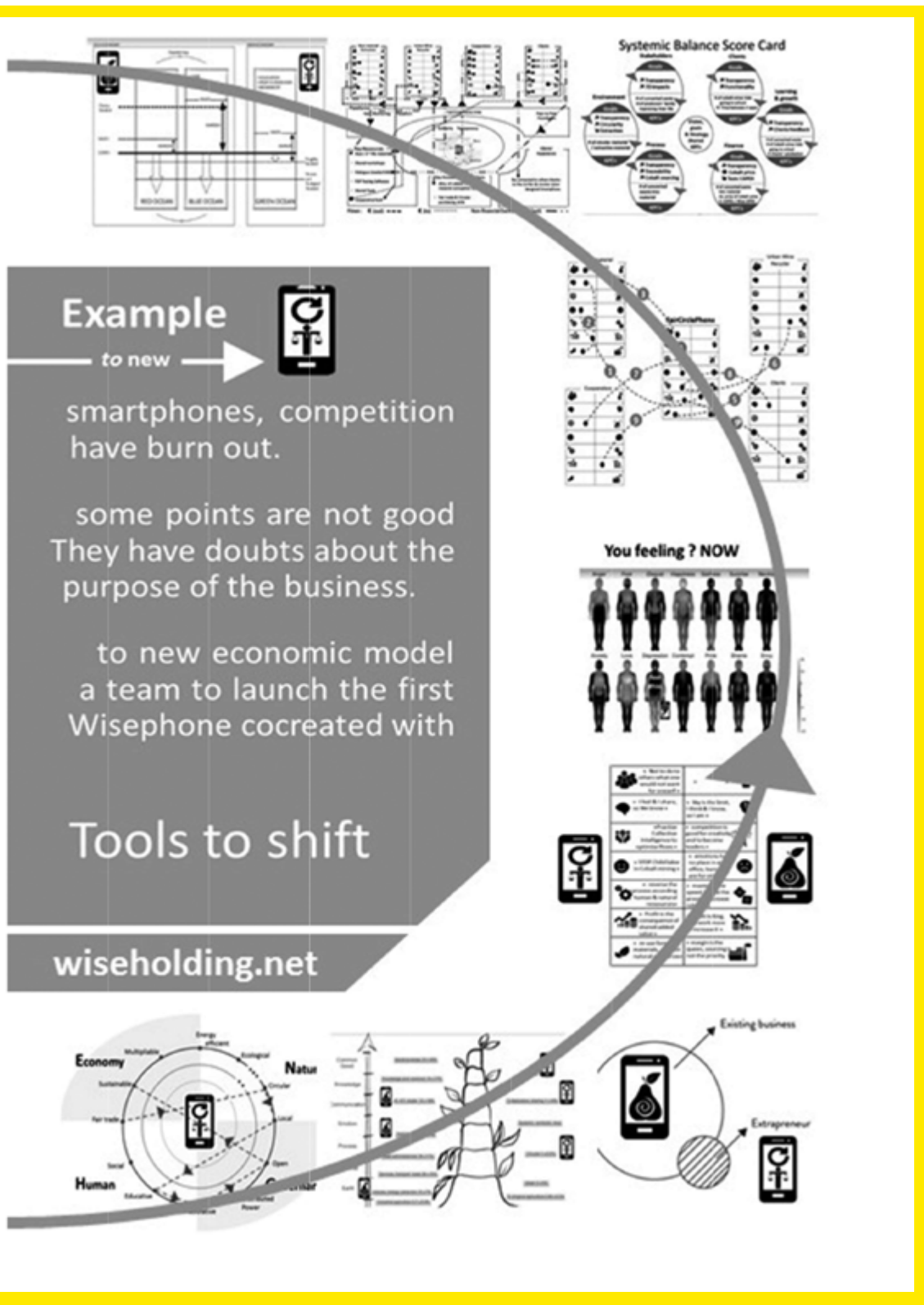
Download Free Tools :

New model

Old model

Where are You ?

Micro-impacts Micro-trends



About the authors

Emmanuel Mossay:

Societal & business Innovator, developer of holistic business tools for starting and shifting entrepreneurs, teacher, author, member of advisory boards, he started his career in marketing and management experiences first in private companies (telecom, marketing agencies, media group), and then he shifted to societal organisations (fair trade, NGO and social economy). He studied in three Business Schools and **daily discovers practical ways to align strategy of decision-makers with contribution to common good.**

Michel de Kemmeter:

Entrepreneur, author, real estate investor, keynote speaker, he mainly is an economy transition researcher.

Fascinated about personal « re-connexion » and economy, he decided to merge both passions, and change his life in 2001 to concentrate on studying the mutation of economy. His experiences in M&A and real estate, combined with studies of engineer and economy, he worked on 4 continents with diverse industries and opinion leaders, with the same quest: how to **put more humanity and progress into economy.**

To my parents & my sister
To Caroline, my lover,
And to our (future) children.

Ten years ago, I started a fabulous adventure. I shifted from companies focused only on financial returns to jump progressively into alternative economy and I have been trying every day to implement new systemic projects providing ecological and social impacts. I hope other human beings will cross the bridge between former and new economy.

Let's join the tribe and develop new tools and also write a new chapter with us.

Emmanuel

In 2001, the birth of my two children made me consider my future career path and legacy. My wife and I already had a nice real estate portfolio. The question was whether we should offer them to build an empire, or help transitioning their investment into a space where they could be able to fulfill themselves in what they love and excel the most? Then I decided to opt for the latter - to offer them the most precious present ever - and we sold part of our real estate to focus on our personal development and to research on economic transition.

My intuition was that financial speculation and technology would get people into stress and burnout, being part of giant computer. True transition will go through raising consciousness and developing human fulfilling excellency. More and more people shifted and awake to their personal power. A fantastic adventure had started.

Michel



The 1st step into New Economy

Learn a new language

Basically, we are learning a new language.

A language more adapted to the next economy and society.

New words are emerging every day, along with new thinking and new cultures.

In short, we need:

- a **lexicon** with new vocabulary, words and verbs: to understand the next paradigm
- **grammar**: how to work inside this new paradigm
- a new way of thinking - a **culture**: to socialize with this new paradigm...

To concretely succeed at this, we need :

- **COURSES**
We have never had so much new knowledge emerging.
Ours is Wise Academy. Join us.
Online: Moocs, online courses
Constant awareness and research on our favourite subjects
Sharing platforms on subjects of our capacity
Test and validate
- **BOOKS**
The New Economy Game (our previous book)
The Economic Bomb (this one)
All other books, articles, videos, testimonies that will contribute to your discernment, holistic and practical systemic implementation skills
- **PRACTISE**
As a citizen in your community
Within your own job or project
In associations, or as a volunteer
By using the tools and methods suggested in this book, and more...
- **CONTINUOUS SHARING**
Peer groups on managing your teams and stakeholders
Peer groups on your own personal development and questionings, especially when ordeals are faced
With your own teams: continuous tuning in and sharing challenges and questions, skills and opportunities - update your business model
With yourself: please take quality time for yourself
Wise tribes who can develop and share specific knowledge

GO FOR IT - INVEST IN YOUR PERSONAL EXCELLENCE AND JOIN THE CLUB OF CHANGEMAKERS !

New economy invented by primitive people

WHAT IT IS:	Check out our history - if there are some interesting elements to capitalize on. Learn from past failures or successes.
WHY IT IS IMPORTANT FOR YOU:	Instead of reinventing the wheel, let's merge experiences from the past, by the roots of Humanity.
A TRANSLATION OF:	Best practices from the past

When you read this book, you may have the impression that this systemic approach on economy - and its philosophy and common sense - are totally new.

Well, they are not.

Our history is full of examples which are sustainable, creating progress for all, caring for environment, collaborative resources sharing.

You too have part of the answers within your excellences, passions, communities of interest.

Here are a few examples:

- Primitive tribes listen to nature and are able to absorb an abundance of resources from it, without destroying it but in respecting it.
- Tribes and communities in sub-Saharan Africa share and nurture local resources (the west has disturbed that model by pouring in low cost goods and bringing in currencies and avidity)
- Nomads only take what they need, without destroying the rest of nature
- Primitive tribes are carefully and intuitively listening to nature, and benefit from resources and plants for healing, for food, for habitat,
- Can we live and create a community without oil ? Yes we did during over 90% of time since humanity. Let's get inspired from the common sense of our forefathers
- In the middle ages, economies were local and sustainable, respecting nature and people rhythms
- In Bali, people have to contribute to common good and social projects for the community
- Your grandmothers and grandfathers did lots of stuff that was smart, sustainable. If and while you still can, talk to them...
- Travel to developing countries, and discover how people collaborate and create value together, with very few resources.
- ...

“New Systemic Economy is remembering ancestral ways to respect human beings and nature”

Inspirational key learning from universal **master thinkers** to change their direct system

Gandhi, Mandela and Martin Luther King succeeded to change their political environment thanks to several ultimate keys we can also apply to switch from the old to the new:

- Quest for the highest values to contribute for the common good
- Focus on the ultimate goals, even when facing violence and humiliations
- Non-violence (ahimsa of Gandhi)
- Higher consciousness and inspiration
- Collective movement (walks)
- Understanding of the stakeholders' behaviour and emotions (Mandela with his prison guard)
- Mix between civil disobedience and a tirelessly search for cooperation with stakeholders in place
- Clear communication through symbols (Rosa Parks, Rugby World Cup, Self-sufficiency clothing, etc.)
- Smartly challenge rules and laws by making moves, supported by a good business-case...

More than ever, it is very clear that the shift in our economies is **only the top of the iceberg**. Most of the paradigm shifts are happening in society, in communities, in people themselves. Consciousness opens up every day.

Governments, communities, companies and organisations must have these **sociological, psychological, philosophical conversations**, in the most constructive and conscious ways. This will make all the difference. Our work is based on the crusade of our partners inside their own history, cultures, feelings, and across sciences. Dare to go into the most unexpected scientific areas to understand your business case: quantum physics, chemistry, biologics, agrosience,...

Spirituality would be - for us - a search for alignment. Aligning all energies so a new energising flow can be created for everyone in the team, and for all stakeholders. This will discard people and actors who are not aligned with your reason of being, and powerfully attract the “right” people.

Alignment starts with reconnexion. But to what ?

WHAT IT IS:

Search for purpose.

Connect with the earth - the «Mother» - source of material and tangible resources, abundance, vital energy, molecules,...

Connect with the global project of humanity and living beings - the «Father» - source of subtle energies, intangible, energizing, the soul.

And then, align all levels of value inside yourself and inside the organisations to roots digging into vital resources - transforming them in an unique way, serving the common global project, offering “the product”, and/or “who you are”, to the living.

WHY IT IS IMPORTANT FOR YOU:

If you do not “reconnect”, you will burnout or fall in depression. These manifestations are a security system of your body and soul to force you to stop and think... Your project too, if it is incoherent with core-values, it will fail.

A TRANSLATION OF:

Listen to your emotions, respect yourself, learning who you are and what you truly want in life.

14 stages to build bridges to « The New Economy Game »

To shift from the old economy to the new, there are some logical steps to walk through. For you, for your project, for your city.

Be careful ! Shortcuts lead to confusion, problems and resistances, or even to failure leading to discouragement or bankruptcy.

1. A conscious choice

WHAT IT IS:

Decide to evolve to who you really are. As a person, as a company. Your purpose of being on this planet. Whatever it takes. Stop ignoring where you come from, stop ignoring your deep dreams. Connect yours with the goal of your project.

WHY IT IS IMPORTANT FOR YOU:

You want to be happy and fulfilled, truly? Well then clean up your life. Get rid of everything and everybody that drags you. If you don't take that unconditional decision, then you will lose courage at the first obstacles. Too many people do not dare to go for what they really love and aspire. They stop creating real value for society and for their company, and thus become inefficient and become a burden. Don't wait until it is too late. Don't think "it is not for me". Everybody can take this decision and implement it little by little. It is not easy, but always possible.

A TRANSLATION OF:

Deciding to go for your passion - for who you really are as a person or as a company.

2. Building purpose

WHAT IT IS:	Connect yourself with the highest value you want or can bring to the world.
WHY IT IS IMPORTANT FOR YOU:	Purpose, your « why », is the highest motivator to drive you to your goal.
TOOL:	Rating Holistic Web of Business Models
A TRANSLATION OF:	Your ultimate life goal. Project mission.

“As early as you are aware that **we are all connected**, so soon you contribute to common good”

3. Mobilize a **dream team**

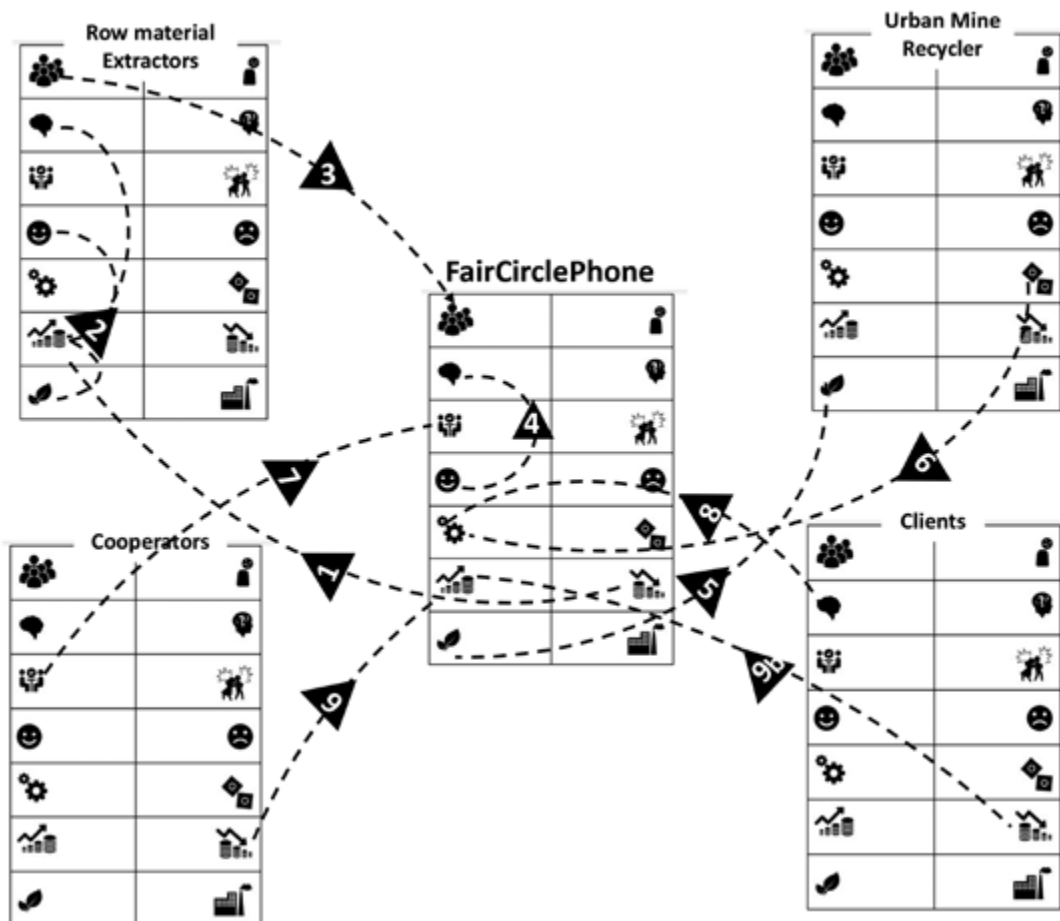
WHAT IT IS:	Get people motivated around your highest dreams and goals. Get them to bring in their precious resources to contribute to your project.
WHY IT IS IMPORTANT FOR YOU:	To have access to precious resources, without lots of money, you have to contribute to things that others care for as well. So they will contribute with their efforts and resources.
TOOL:	The systemic flows of your project.
A TRANSLATION OF:	Create a team.

4. 7D **Value scan**

WHAT IT IS:	Align your resources and needs, on seven levels (see chapter on 7D). Yours personally, and the ones of your project.
WHY IT IS IMPORTANT FOR YOU:	To realize what you have and what you need. Become conscious about your unique assets, blind spots and things that blocks you. Measuring is the start of managing.
TOOL:	7D Value Scan
A TRANSLATION OF:	SWOT

5. Sharing resources in ecosystem - Strategic **alliances**

WHAT IT IS:	Look around you for the things you need for your project: knowledge, offices, machinery, networks, people,... see who possesses them, and what these stakeholders need. What do they need in exchange for access to that specific resource? You'll be surprised, it is not always money... there are things that you can offer them as you go on. Sooner or later in the project or in your personal track, you will consolidate those relations as strategic alliances.
WHY IT IS IMPORTANT FOR YOU:	If you do not have unlimited budget, you will have to collaborate and barter resources with other people and projects. Energy should flow. Learn to collaborate instead of accumulate egoistically. It is less risky and much more agile and efficient.
TOOL:	Alliance Map creation and Holistic Business canvas. Circular multi-stakeholders contracts.
A TRANSLATION OF:	Buy resources. Supply chain.



Example :

Your new project will create extra values with several stakeholders: raw materials' extractors will (1) improve their way of life, they will go (2) to school and they will reinforce the shared actions for (3) common good, the urban miners will increase a positive impact (5) for the nature by recycling smartphone waste. The positive feeling (4) of the crew will facilitate the learning of new approaches and technics, the urban miners processing will influence (6) the new production' process of the company, Cooperators will take part to the communication (7) campaign of the new offer, and they will also prefund (9) the investment. Last but not least, clients will provide (8) their behaviour and knowledge to co-define the new sustainable smartphone and will prefund (9b) their future purchasing.

6. Sectorial **waking**

WHAT IT IS:	Look who did what, in your area, anywhere on the globe. In or around your business area. What succeeded, what failed, why, where, and who is getting prepared for what. You should be an expert in your area, of all heavy tendencies and weak signals. Also from activities in the margin and businesses indirectly connected to yours. They could become your new entrant-competitor or innovator.
WHY IT IS IMPORTANT FOR YOU:	Do not reinvent the wheel every time. Use the experience of others. Share insights. And be aware of how your area is shifting. Be a true professional. With or without you, they are going to emerge - whether you want it or not. Be humble, professional and excellent. Collaborate and learn.
TOOL:	Macro-scoop and Wheel of change
A TRANSLATION OF:	R&D

7. Test run

WHAT IT IS:	Make a live test with your “minimum viable” business case. Go and talk, try to sell it, make your case. Do not keep it for yourself.
WHY IT IS IMPORTANT FOR YOU:	Check the validity of your idea before investing too much time and money.
TOOL:	Holistic Business Canvas
A TRANSLATION OF:	Market study

8. Develop enlightened leadership

WHAT IT IS:	Leadership is not just management. It is inspiring, boosting, offering purpose and value. This will demand a constant personal evolution. Take time for yourself to evolve and open up to your personal magic and excellence. Reconnect to your personal power.
WHY IT IS IMPORTANT FOR YOU:	Stagnation = Regression. In a world where everything changes as fast as lightning, you also have to update. Constantly. If you don't, somebody younger, smarter, agile, will do what you wanted to do, cheaper, faster, better. And you will be out of the game.
TOOL:	Inner Energy Wise Scanner
A TRANSLATION OF:	Personal skill development.

9. Master **stages** of mutation

WHAT IT IS:	Understand where you stand, as a person, and as a project, its stage of maturity, inside a business area in mutation.
WHY IT IS IMPORTANT FOR YOU:	Being too early or too late can be a problem. Or not. But being aware is better than navigate in the fog.
TOOL:	Rating Holistic Web of business models
A TRANSLATION OF:	Business model assessment.

10. **Mobilizing** communication

WHAT IT IS:	Activate people around your project and dream. It will only work if you touch their emotions. Something fun, not something boring. Please. Communicate and motivate your communities.
WHY IT IS IMPORTANT FOR YOU:	A great idea or project will stay inside the boxes if you do not mobilize people. Go out, mobilize, put emotion and passion into it. Organize crazy and fun events. Walk out of traditional paths. Dare.
TOOL:	Butterfly Communication tool. Team creativity...
A TRANSLATION OF:	PR & Marketing

11. Continuous learning, progress and **opinion leadership**

WHAT IT IS:	<p>You have entered in a virtuous circle. Every event is opening you up to new horizons and dimensions. Go on, keep the pace. Develop yourself and reach others around your excellence and share the magic with them.</p> <p>Becoming the best in your area - whatever it is. Humble or global. In a family, local community or in business. Mastership is high value. Read, learn, develop yourself constantly will keep you on top of the wave, and drive excellence for your project. Stand out.</p>
WHY IT IS IMPORTANT FOR YOU:	<p>Stagnating = Regressing. To make a difference, you should rise out of the grey mass of mediocrity. Become who you really are, at our best, will differentiate your proposals from the other mediocre ones.</p>
TOOL:	<p>Inner Systemic Flow; Collective Intelligence</p>
A TRANSLATION OF:	<p>HR development and skills training. Excellence and mastery.</p>

12. Selling value creation

WHAT IT IS:	Your excellence, combined with the resources of your stakeholders, will - if you did your homework well - created new and expected value, answering market challenges. Not just a product-service, what you bring is material and intangible value. As it is mostly intangible, it is hard to monetize, to realistically make tangible. But the value is real and answers a need or a challenge, and is expected by the people. Your job is to make it attractive for everyone involved, with a good business model and value pack.
WHY IT IS IMPORTANT FOR YOU:	If you are able to explain where is the value you create, and how it is expected, and answers the challenges of the communities you are in, then you will be in business.
TOOL:	Holistic Business Canvas
A TRANSLATION OF:	Business case, answering a set of needs of clients

“Marketeers from the West have not done their job, they have not valorized the true work of small producers in the value chain. **It’s time to share that added value** with those who created it”

13. Communities and P2P

WHAT IT IS:	Your client is not just a person passing by. They are part of a community which has the same worries or quests as you have. They also want to offer solutions to their problem or challenge. They also have knowledge, networks, experiences that can flow into your project. It's up to you to connect them with your project. And mobilize them around the value you create. They will bring continuous feedback. Better, they can bring knowledge by peer-to-peer learning.
WHY IT IS IMPORTANT FOR YOU:	Those communities will help you to carry your project. You are not alone any more. The unique value you create is sexy and thus you will attract their collaboration.
TOOL:	Alliance map. Collective Intelligence workshops. Community building.
A TRANSLATION OF:	Client base.

If technology progress does not go with enhancing our human relations, we will create a generation of idiots.

14. New business models - Monetizing

WHAT IT IS:	<p>Business as usual is has-been in most areas. Linear, in and out, buy cheap and sell expensive. Accumulate a maximum of cash.</p> <p>The next thing (living economic systems like Systemic Economy) is inspired from nature. Ecosystems where value flows through, brings life everywhere, in a hyper-efficient way, with low waste. Lots of stakeholders are involved, and the models are disrupted. There are dozens of new ways to monetize value. But make it progressive: free-bie - cheap taster - entrance model - full version - platinum model... so the user can test it, get familiar with it, and develop it.</p>
WHY IT IS IMPORTANT FOR YOU:	<p>Disruptive projects are tough to sell. Test several versions in lean and agile ways, to lower your risk. Progressive models too will lower investment and risk. Talk and work with your stakeholders on a continuous basis.</p>
TOOL:	<p>Holistic Business Canvas</p>
A TRANSLATION OF:	<p>Business models.</p>

Women and men roles and functions

WHAT IT IS:	Learn to detect and use masculine or feminine energy in your life and team.
WHY IT IS IMPORTANT FOR YOU:	To deal efficiently with your personal energy, it is important to know in what kind of polarity you are most of the time, and what kind of polarity would be an added value. Mastering that will be a fantastic added value also to your personal relation with your partner and with your team.
A TRANSLATION OF:	Gender diversity.

The nomads were mostly driven by women. Because they have a better instinct of survival and connection with nature. They were guided to places where they had resources to survive. Matriarchal societies.

But when the nomads started to settle, they invented the notion of property of land (mother earth) and on women (their spouses - mothers of their children). Patriarchal societies emerged.

End of the sixties, women « emancipated » and screamed out they also had the right to succeed in professional life, like men. Lots of women succeeded and got to top level. But there was a price to pay. Behave like men. Be twice as good and work twice as hard. Their feminine qualities were not their biggest asset, but their double excellence and double fighting energy.

Because yes, to succeed, they have to be at least twice as good as their male « competitors »...

Now, 2017. Men have had a few decades to discover their feminine qualities, women their masculine qualities.

Time has come now to:

- Recognize the value of both, and learn what it is;
- Learn to develop those qualities and use them ad hoc, consciously.

Masculine «polarity» :

Conquering, recognition
Possessing and performing
Hunter, competing
Physical force
Intention, goals , quest, focus
Freedom
Mono-activity
Intellectual
The ultimate quest = **become who you truly are**

Symbols: sun, father, seed

Feminine «polarity» :

Benevolence, being
Empathy, caring
Security, manage, cooperation
Softness, love
Multitask, practical pragmatism
Perception, sensitiveness
Instinct, intuition
Quality space, gratitude
Ultimate quest: **assess what really "is"**

Symbols: earth, mother, uterus

Why do women have an advanced positioning in economic mutations ? Very simple. They have emancipated first. They have experienced masculinity. Most men have not achieved conscious experience of femininity yet. They have to emancipate too, and experience those feminine qualities. The conscious mix of both will be fabulous, for both genders.

The outcomes of that precious mix will be :

Synergy of both genders offers :

- **Multitasking**: because we will have to deal with systemic issues in our activities and actions.
- **Empathy, homeostasis, intuitive perception, instinct**: detect resources, needs and potential value creation, non verbal signals from people.
- **Open and protect quality space**: condition for emergence of new value.
- **Service to common good and altruism**: condition for survival of the human species, and also for traction of projects into the next economy.
- **Long term vision with a « good housemother » attitude**: a condition for resilience and economical sustainability of companies. Basic security.
- **Capacity of surviving in adversity or hostility**: a mindset for finding resources and survival instinct.
- **Social connexion inside the activities**: responsible collaborative mindset instead of ego competition.
- **Capacity of respecting cycles and natural rhythms, patience**: rushing and impatience destroys, waiting leaves room for emergence.
- **Unconditional love**: an economy based on **abundance instead of scarcity and fear.**

The whole idea is to walk to maturity together, with both genders, with both polarities, to a **new « alliance »**. Whatever gender we are in, we are able to switch polarities and use the best of each, in any specific situation.

Self-evaluate your organisation: is it **future proof** ?

In our research, we have detected some precious keys of resilience for organisations, in this period of deep mutation.

Every question can be rated from 0 to 10.

You can do the exercise yourself, and even throw some of them into your corporate brainstormings.

They are organized around **7 levels of value**:

Common Good:

Our internal champions are trained on a strong, responsible and visionary leadership. 0 to 10 -----

Our products and services bring purpose, solutions and value to several challenges of society. 0 to 10 -----

We, collectively, look for purpose behind every event, and bring purpose in what we do. 0 to 10 -----

Knowledge:

- Our business has all necessary training and knowledge to do its job. 0 to 10 -----
- Our company invests a lot into knowledge, talent and skills development. 0 to 10 -----
- We have a perfect perception of what happens internally (employees) and externally (stakeholders). We are in a constant waking on what happens in our business area: heavy tendencies and weak signals. A transverse interdisciplinary dream team looks after these strategic issues. 0 to 10 -----
- We easily go through walls of limiting beliefs and conditioning, and are thus capable to open up to the new and different, take it into account, and question ourselves. 0 to 10 -----
- We have strong inner power - personally and collectively. This excellence is impressive and people can feel it. We get to our goals easily, with mastery, in a win-win attitude for our stakeholders. 0 to 10 -----
- We continuously innovate and test our product-services and business models, responding to evolution's of market and consumer behaviour. 0 to 10 -----

Communication:

- Internal and external relations are perfect, balanced, constructive - project communication is ideal. 0 to 10 -----
- The marketing of our product-service is very well adapted to our public, and is adapted to the vibes of our times. 0 to 10 -----
- We are capable to activate the creative and entrepreneurial energy of our teams and stakeholders - and value them in collective intelligence dynamics. 0 to 10 -----

Emotional:

We are motivated and passionate about our job, and attract the best human resources - and they stay faithful to our company. 0 to 10 -----

We are recognized for who we truly are, and for the value we bring - the company benefits of an excellent reputation. 0 to 10 -----

We have perfect trust and confidence in our teams, in ourselves and in life events. 0 to 10 -----

We have a great and deep capacity of encountering others, in their diversity: emotional intelligence of the heart, capacity of empathy and listening. 0 to 10 -----

Process:

We secure perfectly what we do, and have a feeling of security because all our material and intangible risks- are well covered. 0 to 10 -----

We are very aligned and coherent on our beliefs, values, visions, and we are well structured. 0 to 10 -----

We control every situation, measure and monitor value that matters, needs and potential on several levels (non financial too). 0 to 10 -----

The stages of our transformation to more visionary future-oriented, and resilient transition models are structured and followed-up. 0 to 10 -----

We systematically look for positive value behind difficult events, opportunity behind challenge, and accept people like they are, without judging. 0 to 10 -----

We have strategic and operational alliances with our external stakeholders. 0 to 10 -----

Financial-material:

We financially have a comfortable situation, and our teams have a good health and vital energy on all levels. 0 to 10 -----

We have abundance of human, financial and material resources to do our job well. 0 to 10 -----

We are a resilient, agile organisation, capable to deal with shocks. 0 to 10 -----

Our profitability is excellent, our sales team is efficient and is constantly progressing. 0 to 10 -----

Earth-planet-environment:

We are capable to use resources with our wasting them (human, material, energy, financial). We only use what we need. We are capable to activate underused resources in our ecosystem of stakeholders. 0 to 10 -----

All our decisions are verified with respect to common good, planet and environment. 0 to 10 -----

Our negative impact on environment is largely compensated. 0 to 10 -----

Have fun and dare to dig into sharp questioning - value is waiting for you.

You will be impressed of what can come out of questioning people... dare.

B

Shock and Shift:

**a scope on two worlds and languages
- understanding culture and thinking**

Change is on the way: **key trends**, strong facts

Change is on the way & Key trends: facts & figures

Now you can eat « street food », share equipment's & assets (bikes, cars, houses, tool, etc.) in 2 clicks, without money, thanks to citizen-2-citizen reputation scoring.

And we can learn, share valuable knowledge on how to improve our own life, and the life of people producing our food and clothes at the other side of the planet.

We can move through cities by reducing our carbon footprint and by-pass traffic jams. We can purchase or even « print » an eco & autonomous affordable house.

We may criticize corporations, governments and take part to local & democratic initiatives. We can be aware about what's working, what's not working and which companies are setting the social goals at the highest level or not. Freedom of speech.

Indeed, we are fully able to reboot the local economy including fair jobs, and push out corporations which do not respect common good. We just need to open our minds to the evidences of what changemakers are creating to pave the way of the new economy.

Be ready for your next generation job. Don't be afraid: it will be more human, fun, intuitive, useful and contributive to the common goods for all.

Tomorrow, our children will benefit from new education and democratic approaches.

We can start to discover, test and support them today.

Change has started

We will not come back to the former economic model, this is the end of blind materialistic growth - and the beginning of conscious progress.

WHAT IT IS:	There are major shifts going on. It started years ago, and it is accelerating.
WHY IT IS IMPORTANT FOR YOU:	Become conscious of these shifts is essential for your own survival and for survival of your business and job. Slow adaptation would take generations - we don't have this time. In a few years the world will be totally different. It is essential to become aware. Now.
A TRANSLATION OF:	Consumer behaviour change.

Strong signs of change

Failures:

- The myth of full employment and unlimited growth is dead. In « classical » standards, we are entering a long term recession. At least 30 years.
- Stress, burnout, depressions, brown-out, bore-out, presenteeism, increase exponentially
- The failure of most armies and secret services to make peace and limit terror and wars
- The failure of most religious leaders to inspire peace and common progress
- Failure of most politics to inspire trust and project a vision producing progress for all
- Failure of most academics and business schools to initiate pragmatic transition proposals for a sustainable economy
- Failure of the financial world to initiate reliable alternatives to vulnerable currencies and debt system - a guaranteed solid and resilient system that can be built for long term
- Failure of most education systems to offer fertile grounds for each person to emerge the best of personal qualities and diversity, as a responsible citizen
- Failure of technology to bring totally sustainable and truly reliable devices
- Exclusion has never been so high, concentration of wealth too - the social bomb is heating up
- Middle class in the western countries gets poorer every day
- Failure of most web, numeric and IT technologies to protect personal data, cyber hacking and freedom
- ...

“Nature is self-energizing, transforming its waste into nutrients. **Are we still natural ?**”

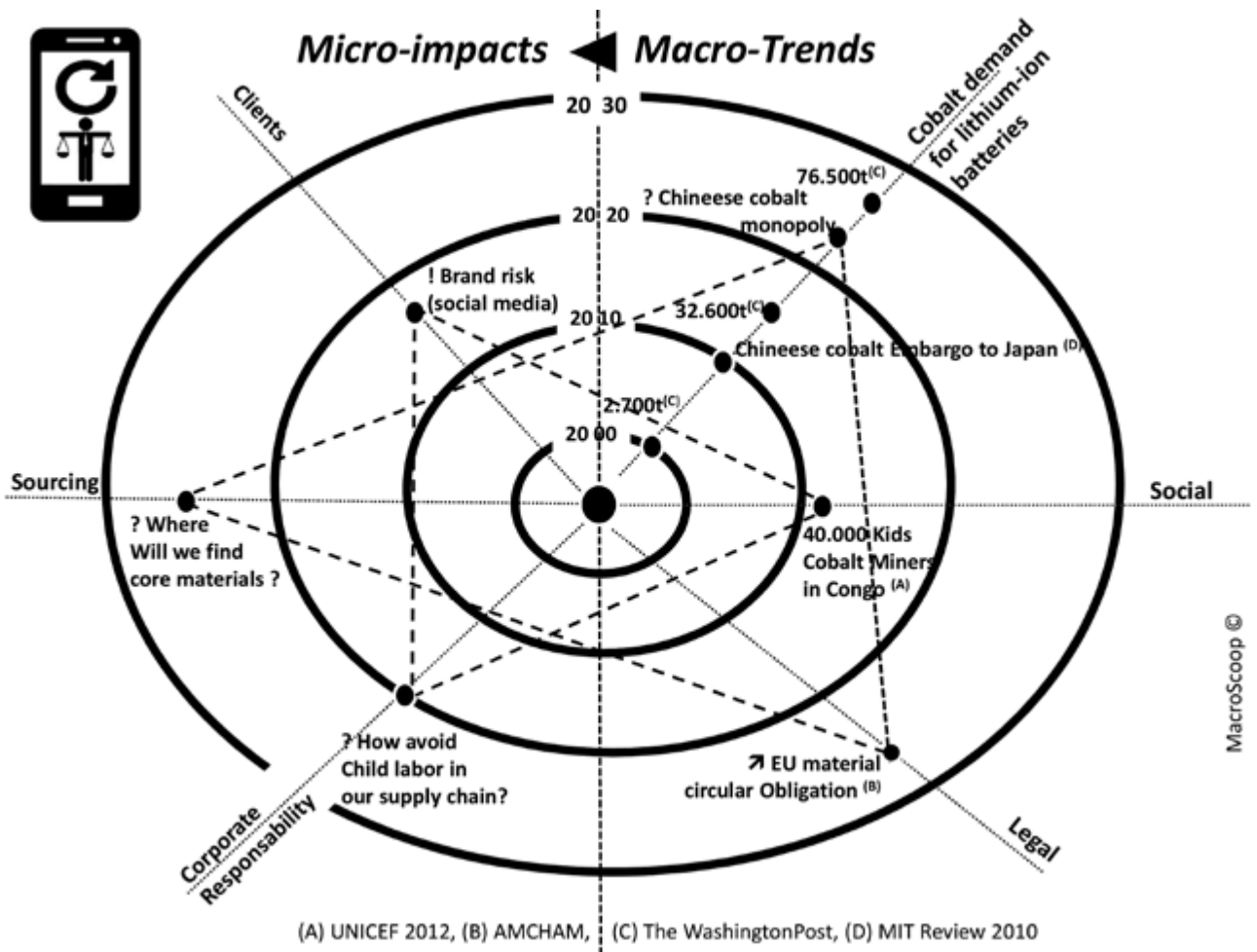
Emerging tendencies:

- Search for purpose is on all the lips.
- Collective consciousness rises at full speed, exponentially.
- New knowledge emerges every day, everywhere in the world - especially within GenZ and Gen Alpha
- Everyone can communicate to everyone, and broadcast content globally, instantly.
- New opinion leadership emerges every day, from places you would never expect: youth, countries in war, underdeveloped countries, new entrants,...
- Youth is born with purpose and sustainability questions alive, and often with exceptional skills.
- Women take more important places in society,
- Youth is speaking up, challenging older generations. Harshly.
- Corporate Social responsibility is becoming top of agenda, along with reputation issues.
- Next Gen's do not want to be part of the problem, and thus more and more start to boycott « bad » corporations, their jobs and their products.
- As resources are becoming scarce, companies are getting creative in sharing, recycling, reusing, saving.
- As air in some cities and water in some rivers are too polluted for survival, politics urge sustainability moves.
- ...

The Macro-Scoop: How macro trends **impact your business**

WHAT IT IS:	A tool to connect future trends and concrete impacts for your company
WHY IT IS IMPORTANT FOR YOU:	Before taking major decisions, you need a clear view of current and future trends impacting your activities.
A TRANSLATION OF:	Futurology.

We cannot forecast the big change but we can point out the “mega trends” produced by the systemic interaction between areas. Example: Technologies’ innovations & shifts precede the main social & economic evolutions, like the web revolution opened a global silk roads for trade and impact human development, even the democracy itself.



Example:

3 key macro-trends are impacting the company decisions concerning the corporate responsibility, the clients and the sourcing. The key data of the Cobalt world offer, the quasi-monopoly of China mixed with the EU regulation about waste circularity is forcing the company to rethink the sourcing and enter into the circular economy. The communication from UNICEF and other organisations about children working as cobalt miners in Congo can create a huge brand risk, so the company decided to work on the traceability of cobalt and source only fair trade cobalt as soon as it is possible.

How use this tool : **8 steps**

Step 1: Select and write the key axis titles in micro- (e.g.: sourcing) and macro-environments (legal, finance, etc.) according your main activities and the key areas influencing your business.

Step 2: Point and write the key facts & figures of the past on each axis, like a timeline, giving the direction (tangents)

Step 3: Axis by axis, map the next evolutions, meet and ask experts inside and outside your company: “will this ratio increase, stay neutral or decrease ?” and write these evolutions on the timeline of the axis.

Step 4: Connect the dots of the close future (Year + 1 or +3) and draw the lines between several future points (see example of the geometric form pointing the need for a new way to source the products) and check if your get a feeling about a potential bad or lucky evolution. If not, try another geometric form till you get 3 to 5 key future potential evolutions for the next coming years.

Step 5: Same as the Step 4 but now you can connect the dots of the near and distant future (Year +5 and/or +10) and identify the barriers & levers, and key strategic axis.

Step 6: : Write the key potential positive and negative evolution based on the 3 to 5 key drawings (connecting future dots) and the potential solutions you can apply to get opportunities and reduce the impacts of future troubles

Step 7: Share and refine your macro-scoop with your internal and external stakeholders. Work on it in a collective intelligence dynamics.

Step 8: : Check your macro-scoop each quarter, or when you meet experts, fill in and adapt it. Check year by year if your intuitions are right.

TIPS:

- As much as you can, write it collectively. If your macro-scoop is a collective work, it will be more accurate and help you to pilot your company and projects.
- Watch out the “Black Swan” theory. **The unexpected event**. Of course the changes created by outside events are not predictable, but at least you can have a sharper view on the future.

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What kind of world do we really want ?

WHAT IT IS:	What is your dream? What is the world you would like to contribute to? What will you be proud of the day before you die?
WHY IT IS IMPORTANT FOR YOU:	What makes you happy? What is the highest value you can bring to the world? Which vision will carry your project in the future?
TA TRANSLATION OF:	What do you really want in life ?

All these dimensions, even if we are tired and discouraged, **can be attained**.

Loads of solutions are emerging every day, in parallel with the emancipation of courageous conscious people - young and old, everywhere on the planet.

Sometimes in the most unexpected places...

If you are active in one of these purposeful areas, **create your "Wise Tribe"**, and connect globally to **accelerate the learning curves** !

“Once and for all - loud and clear - today we are able to say that this huge mutation can be addressed without fears. Together, in collective intelligence, we can deal with all these challenges.

No more need for wars, fears of Mad Max scenarios.”

1. **Agriculture and nutrition**

WALKING AWAY FROM : Generalized toxicity, lowering quality and vitality of food, destructive industrialisation of agriculture and agro-industry, impoverishment of land, environmental impact of livestock, malnutrition, obesity, ... a world where processed foods are loaded with chemicals and where agriculture creates disruptions in environment, ecosystems, within a business-model that loses quite some money if we calculate all negative externalities and subsidies.

BUILDING TOGETHER : Generalizing availability and affordability of healthy and vitalized food, agriculture producing new ecosystems, new jobs, and regenerating land, with less livestock - and if so, with decent life conditions. Culture of good nutrition and healthy eating habits,...

FORERUNNER EXAMPLES: App to purchase food waste, Organic urban and micro farms, free street gardening, food sovereignty (City of Rennes), bulk and zero food waste shops, foodsurfing, Hydroponic perma food production.

2. Building and construction

- WALKING AWAY FROM : Public assets obsolete, under-maintained and not adapted to societal changes; Lack of sustainable and affordable small and medium-sized rental housing; Complexity and vulnerability of building technology; Toxicity of spaces and building materials. CO2 impact of production and transport of building materials.
- BUILDING TOGETHER : Reliable and adaptable public infrastructures; Abundance of affordable, sustainable, recyclable and flexible housing formats; Non toxic, energizing building materials, zero waste, zero energy,...
- FORERUNNER EXAMPLES: Open source Peer-2-Peer House, recyclable & re-usable houses, Self-contained House, circular bricks.

3. Energy

- WALKING AWAY FROM : High price and unsustainability of energy; Delay on the sustainable development agenda; Impact on biotope, CO2, pollution, limited reserves; Geopolitical impact of resources, ...
- BUILDING TOGETHER : Low cost or free and sustainable energy; Reversing negative impacts on climate and environment; CO2 harnessing; zero waste and pollution; Distribution of resources,...
- FORERUNNER EXAMPLES: Wiki wind turbines, Hybrid clean energies' power plant, peer-2-peer energy sharing via blockchain (NY), wind energy trees (France), solar panels' roads, mini Hydro-electric turbines in houses' pipes.

4. Mobility

- WALKING AWAY FROM : Public transport under-maintained and not adapted to changes; Increasingly difficult mobility in cities blocking activities of territories and cities; Environmental impact, congestion of the arteries, high cost,...
- BUILDING TOGETHER : Multi-modal flexible public transport systems; zero environmental impact; low prices; flow and efficient transport in cities and countrysides,...
- FORERUNNER EXAMPLES: Free public transportation (Estonia), zero car city (Oslo in 2019), Zero-emissions hydrogen-powered train (Germany). Sustainable multimodal urban transportation in Copenhagen-Denmark and Medellin-Columbia.

5. Health

- WALKING AWAY FROM :** Cost of chronic and long-term illnesses; Increasing stress, anxiety, burnout and depressions; Hyper-medication toxics, unsustainable economic models of social security, prevention too rare; junk food; A world where we are slaves of a ticking clock and system that sucks energy out of people. A world we have to comply to synthetic medication and fragmentary understanding of the human body, where health is a business, with lots of medical doctors in burnout.
- BUILDING TOGETHER :** Prevention, education for better mental, emotional, physical health; low medication - and if, natural if possible; better food and healthier life patterns; Holistic and prevention approaches on our health and illnesses,... a world in which we can develop and fulfill ourselves in our unique way, and make our dreams come true. Nurturing perfect health, with affordable and sustainable healthcare.
- FORERUNNER EXAMPLES:** Prevention of relapse of cancers with caring centers; health education; holistic approaches to therapies; bio food; better lifestyle with slow food;

6. Education

WALKING AWAY FROM : Not adapted to needs of companies and new businesses; Obsolete content, speed of evolution of jobs and contents; Teaching methods of another time, lack of long term pragmatic vision; attitude of rent-seekers and unions inside education apparatus,... we have to comply with calibrated programs, job descriptions, tasks, and where quality education is unaffordable.

BUILDING TOGETHER : Flexible, on-demand, adaptable content for education on new skills necessary for economic transition and active citizenship; on-job trainings, inter-disciplinary and cross-industrial; Mobilizing long-term vision and methodologies for mutation of industries and jobs; Constant personal evolution tracks and questioning for progress; peer-to-peer and experiential learning; recognizing that everyone is different and comes with a set of unique intelligences, non standardized,... Where we can learn what we need to know to progress, in a way that fits our learning pattern, at any time and age, in efficient and affordable ways.

FORERUNNER EXAMPLES: Courses of empathy (Denmark), soft skills (EQ) courses and meditation at schools.

Ego of success is a bad teacher: it makes believe you are invincible.

7. Jobs and entrepreneurship

- WALKING AWAY FROM :** Destruction of jobs following automation and digitization; Discouragement of the self-employed, small businesses and medium businesses; Lack of entrepreneurial spirit; Rising unemployment, job destruction trends of 50%-100% in some areas within 10 years; Not prepared for new trades and business models,... a world where corporate serve the interests of a few, with short term visions, and where new economies still don't have enough fertile ground for emerging with their disruptive business models. Over 25% of the working population is actively disengaged, over 75% of them doing jobs they don't like, in a hyper-competitive world where people are resources that are dumped when inefficient.
- BUILDING TOGETHER :** Creation of new business models, jobs and economies, and training for them; Create communities of shifting entrepreneurs learning and helping in peer-to-peer; Inspire future entrepreneurs by reconnecting them with their true dreams and reason of being; Create vision and mapping of new opportunities and excitable them by crossing industries and stakeholders systemically, and answer historical challenges together,... Investing in ventures that create multiple solutions and long term profitability. Doing jobs we love, creating multiple value, with nice and collaborative communities, contributing to individual and collective progress.
- FORERUNNER EXAMPLES:** Peer-2-Peer Foundation, Collective Intelligence Practices, soft skills (EQ) criterias in job ads, new job profiles. New world of work/new ways of working (NWOW).

8. Communication and communities

- WALKING AWAY FROM : Cultural diversity misunderstood, causing ghettoization and fundamentalism; Generalized loneliness; Hyper-communication on web killing authentic communication, ... a world where people with challenges are clustered and isolated. We are bombarded with useless information and live a historical high degree of loneliness of young and old. Gaps have never been so high between generations, cultures and gender, industries, job functions, sciences.
- BUILDING TOGETHER : Intercultural synergies; Power of diversity in generations, cultures, skills, gender; Cultivate communities and personal contacts,... no-one is being excluded, and where everyone can enter spaces to develop and experience life to progress - connecting to people and communities that nourish my life and purpose. Collaborate efficiently and openly throughout different industries, sciences and job functions.
- FORERUNNER EXAMPLES: Peer-2-Peer Foundation; Transition Towns; Community Land Trusts; Makesense; Swiss Corporate Alliance; Betagroup; Weshift. TV

9. Citizenship, governance and management

- WALKING AWAY FROM : Increasing global indebtedness; Aging demographics, loneliness; Loss of citizenship; Loss of confidence in politics; Exodus of talents to countries with higher potential; Constant migration; Bubble of pension funds; Failure of democracy, corruption, vote-catching, populism,... a world where wars are created for business purposes by ego's who serve their own interests.
- BUILDING TOGETHER : Sustainable debt policies and models; Attraction and training of young resources; Citizenship, social and local projects; Offering purposeful projects for high potential youth; Cultural integration politics; Alternative pension models; Reinvent democracy; Ethics and common good; Training on collaborative management methodologies, ... a world where everyone can live in peace and fulfill dreams and excellence. Control of public management by communities of citizens..
- FORERUNNER EXAMPLES: Icelandic «crowdsourced constitution», Marinaleda (Spain) implementing direct democracy with strong reduction of unemployment & violences, code of politicians' ethics in Sweden

10. Diversity, arts, culture, history

- WALKING AWAY FROM : Underfunding of culture; Risk of loss of identity of communities; Disconnection of family roots and native lands; Hyper-monetization of art; losing value of creativity, .. a world where art is marginal, history is forgotten, walls are built between cultures, and communities are kept in ghettos.
- BUILDING TOGETHER : New business models and templates for culture and art; Recognition of value of different cultural identities; Reconnection with homelands; Alternative ways to value culture art and history; Nurture creativity and innovation,... inspiration from arts, learn from history, enrich through culture, create value with diversity
- FORERUNNER EXAMPLES: Canada immigrants inclusive policy for “new Canadians”; Brussels, the second most diverse society in the world; Exki with their inclusion policies; ALYL Security (France, collective and inclusive hiring process)

11. Measure what matters

WALKING AWAY FROM :	Money-only measurement of value on results and balance sheets; Lack of measuring of social and environmental externalities of companies; Measure of the GDP misses true human progress,...
BUILDING TOGETHER :	Measuring methods to map true intangible and social value creation; Measure environmental and social externalities of business activities; Alternative measuring of human progress on territories (GNH, HPI,...)
FORERUNNER EXAMPLES:	7D Value of WiseHolding, Collaborative insurances, Human Progress Indicator

12. Investing

WALKING AWAY FROM :	Stagnation, economic recession; Emergence of new economic models changing situations in sometimes brutal ways; Rent-seekers monopolizing savings; Access to real estate investment and long-term savings limited; Scarcity of material resources in the short term,...
BUILDING TOGETHER :	New growth pockets in new sustainable and pragmatic economical spaces; Mapping expected in sectoral shifts and nurture new solutions in these tendencies; New special purpose vehicles for secure long term savings; Circularity of material resources,...
FORERUNNER EXAMPLES:	Citizens' basic incomes in Finland, Ethics banks (New-B in Belgium, Triodos), The Co-operative Bank plc (UK) ; WIR (B2B currency in Switzerland)

13. Earth and environment

- WALKING AWAY FROM : Huge waste streams; Toxicity of consumer products in general, as well as water, land and air and seas; Pollution, deforestation, destruction of ecosystem diversity, wild extraction of natural resources, extinction of rare animal species,...
- BUILDING TOGETHER : Zero waste cities; Healthy consumer products and chemicals; remediation and regeneration of land, rivers, seas, air; Zero pollution, reforestation, greening deserts, regenerating biotopes and ecological diversity; Responsible extraction; nurturing rare animal species,...
- FORERUNNER EXAMPLES: Amsterdam city Birdhouses' trees providing Wifi when the quality of air is positive, burial pods, massive urban agriculture of Detroit, Norway ecological policy

We have a century of work to achieve these goals we all want. We will never succeed to do so if we do not shift our ways to create value. We will not have the time neither the money to deal with all these challenges one by one, but we will definitely succeed if we all care a little more... if we all meet a few of these challenges, as positive external effects of our activities, we will collectively offer multiple (systemic) answers to them. In short, if we all care 5% more, the collective effect will be over 50%.

The good news is that those companies will attract the best human resources and the most collaborative stakeholders, and guess what, very soon, most the clients. What it says is: companies that do not care for positive causal and environmental effects will be out of business... probably sooner than later. Generations shift.

Our (old) generations who didn't care are moving out of business. The younger, that do care - because they also want a life and a planet - move in. But we should not leave them alone with the challenges - we carry quite a responsibility - the monumental debt on their shoulders - and also have a few assets to share..

Welcome.



**Glossary: vocabulary and words for
the next economies**

Follow the butterfly to **convert your goals, and communicate them**

WHAT IT IS:	A map to organise the journey to the new economy goals and the transition based on the lexica of the current priorities
WHY IT IS IMPORTANT FOR YOU:	To explain the new economy approach with “old economy” vocabulary, to involve colleagues who did not shift yet
TRANSLATED FROM:	Dictionary

If you read this book, it means you are willing to take part into the new economy. Great. But you have to come with this to your team, your colleagues, your partners, and convince them to switch from the “economy of destruction” to “economy of wisdom”. You will probably face some cynical jokes or reminders about cash priorities.

So you do need to speak in the right language, according the level of awareness of your (unshifted) colleagues. The following “Butterfly Tool” can help you to define and pilot a clear map of “new economic goals” while you are still speaking the language of the old economy. During the transition period, it could help you to create changes without scaring away your colleagues or shareholders.



Example:
 You can translate the « new fair trade & recycled/circular Cobalt sourcing goal by the goal of « secure cobalt sourcing for a good price » to colleagues who did not shift yet, and it is the same for the new focus of marketing & communication about the impacts of fair trade which could be translated as an action to increase transparency and reduce brand risk.

Another example, if one of the top functions in your company is finances, and the highest priority is to cut costs, you can develop the “ecolonomy approach” (inspired by POCHECO (Movie “Demain”) which is a strategy combining the ecological optimization with financial added value. It works perfectly, and it creates extra profits. But if your colleagues are not ready to listen, you can still use vocabulary like “cost cutting, optimization, process reengineering”. Create your own new lexicon (read some words in annex).

Develop the linking journey between the « both languages » to the « functions » and create clear intentions and positive inclusive ways. As from now, you can develop your own “butterfly map and your own lexicon of new economy concepts & tools, and their translation in your existing operations.

You can start your own lexicon, based on your company specific language, and **become bilingual** (old/new economy). Here start the challenge to involve other Earth citizens in the economic revolution.

Old Economy	New Economy
Cost cutting, processes reengineering	“Ecolonomy” or “Greenomy”
Shareholders priorities	Some stakeholders’ point of view
Brand risk	Eco and fair sourcing issues
Green customers segment offer	A first approach of the common good
Market qualitative survey	Stakeholders’ involvement in value creation
Yoga, tai chi, etc. initiation in the company	A start to meet colleagues and feel the energy
Low profit clients	Freemium citizens
Competitors	Some stakeholders
Company Values	Common sense, matching with Common good priorities
Team motivation	Collective energy
Team motivation event	Back to nature and inner personal energy and power
....

You need also to have a clear view about the way to manage changes inside your organisation and customize the approach according the following metamorphosis grid to use.

Metamorphosis Grid

Steps	Awareness	Co-creation	Preparation	Implementation	Consolidation
Playground	One-to-One	Informal groups	Organisation	Organisation & key stakeholders	Board
Headlines	1-2-1 dialogue	Small informal clusters about new ideas	Projects and enterprises	Holistic value flows	Focus on the core value and structure
Methodology	Peer-to-peer learning	Collective Intelligence Forum, proof of concept	Collective Intelligence governing, inclusive project management	Holistic Business Canevas	Kaizen, Lean, 6 Sigma
Enabler	Passion, sense, shared knowledge	Judgement, security, social connexions, gratitude,	Performance	Problem solving, Excellence, mastering	Vision and progress
Leadership	Inner leadership	Tribe leadership	Enterprise leadership	Political leadership	Visionary leadership
Key Profiles	Inventors, trend setters	Innovative intra/extrapreneurs	Business developers, builders	co-Managers	Members of the board

Steps	Awareness	Co-creation	Preparation	Implementation	Consolidation
Roles	Activator, disruptor, Changer maker	Pathfinder, facilitator, critic	Deal maker, co-leader, connector, communicator	Amplifier, advocate, analyst, archivist, assimilator	Stabilisator
Key skills	Purpose, happiness	Assertivity, non-judgement, empathy, reconnection, sharing	Intention, excellence, resilience, vitality	Holoptism, intuition	Perception, discernment
Fears to deal with...	Unknown, Loneliness rejection	Demotivation, insecurity	Rejection, failure	Losing control	Death, bankruptcy
Levers	Purpose, gratitude, synchronicity guidance	Trust, sharing, engagement	Gratitude, co-creation	Inner & collective energy, excellence, opinion leadership	Back to roots, anchoring, simplification, wise perspective

This table is a first guideline to pave the way on the road of transition, starting from the point where your project or your organisation is situated, and the key levers and enablers to move forward.

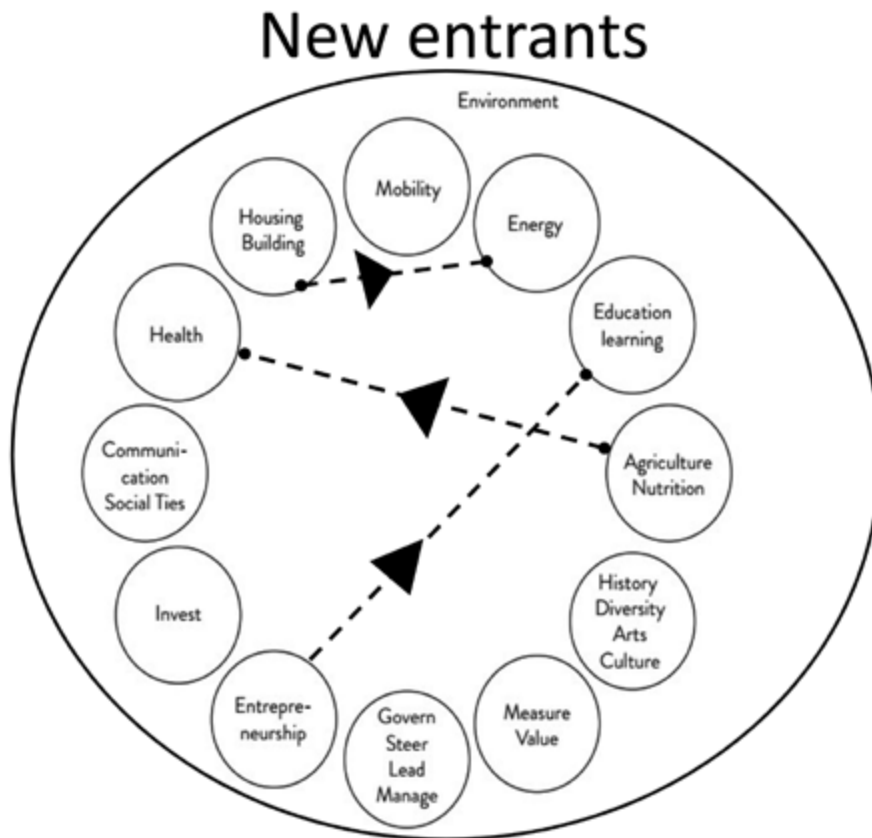
- A. Steps : all steps from the initiation to implementation
- B. Playground : main forums where you are acting
- C. Methodology: key methods to use at every step
- D. Enabler: the energy which can move humans
- E. Leadership: the type of leadership needed by steps
- F. Key profile: the key profile of people who can manage the switch to the next step
- G. Role: core function at every step
- H. Key skill: human quality, and (soft) skills
- I. Fears to manage: at each step, you will have to deal with specific fears
- J. Levers: the resources to turn off the fears

Each step needs a “look back” to confirm if the change is “on” or not - this feedback loop is a must. Like for a caterpillar transforming itself into a butterfly, it is hard to take a shortcut and bypass steps. It is also the opportunity to fine-tune the strategy, to get a global evaluation of the project, and to listen to feedbacks of stakeholders.

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Wheel of change: **Shift of systemic change**

In the mutation we have entered, there is a phenomenon which scares businesses leaders of areas that are in recession. It keeps them awake because the so-called “new entrants” are often able to offer the same function, much cheaper, much more efficient and agile. They call it “überisation”.



Example:

The new entrants of education will be entrepreneurship which will place the experience at the heart of education, good food and agriculture is the future basic entrant of healthcare, and intelligent houses will produce their own energy and share some of it with neighbors.

« Technological findings precede development of human skills - crisis precede a leap in consciousness »

« Fair trade is the indispensable evolution of our civilization to allow humans to feed, clothe, telephone without exploiting other humans »

An important aspect is that these new entrants - who can destroy businesses and jobs and rents - come out of other business areas. So your quest-questions should be: “Who am I the new entrant of?” - “Which smart guy threatens our business?”

A few examples:

- The next car is not electric. It's yours. Carsharing.
- The next education is not bigger aula, but it's Moocs.
- The next healthcare is not generic medication, but it's no medication: education, better food, healthier lifestyle.
- The next investment is not the next so-called ethical fund, but but local cooperative or crowd-funds
- The next communication tool is not the next app, but it's live communities
- The next energy source is not gas or sun or smartgrid, but it's no energy. No grid any more. Zero-energy housing.
- The next job is not online, its creating your own job
- The next piece of art is not made by some hype guy, but it's the consumer product itself

If your business is endangered, detect the piece of DNA of your business that has the most value, and check of whom you can be the new entrant, whilst creating multiple solutions to challenges.

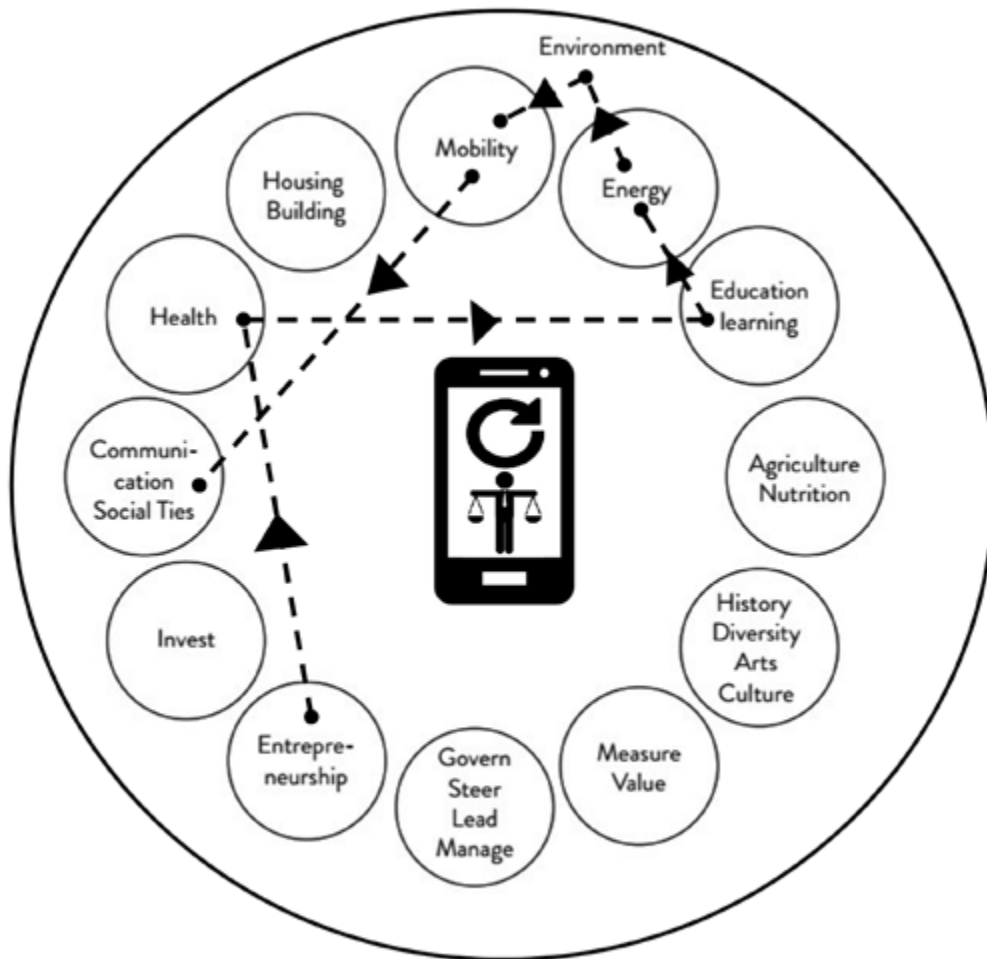
Diversify and multiply value creation loops

Example:

You are in agriculture. You produce straw and have access to clay. You can become the new entrant of house builders by building straw and clay houses. They can be engineered to be very low energy, are totally recyclable and ecological, very healthy as they “breathe”. They are also cheap to build, and will create new local jobs.

Another one ?

A bank with lots of local agencies. What is their unique value? Their presence on the field. Their knowledge of the local people, communities and needs. Well they can use that unique value to monetize it by creating road books to local projects and community development, with tailor financial and insurance products and multiple services.



Example:

The future project will start with entrepreneurship « outside the company » (we call it « excubation »), and will focus on the vital functions of Health (of producers), Education (of children of producers and also about fair trade & circular economy for the consumers in Europe), about environment (especially to reduce the soil contamination with electronic waste, and also to reduce the sourcing distance for a part of the recycled cobalt), and will also include the « core » activity of communication, as supplier of communication tools (smartphone).

Alternative financial approach to Blue & Red Oceans: Green Oceans

WHAT IT IS:	A fresh new view on shared value & profit margin creation
WHY IT IS IMPORTANT FOR YOU:	To change accumulative linear models created by capitalism, and implement levers of new economy into your budget, and learn how convert toxic capital & operational expenditures in sustainable operational expenditures, and increase the forecasting of your turnover and fundings
A TRANSLATION OF:	Financial Management KPI's

Capitalism is offering us ways to develop our companies: we should make a choice between red ocean and get the sticker of the “losers” because of the melting down market shares, losing margin in an open fight against competitors - or reaching the golden paradise of blue ocean. In the latter, theory explains that we have a better positioning, better USP's, and probably also better margin because we are alone. We should be happy to work in this condition till the next bloody tsunami colors in red our ‘happy few’ world... It creates a loop, between “capitalist hell” and “capitalist heaven”, based on threatening, fights, depression and oppression.

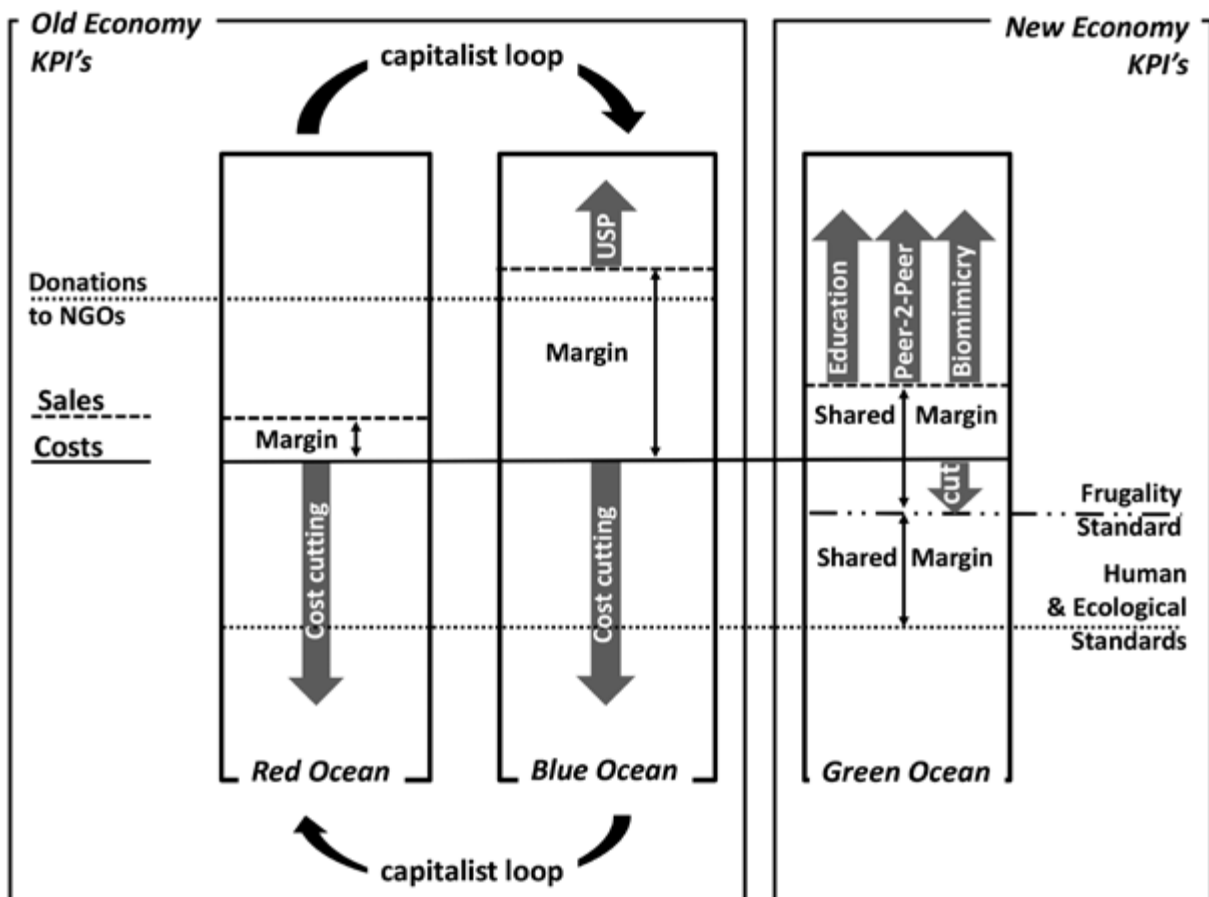
This approach was probably inspired by the analysis of Charles Darwin in the jungle: animals fighting to survive, strength being their key asset.

Another naturalist, Pierre Kropotkin, experimented other relationships between species in Siberia. He observed that animals, within and between **species, that created the most collaborations were most likely to survive.**

Do we see alternatives to red or blue ocean? Let's call it the green one. Could have been pink or yellow - whatever. We can create more value, reducing the energy lost in competition, and harmonise relationships. Therefore we should study our externalities and cooperation skills with stakeholders, including our "competitors".

In the Peer-2-Peer Foundation, Michel Bauwens is fascinated by the economic performance of sharing stakeholders focusing on complementarity of their specific added values to expand the market size. Efficient collaboration can lead to a situation where we answer 80% of the needs with only 20 of the natural resources !

The impacts of these three different intentions have different financial impacts, at the end of the transformation of a collectivity, or a company:



The margins in red and blue oceans are based on pressure of competition and the capacity of the companies to create unique selling proposals to increase the gap between their offer and the ones of the competitors, but in the green ocean it is based on the level of cooperation with clients, all key stakeholders (including employees, and other players), and respecting nature: our stock of living resources.

The new economies offer several levers: the more you educate your clients about your total added, traceable & sustainable shared values in a total transparency, and co-create in peer-2-peer with clients or other players, share facilities or follow the flow of nature to design your organisation and processes, the more you will create values and margin.

The externalities (human standard & nature impacts) are not embedded in the former economy but are in the cost structure of the new business model evolving in the green ocean. **The Red and blue oceans' companies are increasing the social and the ecological debt we will have to reverse and pay back in the future - sooner or later.** The Green ocean economy is funded and organised by stakeholders and wise - informed - daring and visionary citizens to increase common good and share the impacts with others, while the company working with the principles of blue and red economy are funding and serving a club of happy few shareholders wanting to accumulate only for themselves.

Green economy will reduce costs by reaching the frugality standard: covering basic costs and eradicating all unnecessary costs without impacting human and ecological standards. Of course, some blue companies offer the cream of their benefits to some charity organisations but only when they are generating enough profit. This doesn't stand any more in the green ocean because sustainability and common good is at the very center of the business model in the New Systemic Economy. It is embedded in it and thrives on it.

Shift Your Profit & Loss Statement

This new approach is directly impacting your balance sheet, your Profit & Loss and ... your 7D-Values assessment.

Now, you have the opportunity to convert toxic CAPital EXpenditures (CAPEX: like polluting vehicles, fat energy consuming premises, etc.) and convert OPERating EXpenditures (OPEX, such as: CO2 footprint, unfair and child labor conditions, etc.) into sustainable OPEX (fair trade price and partnerships, eco transportation, slow local ecological food, power, prefunding purchasing, wellbeing services for your team and their development, production and sharing of renewable energy, etc.)

PROFIT and LOSS Statement

	Old Economy	Shifting Key Enabler	New Economy
Revenue			
Gross Sales	↗ & ↘	collaboration (coop), cocreation	→
Net Sales	↗ & ↘		
Cost of Goods			
Materials	↘	eco & fair prices	↗ or →
Labor	↘	fair prices fair trade	↗
Ending Inventory	↘	prepayment, low CO2 transportation	↗
Cost of Goods Sold	↗ & ↘		↗
Gross Profit	↗ & ↘		→
Controllable Expenses			
Communication (advertising)	↗ & ↘	Peer-to-Peer & cooperation, well-being facilities, frugality	↘
Payroll	↗ & ↘		↘
Payroll Taxes and Benefits	↗ & ↘		↘
Sales Commissions	↗ & ↘		↘
Operating Supplies	↗ & ↘		↘
Maintenance and Repairs	↗ & ↘		↘
Miscellaneous	↗ & ↘		↘
Fixed Expenses			
Permits and Licenses	→ & ↗	Peer-2-Peer Economy	↘
Interest		Cooperative Fund	↘
Depreciation		Sharing economy	↘
Property Taxes			↘
Rent	→	Economy of functionality	↗
Insurance		Collaborative Insurances	↘
Bad Debts	↗ & ↘	Cooperative fund	↘
Bank Service Charges	→ & ↗	Blockchain, alternative currencies	↘
Amortization	↗	Economy of functionality	↘
Total Expenses	↗ & ↘		↘
Net Operating Income	↗ & ↘		↗
Other Income			
Gain on Sale of Assets	→ & ↘	Economy of functionality	↗
Interest Income	↗ & ↘	Ethical Economy	↘
Net Income (Loss)	↗ & ↘	Ethical Economy	→ & ↗
Taxes	↘		→ & ↗

When the crew and the stakeholders of a company are ready to shift from the old business model to a wise systemic model, cocreation with main stakeholders will reduce instability in the P&L and create high shared added values.

On the one hand, your revenues will be more predictable because of the peer-2-peer transparent involvement of your stakeholders (cooperators / clients) in offer and value cocreation.

Of course, it is easier for well-known products and services, and less easy for brand new (high tech) unknown offers.

Example: A Belgian fair trade retailer decided to sign a fair partnership with a cooperative created with a small Greek village of 200 inhabitants producing olives and tapenades. This alternative retailer prefunded the 1st order (based on a clients' survey) and signed to purchase the quantity of 2 years' production, without any single exclusivity - and the Greek cooperative signed up to produce high qualitative products. This deal created systemic impacts :

- No dependence of the Greek cooperative to bank system
- High turnover forecasting for the Greek cooperative for the two first years
- High security of products' delivery of a very qualitative products from a very motivated cooperative on the middle term (2 years) and on the long term because of the non-exclusive agreement allowing the Greek cooperative to search new alternative clients.
- Less risk for all stakeholders

The marketing function will not sell unnecessary products to consumers any more, but will focus on involvement of clients, advocacy & education, transparency and sharing added value creation.

New revenues will appear such as the reselling of exceeding energy locally produced or consultancy requested by former competitors who would join the club of the new economy makers.

On the other hand, some costs of goods will be reduced (own energy production, etc.) and others should increase because you will respect human (fair wages and healthy working conditions) and ecological standards but with a local and a direct relationship with local producers you can also expect to reduce logistical costs on the long term.

If you go for the circular economy, inventories' costs should melt because you can convert trash into resources for new products. If you make the choice of fair trade and ecological purchasing you will probably increase the inventories' costs because of the mix of respect of working conditions (long time to produce) and low CO2 emission transportation costs (and extra time). New Economy is first of all a new approach of sourcing and production.

Controllable OPEX will be squeezed: offices supplies and other unnecessary costs will be stopped because of a frugality approach (excessive wages can be reduced for example if they were exceeded more than 4 times the lowest salary).

It includes the decrease of marketing and communication expenses because online communication needs less money, but creates more peer-to-peer operations and links with other stakeholders, cross-referencing, co-branding, shared-campaigning. And the key focus of communication will be the values of the company, and the education about its added value for each individual and for common good issues.

This new approach will impact also your cash flow and inventories because of the prefunding of your coproducers, extended by the low CO2 transportation, but you can reduce this impact thanks to a cooperative fund and pre-purchasing and prepayment of your involved clients.

Toxic CAPEX (ego building, ego cars, etc.) will be converted to eco-shared equipment's with the stakeholders thanks to "performance" economy (selling functionality). This revolution can help focus on your own added value - and last but not least to compensate the need for cash to (pre-)fund new sustainable OPEX. **The more the company has CAPEX far from core business, the more you have opportunities to convert your company into a wise one...** The remaining CAPEX will be better used, in more relevant ways.

The creation of a cooperative fund will reduce your chains and dependence on banks for external financial services.

Last but not least, your company will contribute also indirectly to the common goods, avoiding effect of tax leverages and paying taxes. However some countries like Sweden rewards the businesses and owners who contribute to the common good, so one day your company will be in the leading position to pay fair taxes according its contribution to people and planet.

Growing clusters of next economies

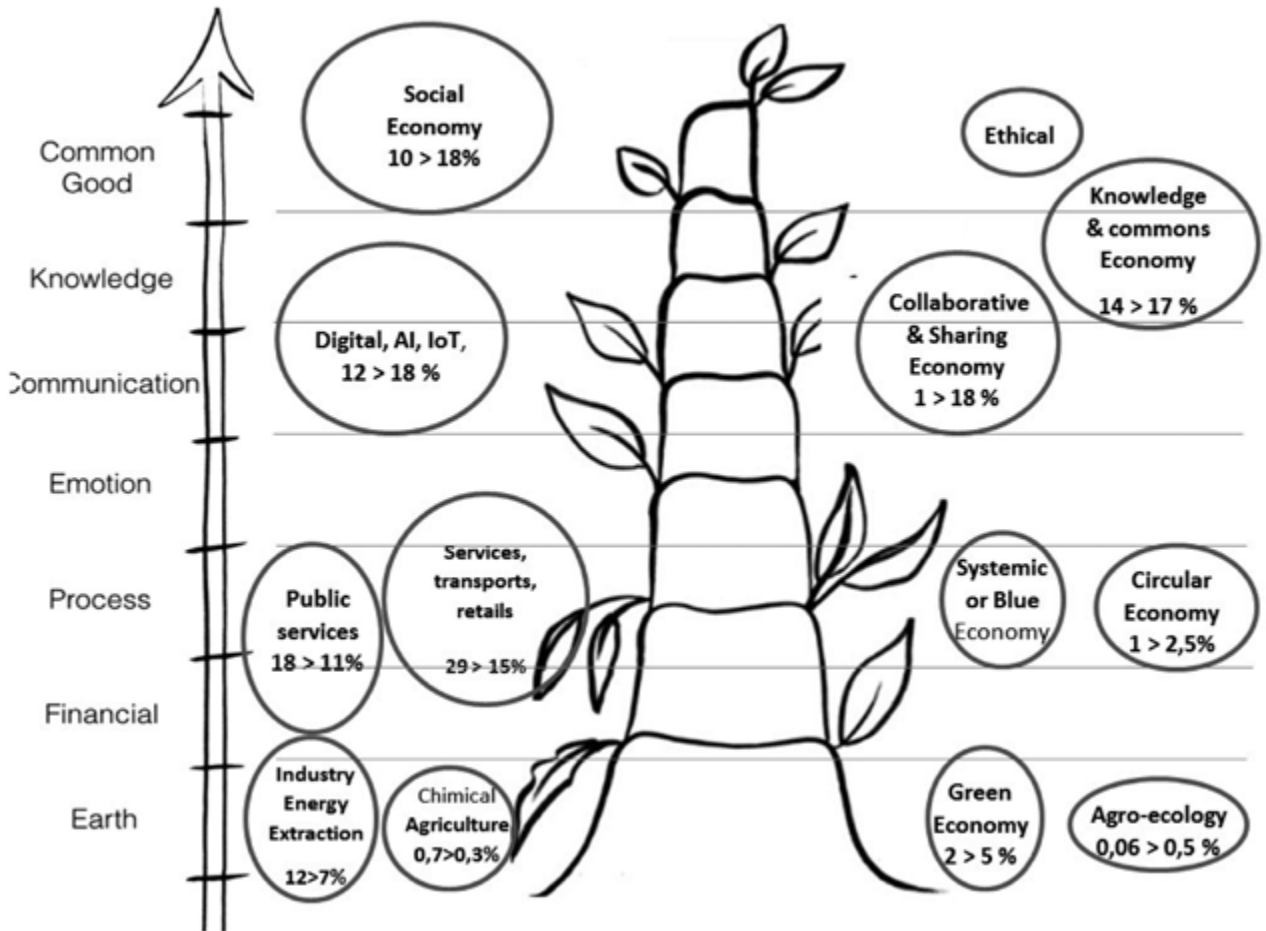
There are several businesses that will lose many jobs. Industry (because of automation), energy production (because of distribution of production), services (because of digital revolution), trade (because of online trade), public services (because of digital and blockchain services), extraction (because of recycling and circular models), industrial agriculture (because of demand of biological, and because of destruction of ecosystems), transport (because of überisation and relocalisation of production), hotels (because of airbnb's...),etc...

“Stone age didn't end because we ran out of stones. It ended because we found something better». This evolution is inevitable, so it is better to start preparing for the future.

Lots of leaders believe new economy = digital. Well, surprize. The main shifts are coming from the inner energy of the company and the way to share value and investments with ke stakeholders. At the same time, **numerous new economic spaces are emerging**, as we speak. Most of them are solving one or more challenges. The game here is to project old businesses, with their unique resources and knowledge, into the new economic spaces: see how your uniqueness can play with these new business models to create new value which solves local and global challenges, and which create resilient economic value for the stakeholders.

Cherry on to of the cake: these changes will increase the agility of your organisation to move forward and reinforce your local roots thanks to transparency and strongest relationships with the stakeholders. The supreme key is migration to 2 or more growing economic spaces - consolidating core activities !

Shifting Economy



Studies from:

The figures in % are for Belgium. The first is employment in 2016, the second, an estimation for 2025)
 University of Oxford, MIT, European Commission, PWC, EY, Conseil Supérieur de l'Emploi, OCDE, Green Alliance, Bureau du Plan, SPF Economie, Irelec, P2P Foundation, HBR, Egmont, Eurostat, Cognizant, World Economic Forum, World Resources Institute, Tufts University, World Bank, Economy for the Common Good Report, Conscious Company, Club of Rome, Capital Institute, Club of Brussels and Wise Holding field experiences and numerous micro-economic observations and data, ranging between 2012 and 2016.

1. **Social** business, social economy, solidarity economy, caring economy, economy for the common good

WHAT IT IS:	All business models which create social added value. Caring, health, education, inclusion in all its forms,...
EXPECTED GROWTH:	The expected growth here is going from 10% to over 20% of jobs in 10 years.
WHAT UNIQUE VALUE DOES IT CREATE:	Huge social and societal growth and progress is possible here. The unique value is social bonding, caring communities, solidarity.
SUCCESS KEYS:	The game is to make those models economically sustainable. Key is quality of collaboration, caring, but also pragmatic business minds to cross resources and needs systemically.
EXAMPLES:	Grameen Bank, , Microstart.be, Les Petits Riens, Ferme Nos Pilifs, Oxfam.org, Giftboxes in cities,...

Succeeding in economic transition will ask us to **migrate to multiple growing economic spaces**, whilst consolidating core business with multiple competences

2. Knowledge economy, open source, crowdsourcing, creative commons

WHAT IT IS:	All business models which create knowledge value. New solutions, new alliances, new connexions, creative collaborative commons, new artificial and human intelligence, collective intelligence,...
EXPECTED GROWTH:	The expected growth here is evolving from 14% to over 20% of jobs in 10 years. But here the economic spaces overlap with others. All economic models need knowledge of course.
WHAT UNIQUE VALUE DOES IT CREATE:	Huge creative and smart new solutions to deal with the 20+ historical challenges we have to deal with. But especially value for people, for their inclusion in spaces where they can develop themselves and bring their excellence to the world. Emerging potentialities will emerge.
SUCCESS KEYS:	The game is to make those models economically sustainable. Key is quality of collaboration, but also pragmatic business minds to cross resources and needs systemically. Also smart combinations with other business models.
EXAMPLES:	P2P Foundation, technology crowdsourcing, fablabs, Wiki-fab.org

3. Big data economy, digital economy, numeric economy, Artificial Intelligence, IOT, blockchain

WHAT IT IS:	All business models which use information technology and data.
EXPECTED GROWTH:	The expected growth here is going from 12% to over 18% of jobs in 10 years. The economic spaces overlap with others too. All economic models need data and information technology.
WHAT UNIQUE VALUE DOES IT CREATE:	Fast information about consumer behaviour, about evolution of business and environmental areas. Get information in real time to changemakers and businesses. Create new knowledge with smart data.
SUCCESS KEYS:	The big question here is: information for what? Intelligence to use how? Artificial intelligence and connected objects can be used for sucking value out of consumers to smart business people, but also to create new and wise solutions to deal with our historical challenges. Purpose is the cornerstone of sustainability of the models. Short term agendas will not be sustainable. Long term strategies to offer multiple solutions to economic and societal transition will remain.
EXAMPLES:	State-as-a-service, medical applications, ...

4. Collaborative consumption, **Sharing** economy, collaborative economy, cooperative economy, peer-to-peer economy

WHAT IT IS:	All the business models which empower sharing of resources. They make business and consumption more efficient and cheaper.
EXPECTED GROWTH:	The expected growth here is absolutely huge. If those models today occupy 1% of the GDP, we can expect it to ten-fold, or twenty-fold. But lots of traditional activities will be short-circuited and pushed out of business. So we should be realistic and prepare this.
WHAT UNIQUE VALUE DOES IT CREATE:	Lots of functions will be made cheaper and accessible to the mass.
SUCCESS KEYS:	The main key to long term sustainability is purpose. Because the next generation consumers will not accept unethical behaviours any more. Serving common good and progress is key. Also the quality of collaboration and mobilizing of the stakeholders.
EXAMPLES:	Airbnb, Gasap.be, Wikifab, P2P Foundation, Mutum Platform.

5. Performance / Functional economy, circular service economy

WHAT IT IS:	All business models which sell the final result, or provide operational value serving the final purpose for the end-user.
EXPECTED GROWTH:	The expected growth here is very difficult to evaluate. But as service industries will lose over 50% of employment, those leaders will have to switch quickly to what purpose they truly serve, and offer efficient answers to it, directly to their end-users.
WHAT UNIQUE VALUE DOES IT CREATE:	Drastic cost cutting. Lots of high end services will be made accessible to the mass.
SUCCESS KEYS:	The game is to make those models economically sustainable too. Numerous new entrants will serve at low cost the end-user and probably push out of business traditional rent-seekers with their old-fashioned business models. Success here is intelligence and collaborative capacity combined with smart use of digital tools.
EXAMPLES:	Otherwise et Wecover (two French collaborative Insurances companies)

6. **Systemic** economy, symbiotic economy, blue economy, permacultural economy, bio-mimicry

WHAT IT IS:	All business models which create a more efficient use of resources. Natural, human, production tools,... Like in nature, value flows are multiple, not single. We are used to single linear models serving a few concentrated interests, with single currencies. Tomorrow, multiple currencies will carry multiple business models creating multiple value on multiple levels.
EXPECTED GROWTH:	The expected growth here is very high, but blended with all the other business models.
WHAT UNIQUE VALUE DOES IT CREATE:	Today most of businesses are ownership-based and linear, creating rents for a few. Tomorrow value will be distributed, creating fabulous resilience and sustainability. Exclusion will lower, and the mass of population will be included into those multiple value flows, and make a nice living. This will deactivate the undermining of social peace. Lots of functions will be made cheaper and accessible to the mass. Less resources for much more value creation.
SUCCESS KEYS:	Collaboration capacities. Mobilizing stakeholders with their resources on common visions with high collective added value. Efficient collaboration will drastically cut costs. More alliances development and diversify value flows.
EXAMPLES:	Asknature.org, Greenloop.eu

7. Ethical economy, Sharia economy, Islamic finance, fair-trade

WHAT IT IS:	These business models include all principles that respect supply chains with their people and natural environments.
EXPECTED GROWTH:	Ethics and respect are human values that are carried by rising collective consciousness. People are fed up with businesses that do not care about people and environment, especially the next generation workers and consumers. Unethical behaviour and scandals emerge every day and communities do not accept this any more. These economies are impregnated in all the others, and will contaminate little by little every business model.
WHAT UNIQUE VALUE DOES IT CREATE:	Respect for people, enabling them to develop autonomy and excellences. This will create a fabulous multiplier effect on creativity, collaboration, and collective progress for humanity and environment.
SUCCESS KEYS:	Deep humanity. Understanding why we are on this planet and what value we want to bring to the world. Coherence, personal and collective alignment.
EXAMPLES:	Ethiquable.coop, Belvas.be

8. **Circular** economy, recycling, upcycling, eco-design, urban mining, zero waste - zero energy city

WHAT IT IS:	All business models which create a more efficient use of natural resources, caring for our planet and environment. Less waste, less extraction, heading to zero impact.
EXPECTED GROWTH:	The expected growth here is very high too. At least shifting from 1 to 2,5% of jobs.
WHAT UNIQUE VALUE DOES IT CREATE:	Solving problems of pollution, destruction of biotopes, biodiversity and environment. They will also create new biotopes and regenerate black points on the planet. They will solve even some health problems of populations.
SUCCESS KEYS:	Engineering, ecodesign creativity, collaboration between smart brains along whole supply chains.
EXAMPLES:	Umicore, Cirkle.be, Permafungi.be, Rotordb.org, Stimergy (ecological data center), Toast Ale, Brussels Beer Project (beer from bread)

9. **Green** economy, restorative economy, regenerative economy, transition economy, prosumerism

WHAT IT IS:	All business models which create added value for environment. Energy, nature, air, soil, water, and eventually enabling transition of whole towns and communities into sustainable living, including collaboration of consumers.
EXPECTED GROWTH:	The expected growth here is more than doubling from 2 to over 5% of jobs.
WHAT UNIQUE VALUE DOES IT CREATE:	Stop destroying, and better, regenerating our planet and ecosystems, within our business models..
SUCCESS KEYS:	Lots of existing and new engineering to tackle environmental issues. New alliances and collaborations between universities, public players, private companies and citizens.
EXAMPLES:	Sustainable energy production, soil remediation, water treatment, Transition Towns...

The more your company has CAPEX (Capital Expenditure) far from your core business, and intangible-complex Risks, the more you have **opportunities to convert** your company into a wise one

10. **Biological agriculture**, permaculture, agroforestry, agro-ecology

WHAT IT IS:	All agricultural models which use the intelligence of nature for enhancing productivity, healthy food production, and regenerating biotopes.
EXPECTED GROWTH:	The expected growth here is such that employment will soon exceed employment in industrial agriculture. At least ten-fold from 0,05 to 0,5% of total employment. Biological agriculture can create up to 3 jobs/hectare, there where industrial agriculture can do with 1 worker/100ha. The demand for healthy and respectful food is rising every day and exceeds offer nearly everywhere.
WHAT UNIQUE VALUE DOES IT CREATE:	Health. Job creation. Economically sustainable businesses (there where industrial agriculture is heavily subsidized by the taxpayer). Regenerating biotopes and environment with huge new biodiversity. Nature is incredibly resilient and has a fabulous leverage if we help a her little...
SUCCESS KEYS:	Education on food habits. Education on sustainable agriculture methods. New alliances and local business models.
EXAMPLES:	IBI Village (RDC), Citizenfarm (aquapony), Songhai (Benin)

The 20 keys of **Smart Inclusion**

WHAT IT IS:	These keys were distilled out of our study of the world's best projects that include excluded people. In any area.
WHY IT IS IMPORTANT FOR YOU:	To understand which are the keys of inclusion in a project, in a community, in a team, in a family, in a business,...
A TRANSLATION OF:	You are not alone any more... make the best of your relations

What is exclusion ?

People that did not or cannot choose a fertile space to develop and fulfill with their whole potential. They are cut from their capacity to shine in their best qualities and excellences. But the strange thing is that we realized that in a way, we are all excluded from something...

130 fascinating projects analyzed.
9 categories of project approaches detected
12 categories of excluded
> 100 subcategories of excluded
20 must have building blocks of success

Our work on inclusion lead to very **big surprises**:

a) There is no clear evidence about **definitions or limits between included and excluded, and judgment on what is “good or not”**

We have not found any exclusive/exhaustive, structured definitions, neither clear limits on who is included or who excluded, and on who decides on the dividing lines. Everyone is excluded somehow, and everyone is included someplace... ‘Normality’ isn’t real.

b) There exists **no holistic, scientific or academic global work on definitions, categories or project clustering at the moment**

We have not found serious holistic work, no kind of « bible » or global vade-mecum for inclusion - whether it is for individuals or projects.

c) The best (most efficient, financially sustainable) projects **stay under the radar and are carried by the **most humble** people**

Some projects get all the attention while some others, carried by highly humble people, stay hidden under the radar. They sometimes have outstanding performances compared to heavily subsidized projects and they deserve a share of the spotlight.

d) In the best projects, the **excluded themselves play a key role**

When the excluded is made part of the project - and not only the beneficiary of it - the performance is the highest. Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime; get people to learn to fish whilst having fun, and you offer them happiness.

- e) **The most interesting and inspiring projects and principles are found in developing countries and in regions of great need, unrest or war.**

The less resources you have, the more intelligence and human values you have to develop to fulfill the same needs. Money is not always the best solution.

- f) **The smallest, strangest initiative on the other side of the world can be applied to any modern western company**

Including the employees in a standard business project, with the customers and the stakeholders, answers exactly the same principles as including homeless people or ex-cons.

- g) **The smallest, strangest initiative on the other side of the world can be applied to governments**

We realized that, by lining up the smartest approaches for education, health, mobility, security, agriculture, etc, governments will be able to perform their functions at a fraction of the price they do today. Nothing to be re-invented. Smart governing could be on the way.

- h) **The alliances of projects and « traditional stakeholders » create performant bridges**

The biggest success comes where strategic alliances are created, where resources are used in smart ways, in contribution to a noble goal.

- i) **The risk-loving of true change makers**

The finest projects are carried by believers, who dare to innovate and who are driven by purpose, creating new opportunities and smart solutions thanks to their tenacity, vision and intuitions - against all odds.

- j) **The unawareness of citizens and authorities on the global challenges of exclusion, and of the existing smart solutions**

Most of the population and governments largely underestimate the exclusion challenges and the time-bomb it represents to society.

Here are a few examples of exclusion:

Housing	Education	Health
Homeless	No access to education	Physically disabled
Evicted from their home	Financial illiterate	Depressed
Waiting for social housing	ICT illiterate	Burnout
Living in bad or un-adapted housing	Reading illiterate	Mentally disabled or retarded
Living in unhealthy housing	Writing illiterate	No access to healthcare and hospitals
No access to green, garden, parks	Health illiterate	Without access to pharmacy
No access to sanitary water	Numeric & financial illiterate	Rejection because of illnesses
Victims of disasters	No access to professional training	Chronic diseased
Nomads (gypsies and roms)	Unadapted skills	LT ill and/or in revalidation
War refugees; Political refugees	Uneducated	Vulnerable or lonely seniors
...	High potential kids	Drugs addicted
	Bullying	End-of-life
	...	

Mobility	Energy	Nutrition & Agriculture
No means of transport	No access to energy, electricity, heating	No access to healthy and balanced food
No access to public transport	Unaffordability of energy, electricity, and heating	Hunger & malnutrition
Disabled	Irregularity and power cuts	Under or overweight
Isolated in countryside	...	Alimentary uneducated
Isolated in countries closed to global world		No access to drinkable water
...		...

Communication	History Diversity Arts Culture	Investment
No access to ICT	Gays, transsexuals etc.	Bad credit or under banking suspension
Excluded from local communities	Gender discrimination	Bankrupted
Excluded from their family	Religious exclusion and rejection	Poor
Social loneliness	Disconnected from roots and original culture	Pre-senior entrepreneurs without pension or social rights
Elderly loneliness and disconnection from daily citizen life	Cultural minorities	...
Repudiated women	Excommunicated	
...	Racial segregation	
	Teenage mothers	
	...	

Jobs & Entrepreneurship	Citizenship Governing & Managing	Measuring & Monitoring
Unemployed	Disconnected from citizenship	Unable to assess personal or business situation
Un-adapted for employment	Prisoners and recidivists	Unable to assess health Unable to assess financial, strategy or management issues
Performing jobs that are socially rejected	Subject to molesting or beating	
Senior unemployment	Refugees	
New joblessness (industries and services collapsing)	Orphans	
Single mothers	Alternative people living isolated from society	
...	Illegal residents (undocumented)	
	Victims of war crimes	
	War veterans	
	Migration in general	
	...	

It is up to us now to learn from people who did a lot with less resources or capacities !
Become humble, and check what the supposed “last” can offer to the “first”.
Because the tables will probably be turned around soon ...

These 20 keys are the best practices of the best inclusion projects on the planet. We checked them for you. Please help us to complete this list... and apply those keys to your team and community.

Now, the supreme keys...:

1. Powerful **intention**

WHAT IT IS: The projection of an idea, a goal, into the future.

WHY IT IS IMPORTANT FOR YOU: If you do not project your aim strongly into the future, nothing will move. So describe your vision very precisely and project yourself as it has already been achieved. Take others with you on this.

A TRANSLATION OF: Goal setting.

2. Purpose

WHAT IT IS:	Adding value to challenges. The « WHY » that drives you and your projects.
WHY IT IS IMPORTANT FOR YOU:	The more challenges you deal with your project, the higher «traction» you will create. The more people and stakeholders you will mobilize around their own purpose connected to yours. Because you add value for them too, they will collaborate with their precious resources.
A TRANSLATION OF:	Mission statement.

“An ideal has value **only if used in real life**”

3. Whole person recognition

- WHAT IT IS: Realize that a person, a project, a city, is not just a sum of parts, an additions of pieces, but a whole system interconnecting everything in and around it. **Systemics...**
- WHY IT IS IMPORTANT FOR YOU: If you have a back-ache, you could search the origin of the pain instead of focusing on the specific painful spot. Deal with the cause directly. Therefore you need to search and map the cause-and-effects. Its kind of a homework yes, but very interesting and less time-and money- wasting for the future. It is exactly the same with companies or cities. Deal with causes, functions, instead of with externalities or problems..
- A TRANSLATION OF: Each piece is part of a whole interconnected system

4. Unique excellence

WHAT IT IS:	Each one of us, each project, each company or city, can and should develop its uniqueness. Why it is different, what value it can bring. The DNA of every plant is different, and we need all of them. So, what is yours ? And... do not try to compete with other people's DNA...
WHY IT IS IMPORTANT FOR YOU:	Knowing who you truly are, and what unique value you bring to the world, will change your life forever. Same for a company or territory. Self-knowledge will make you rise out of the grey mass. You will flourish like an open flower, a last. As a person and as a company.
A TRANSLATION OF:	Unique service proposal.

5. Diversity discoveries

WHAT IT IS:	Recognize, appreciate and use the wealth of diversity. Gender qualities, other cultures, generations, origins, religions or belief patterns, different industries, jobs, all offer lots of value.
WHY IT IS IMPORTANT FOR YOU:	We have never had such gaps between differences, but never needed more collaboration. If you are good at it, you'll be a champion. More differences mean more resources and wealth on all levels.
A TRANSLATION OF:	Synergies and complementary win-win situations.

6. Peer to Peer learning and working

WHAT IT IS:	Learning from each other. Within the company, family or community.
WHY IT IS IMPORTANT FOR YOU:	Businesses evolve very fast. You cannot follow everything all the time. Relying on others, regularly, help to stay updated. Also, there is no such thing more powerful than asking somebody for help in his expertise. It creates engagement.
A TRANSLATION OF:	Learn from each other.

7. Open to Ecosystem

WHAT IT IS:	The project is collaborative: activating people, companies, organisations, authorities, communities, bringing resources to the project. They do so because it adds value to their own quests. By giving and taking, « breathing » into the ecosystems of stakeholders, new and sustainable value is created resiliently.
WHY IT IS IMPORTANT FOR YOU:	You need lots of resources to achieve your project. Owning all of them is too expensive and too risky. Sharing with your ecosystem will update fast your proposals fast, and you will lose less time and money. Sharing efficiently will allow to do 4 to 5 times better with the same resources. But yes... we are not trained to collaborate, only to compete.
A TRANSLATION OF:	Supply chain.

8. Creative mobilizing **communication**

WHAT IT IS:	Coming out with fun, out-of-box, creative, igniting word-to-mouth advertising and communication.
WHY IT IS IMPORTANT FOR YOU:	Do not bore people with standard communication, spam emails or advertising. It will mobilize nobody. If you want people to get involved, excite them...
A TRANSLATION OF:	Experiential marketing.

9. **Community** support

WHAT IT IS:	Communities of people, carried by the same vision, values and goals, are helping you to carry your project, become your allies. They help to add knowledge, experience, networks, clients, technology or even reputation.
WHY IT IS IMPORTANT FOR YOU:	Alone you will achieve nothing. If your quest has a high goal, you will find groups of people who can help you with specific resources you cannot afford on your own.
A TRANSLATION OF:	Value chain and client base.

“Don’t try to be successful, but **try to be valuable to people**”

10. Good **stories**

WHAT IT IS:	Telling a story helps to lead people toward your vision of your project. A good story creates connecting dots that helps the brain to grasp a concept.
WHY IT IS IMPORTANT FOR YOU:	To get people involved and motivated, they have to get the message quickly, and value attached to it for them. A way to identify, enter into experience of value. Good stories helps a lot.
A TRANSLATION OF:	Story-telling techniques

11. Inner independence

WHAT IT IS:	The capacity to decide and act alone, without being dependent on someone else.
WHY IT IS IMPORTANT FOR YOU:	Being dependent keeps us tied up to others emotionally, financially, psychologically. Standing alone without these «ties» bring fear.. Fear is not a constructive drive for your happiness. It takes away our response-ability. The ability to respond on our own, as adults, to occurring events.
A TRANSLATION OF:	Personal responsibility and empowerment..

“A valuable person smiles also when the situation is hard”

12. Disruptive ingredient

WHAT IT IS:	The event or thing that pulls you out of your standard perception and comfort zone, that offers you a new vision on events, fresh and innovative. These events force you to think creatively, and create totally new connections inside your brain.
WHY IT IS IMPORTANT FOR YOU:	Conditioned working, standard and repeat the same standard actions keep us in old ways of working and thinking. Once in awhile, an event, an out-of-the-box thing, a unconventional time during night or day, a special place, pull us out of our routine and offers new solutions and perceptions. An illness, accident or violent business event can lead to introspection and creativity.
A TRANSLATION OF:	Routine disrupters.

“A pearl creates value only outside of its shell”

13. Quality space & time

WHAT IT IS:	Physical space where you are not disturbed in any way; Space & time where you can create value, not in a hurrying for time; Rules that manage that space & time, so we know how it works; Quality personal inner space, a positive, calm, open and constructive.
WHY IT IS IMPORTANT FOR YOU:	If the “soil” is not fertile, nothing will grow. If you want anything of value to grow, you have to create the circumstances to allow it.
A TRANSLATION OF:	Positive circumstances.

“Success = personal excellence + fertile grounds”

14. Strategic alliances

WHAT IT IS:	A contract, written or spoken, with a stakeholder who owns a desirable resource for you. In this contract, a resource is used in a win-win manner. Make sure your ally gets something in return, tangible or intangible (in 7D).
WHY IT IS IMPORTANT FOR YOU:	Allies will stay allies only if they have something in return for their input.
A TRANSLATION OF:	Business deals

15. Structured road map

WHAT IT IS:	A step-by-step plan to implement ideas and projects.
WHY IT IS IMPORTANT FOR YOU:	You have to process by phases to allow benefits to reap and harvest their fruits.. Even though we have to stay flexible and open, there is a basic logical common sense to follow. Step-by-step.
A TRANSLATION OF:	Business Plan and strategy.

16. Measures & monitoring

WHAT IT IS:	Measure what matters, regularly, share the true results, work together to improve them.
WHY IT IS IMPORTANT FOR YOU:	What you do not measure, you don't improve - worse, you you don't even know about it.. It's hard to survive in a fast changing world in a semi-conscious way.
A TRANSLATION OF:	ROI, KPI, compliance, audit

17. Action dynamics

WHAT IT IS:	Act, do things, test them, be on the field, meet people, put resources together, follow your quest, fail fast,...
WHY IT IS IMPORTANT FOR YOU:	As with a bicycle, if you stop moving, you fall down.
A TRANSLATION OF:	Keep moving

18. Reconnecting **roots**

WHAT IT IS:	To connect to what makes the project go forward (like the roots of a tree): history, entrepreneurial impulses, territory, resources,...
WHY IT IS IMPORTANT FOR YOU:	Roots bring energy to you. It is precious. Recognizing what bring energy enhances that flow, and makes you stronger.
A TRANSLATION OF:	Finding ways to be fit.

“**True power** comes from your connexion to Mother Earth and Father Sun, but first, **find peace in your relationships** with your mum & dad...”

19. Leanness

WHAT IT IS: Acting agile, with a minimum of resources.

WHY IT IS IMPORTANT FOR YOU: We cannot afford any more to spend fortunes on owning assets, in a drastically changing world. It is just too expensive and risky.

A TRANSLATION OF: Flexibility, agility, frugality

Extrapreneurs

Innovation has never been more important within existing companies under increased pressure to find new sources of revenue. That is why more and more start-ups are disrupting. However, internal innovation, and even incubation and intrapreneurship only have limited results.

Some reasons for this:

- The next innovations are transversal to industries, functions, technologies and generations
- Internal human resources are limited in scope on opportunities, and conditioned in an old fashioned model
- The next business models are multi-stakeholder, and traditional corporate is not used to that at all
- To succeed these kind of innovations, we need strong entrepreneurial energy, openness, agility and creativity, resilience

The extrapreneurs solution:

- “Excubated” in a protected space, outside - at the margin of existing business
- Crossing people from several industries
- Gathering young entrepreneurs looking for “real” business opportunities
- With a peer-to-peer mentoring
- And access to acceleration through financing, coaching, access to multiple networks
- With regular inspiration from experts, opinion leaders, and cornerstones of economic transition which are need-to-know (Wise Academy)

Scenarios:

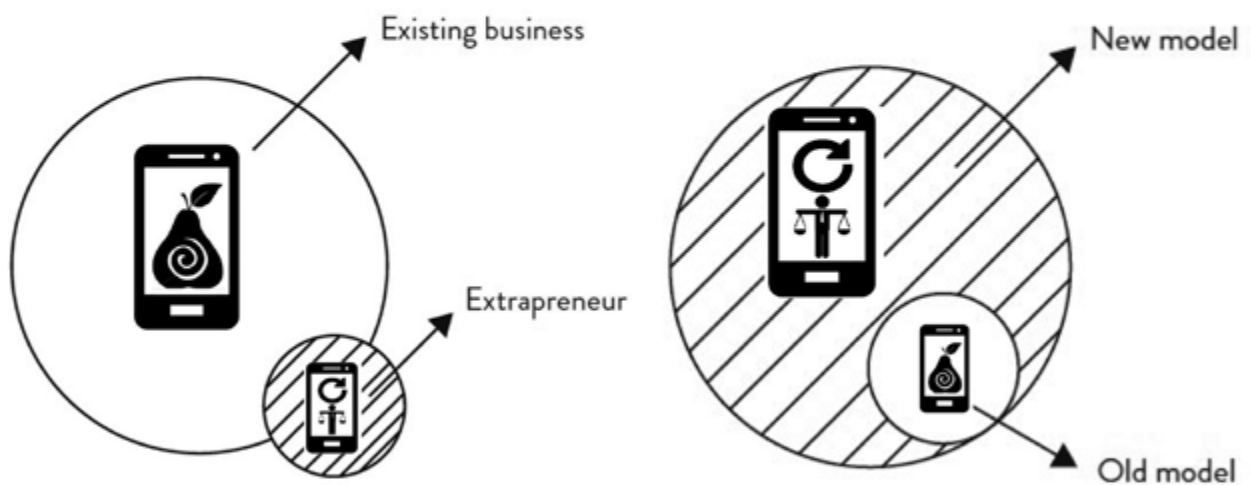
- They can take projects and opportunities from the shelf, starting from core business challenges.
- They also can tackle new geographical markets with new approaches,
- Spins off high added value functions or unique knowledge or skills..
- Become new entrant of another business area or function
- Try out disruptive models that contribute to a real progress for society, with use of some unde-used resources (empty buildings, underused machinery, skills or networks,...)
- Try out totally new management styles, disruptive governance, organic teams, without risking existing operations
- Children of family businesses do not always want to takeover businesses “as it is”. They prefer to experience some personal ideas in the margin first
- Sleeping projects, test ideas for which existing management has no time for

Join the Extrapreneurs in Brussels !

The first excubation space is open.

Check www.wiseholding.net

- You are a manager or an intrapreneur ?
Ask for our conditions for access
- You are an expert ?
Offer your excellence
- You are a young entrepreneur ?
Get your free access !



Advantages:

- Limited risks
- Agile testing and updating of business models
- Access to 360° resources
- Not limited by short-sighted beliefs or patterns of old fashioned management
- Offering solutions to big problems and corporate challenges, leading to new big business
- Can be taken over by mainstream business later on

It is a cheap way to bridge old and new business models. The way to capture the value should also be quite original. The value of the new venture is shared between the entrepreneurs or pool of extrapreneurs, the mother company, some key stakeholders, investors. The extrapreneurial innovation can be totally outsourced if necessary.

Here are the subjects “need to know”:

- 1 **Innovate with systemic business models** : there are dozens ways of creating value and sustainable businesses.
- 2 Federate teams around **purpose and common quests** : giving creative answers to market- and global challenges will create a unique impulse.
- 3 **Measure and activate** your unique potential : you only can work on issues if you measure them first - so, measure what truly matters.
- 4 **Personal development and team engagement** with Collective Intelligence : this is the core value of your project - make the best of it.
- 5 **Legal keys** of the next economies : clear multi-stakeholders contracts, future of work, innovate but make sure you remain in legal boundaries.....
- 6 Stakeholders' **resources engagement** and management : mobilize underused resources in your ecosystem, create a flow allowing long term alliances.
- 7 Shifts sectorial waking, key **knowledge management** : develop unique knowledge allowing your project to be new entrant of other big businesses which missed the train of change.
- 8 Daily **transition management** : every day, manage your teams an optimal way.

- 9 **Marketing and communication** of your next business : new business models are not sold the same old way...
- 10 **Territorial ecosystems** : Wise transition of cities and regions : the next economies are emerging from cities, villages and communities. A bottom-top process.
- 11 **Management of hyper-complex risks** : volatility, uncertainty, complexity, ambiguity, people... all your value is at risk - but if managed systemically, those risks can become opportunities.
- 12 **Impact of technology on client and employee behaviour** : the psychology, sociology and behavioural changes in people will bring some surprises...

You are a young entrepreneur, or a manager in a larger company.

You wish to disruptively innovate in order to create the next generation business ?

Come and join our incubation space for Extrapreneurs. @ www.wiseholding.net

“What is the **next unexpected move** you can make - that everyone expects from you ?”

D

Grammar and verbs to work together

FOR YOUR BUSINESS

Golden rules of the New Economy

TIPS:

Imitate the nature in all your decisions:

Nature ...

- ... is running with natural energy
- ... is only using the energy she needs
- ... adapts form according use
- ... is systemic and circular by definition
- ... lives through cooperation
- ... builds network of diversity
- ... works locally
- ... masters excess from inside
- ... convertings limits into new life
- ... is hyper-efficient

A glimpse on paradigm shifts:

7D Approach	Old Economy	New Economy
Common Good	<p>Hyper-connected to outside world</p> <p>Results by measuring bottom line in money</p>	<p>Hyper-connected to inside world and interbeing connexions</p> <p>Results by measuring holistic progress and common good contribution</p>
Knowledge	<p>Copyrights of ideas & knowledge to protect individual privileges</p> <p>Formatting people in education and society based on brain power</p> <p>Clusters of the same</p> <p>Intelligence of elites</p> <p>Kingdom of paper qualifications</p> <p>Validation a priori (by degrees, hierarchy, etc.)</p>	<p>Sharing of ideas & knowledge as key element of the human progress</p> <p>Unique diversity and talents based on the heart energy</p> <p>Diversity and complementarity of gender, cultures, generations</p> <p>Collective Intelligence</p> <p>Kingdom of passion and dedication</p> <p>Collective validation on a posteriori basis</p>

7D Approach	Old Economy	New Economy
Communication	<p>Castes, Hierarchy</p> <p>Control structures: > patriarchal (authority)</p> <p>People managed based on power, fears and competition</p> <p>Centralized top > down communication</p> <p>Split Tasks</p> <p>Hidden communication</p>	<p>Tribe, community</p> <p>Balanced mix between patriarchal and matriarchal</p> <p>People co-management based on common values, trust and cooperation</p> <p>Bottom-up and collaborative dialogue</p> <p>Task self-Voluntary Allocation</p> <p>Clear and transparent communication</p>
Emotion	<p>Dependance</p> <p>Egoism</p> <p>Rat-race</p> <p>Get a job</p>	<p>Autonomy</p> <p>Responsibility</p> <p>Well-being and personal fulfillment</p> <p>Create a job</p>

7D Approach	Old Economy	New Economy
Processes	<p>Capacity limited by capital</p> <p>Produce things</p> <p>Linear models</p> <p>Time perspective: project in the future for better days</p> <p>Centralized production Government control</p>	<p>Unlimited capacity through peer-to-peer networks</p> <p>Produce value & quality of life</p> <p>Circular and systemic models</p> <p>Fulfillment in present moment</p> <p>Collaborative (Peer-to-Peer) production Peer to peer control</p>
Finance	<p>Enslaving through debt</p> <p>Power of finance, speculation and capital through banking and money systems</p> <p>The underlying intention of entrepreneurship : profit, and financial accumulation</p> <p>Value measured in closed balance sheets, bottom-line based, actualizing projected future cash flows based on historical figures</p> <p>Property and abuse</p>	<p>Live depending on local context</p> <p>Power of creative solution-based; diversity of currencies and economical spaces, outside the banking and speculative systems</p> <p>Multiple value creation and sharing, serving collective progress</p> <p>Value measured including externalities (environmental and social) and intangible assets, based on present value</p> <p>Share and use</p>

7D Approach	Old Economy	New Economy
Finance	<p>System based on other people's money (bank & state)</p> <p>Shared value between happy few</p>	<p>Based on smart and wise personal entrepreneurship</p> <p>Value added is shared at the universal level</p>
Nature	<p>Unlimited material resources' vision / protecting and limiting knowledge and intangibles</p> <p>Extraction, exploitation and destruction of the natural resources</p> <p>Globalisation for efficiency and control of resources</p> <p>Uniformisation</p>	<p>Limited material resources / opening up knowledge and intangibles</p> <p>Conservation, growth and re-use of the natural resources</p> <p>Local value creation</p> <p>Diversity</p>

Biomimetics and systems of the human body : the ultimate sources of inspiration

WHAT IT IS:	Inspire from systems that really work. Nature, forest, ecosystems, human beings, nature, animal and vegetal worlds.
WHY IT IS IMPORTANT FOR YOU:	To be efficient, the best is to inspire from what truly works, instead of obsessively sticking to the old way of work.
A TRANSLATION OF:	Sharing of best practices.

“The nature is a library, **read it** instead of burn it”
Idriss Aberkane

The best inspiration sources are around us.

Their principles are fabulously efficient :

1. **THE HUMAN BODY:** It is working perfectly. A very interesting source of inspiration.

The **human body as symbol of a company.**

The brain: strategy and business intelligence

The throat and mouth: communication and marketing

The hands: production

The legs: mobility

The intestines production of energy

The ears and eyes: perception

The heart: financials and invoicing

The ovaries and testicles: bank account and innovation

The anus: waste management

The nerve system: IT

... you can go on, it becomes very interesting...make the parallels with your organisation

1. **NATURE.** Millions of examples of principles, systems, intelligences, are there to inspire us.

What does it tell us about economy?

Look at a tree. What is its economy ? Too simple to be true: the sap goes up and down the inner layers of the wood. No, it's much more: worms, fungi, insects, birds, sun and soil, bacteria, wind, other vegetation... It is a large interaction between all these players. And, they all evolve on the same principle: instinctively search for resources for their growth. This energy is the basic energy that every player should listen to. This whole game is 100% sustainable, zero waste, with 100% efficiency of resources.

7 Levels of Value

WHAT IT IS:	The unique DNA of yourself, of your company, of the city or territory
WHY IT IS IMPORTANT FOR YOU:	To align all your unique resources, and detect sleeping potentials
A TRANSLATION OF:	SWOT: strength-weakness-opportunity-threat

We have noticed that any economy, anywhere in the world, stands on one pillar.
Only one.

The collective perception of value.

If, like animists, mother earth is value, well then the economy will be based on taking and creating value from and for earth.

If, like in tribe economies, people and communities are value, then value will be created by and for communities.

If, social and common good is value, well then everyone will contribute a little bit to common projects.

If, like in our western countries, it's money, then we'll collectively create strategies to make and accumulate money - with the sometimes disastrous collaterals and negative externalities.

So, we decided to open up the scope of value, and ended up on 7 levels of value. Those levels are applicable on a single person, a project, a company, a city, a country.

And guess what, the whole paradigm changes: management, investment, reporting, risk management, ...value creation.

In our next economies, we will have to deal with other ways to share resources and create value. Create new loops to progress. With people and actors we never spoke to, or that we didn't even know existed...

But look at nature, how it works. It is 100% efficient, with zero waste. This is where we should tend to. We are, maybe, 20% efficient with resources, and produce huge waste. It is a very bad business case.

So let's open up our perception on all possible levels of value, and on how to create leverage on these levels, so we can improve our business cases and create efficient models and contribute to common progress. And also to deal collectively with the giant dump we are leaving to our next generations, as well as with the gargantuan debts (pensions, climate and environment, state debts,...). They are, cumulated, over 15 times the GDP of western countries. No way we'll deal with them one by one. But together, with a new way of thinking and creating value, we can succeed.

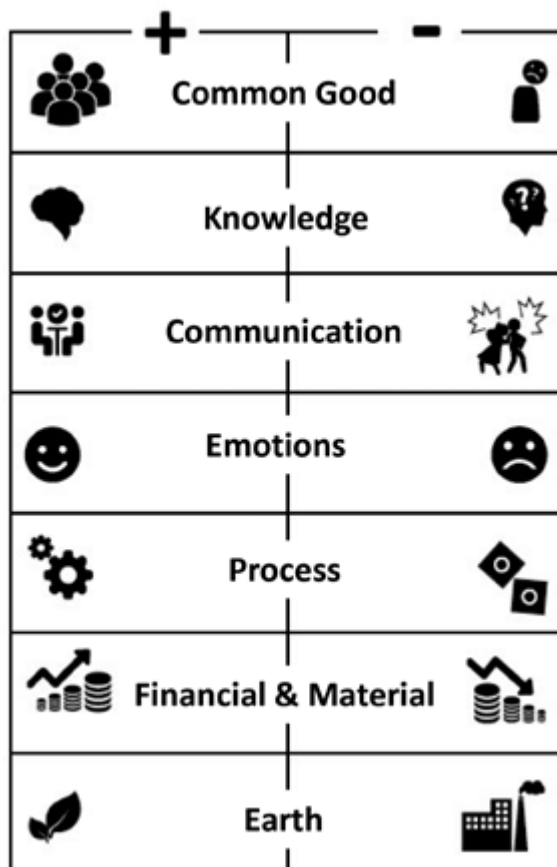
So let's learn the language which will enable us to do so.

The total value of a company mainly is intangible. However we only compute its definition and quantification by abstraction to the total value decreased by the amount of tangible assets. It does not provide any details at all what is inside. Only an amount. Only a new analysis framework of intangible value will allow acting on it to multiply its amount. This is one of the biggest issues of our century: true value is invisible. And it is hard or impossible to assess it with traditional tools. Where is your true value? The value that will guarantee the sustainability of your project? These are not necessary financial means or traditional work tools. In some cases it can be counterproductive to continue working with obsolete tools. To stop at the pride of success is also a barrier. There are numerous examples of companies that obstinately continue in a dead-end path to finally implode. Read the newspapers of some years ago. They are full of examples. And from today until five years we will look back to these companies where the executives didn't had the humility to question their judgment and disappeared.















Others will emerge. More agile, more value producing, more pragmatic.

Your future value is under the surface of water, as the immersed part of an iceberg. Your company is worth much more than its equity. On average 87% of intangible value on the total value.

Our researches lead us to a model with quantified balance sheets: seven in total. Each time with an asset and a liability-side. Not just to value a brand, distribution network or R&D knowledge. But going in a rigorous way deeper, realistically, systematically and pragmatically. Your brand might have a liability, a depreciation, such as your knowledge. How much do you value what you do not know yet? How much costs your incoherent governance, strategic mistakes and the scandal occurring two years ago and not yet settled? Or the patriarchal management system? All is tangible liability that might one day negatively affect the value of your company. But, and more importantly, this is also the biggest potential of value creation, with an ROI going from 1 to 100! If you are able to pinpoint it with cleverness and humility. And mobilize a team to activate it.



7 balance sheets

+	-
 <p>« Not to do to others what one would not want for oneself »</p>	<p>« Only: I, me & myself »</p> 
 <p>« I feel & I share, so We know »</p>	<p>« The boss knows better »</p> 
 <p>«Practise Collective Intelligence to optimise flows »</p>	<p>« competition is good for creativity and to become leaders »</p> 
 <p>« STOP Child labor in Cobalt mining »</p>	<p>« emotions have no place in an office, burn out is a private issue »</p> 
 <p>« reverse the process according human & natural resources»</p>	<p>« maximise the speed, follow the process, increase robotic »</p> 
 <p>« Profit is the consequence of shared added value »</p>	<p>« Profit is King, let's work more to increase it »</p> 
 <p>« re-use former materials, respect natural resources»</p>	<p>« margin is the queen, sourcing is not the priority »</p> 



Example :

The former smartphone project was managed with a culture of resources' extraction, financial profit priority and few space for human relationship and wise thinking. The new circular & fairtrade smartphone is opening a new area of respect for the human, the earth and the common good.

The seven balance sheets are:

Earth, Material/Financial, Processes, Emotions, Communication, Knowledge, Common good.

From bottom to top:

1. The balance sheet “EARTH”

On the liability side calculate everything taken from the earth: resources, CO2 impact, water, air, pollution. On the asset side everything given back: development of biotopes, CO2 compensation, recycling, water purification and treatment. We focus on the decrease of the impact of our activities and on the recycling but too little attention is given on the other side of the balance sheet, compensation, on all its forms. The balance sheet must at least be in equilibrium. Ideally positive. Plan trees, recycle, create biotopes, stimulate the flora and fauna.

THE SOIL OF THE COMPANY. WHERE IT DRAWS ITS RESOURCES, ITS ROOTS.

2. The balance sheet “MATERIAL/FINANCIAL”

The traditional financial balance sheet with tangible assets and financial debts. The balance sheet focused on by accountants and auditors, for the moment. This balance sheet is the consequence of the activation of value on the other six levels and value's flow from top to down and bottom-up. We can compare it to the health of a company. More liabilities than assets = illness, vulnerability. More assets than debts = health, strength, resilience. If you raise the question to any executives asking where is the true value of a company he will more than probably answer : his teams, the collective knowledge and their motivation. Everything outside this tangible balance sheet. We are talking big bucks here, and the future of the company. This balance sheet is an annual «health check-up» of the company, consequence of value creation on the other value levels in and around the company.

THE “HARA” OF THE COMPANY OR VITAL ENERGY = MONEY

3. The balance sheet “PROCESS”

Detect and quantify the sustainability and the efficiency of the production processes, the activation of resources within the ecosystem of stakeholders of the company. The calculated inefficiency and the non-sustainability are on the liability side and the cyclical aspect and the valuation of hidden resources is on the asset side of the process balance sheet. The learning and empowerment process must also be analyzed because often the key for future developments. Some companies excel in their field solely thanks to a unique and proprietary production process or their agility to organize themselves efficiently. It is exactly like the intestines: how good are they able to transform the food (resources) into energy? Are you able to efficiently transform your raw materials, including skills and talents in added value, into progress? And value ?

THE **INTESTINES** OF THE COMPANY TRANSFORMING THE RESOURCES INTO ENERGY

4. The balance sheet “EMOTIONS”

The trust or not into its values, its governance, its offer of product or service, so important, can and must be computed and then improved understanding the actions to be performed beforehand. Because trust is the result of multiple dimensions of management. Motivation or demotivation of the teams is also computed. Everyone know that a demotivated staff cost a lot on multiple levels. It brings the whole team down and has multiple adverse consequences. This calculation can also be crossed with other methods such as the discounting of the inefficiency as a percentage of the total pay and benefits. Within an economy more and more based on people and intangibles, we need to develop a new evaluation tool going way further than the intuition of the executive team taking into account all the emotional aspects of the employee and stakeholder. At the center of each company, hiding behind every activity, is a woman or a man. They all have their own history, a variable physical emotional and mental state, with positive or negative impacts on the value of a company. The motivation and trust are consequences of other dimensions such as vision, purpose, expertise, all being part of other intangible balance sheets. The emotional intelligence is at the center.

THE **HEART** OF THE COMPANY

5. The balance sheet “COMMUNICATION”

Internally or externally the quality of the communication conditions the results. How does the company communicate, towards which targets, with which tools, over which topics, when, what is the purpose, the follow-up? Is the communication efficient, or oppositely, counter-productive? The communication world fundamentally changed and is more in tune with human psychology. Commitment and loyalty are consequences of this new intelligence in human links. It costs money, and is very costly if inadequate or badly executed. Then, compute! A negative communication will put a burden on the liability side. A positive reception of the delivered messages will increase the asset side. The emotional intelligence takes all its importance because it will put people in motion.

THE VOICE OF THE COMPANY

6. The balance sheet “KNOWLEDGE”

Since the 1960s we entered into a knowledge-based economy. Isn't it time to evaluate and compute it? Including its corollary - ignorance. How much does it cost of “not knowing”? If one of our competitors develops the knowledge of its company he has a head start business. Dynamics to activate this knowledge can then start to increase the value of the company. Sectorial waking, trainings, information, creativity, collective curiosity, learning company, opinion leadership. On the other side, even if we can be proud of some of our knowledge, newcomers can reduce them to nothing. We have to remain vigilant, realist and pragmatic. The biggest advantage of knowledge by comparison with a physical product exchanged for money, is that when you share it, it spreads. The way to monetize it is a real challenge for today's businesses.

THE HEAD & BRAINS OF THE COMPANY

7. The balance sheet of “COMMON GOOD”

The question of purpose and vision is the strongest mobilizer in psychology. Everyone looks for meaning and purpose in life. Companies try to reconcile with their reason of being and mission-vision. CSR has been abusively used as a way to wash our conscience from collateral damages created by our activity. Nowadays more and more companies include purpose and value creation for their ecosystem at the heart of their business-model. The “WHY”. We must have the reflex to measure the positive and negative social and societal impact of our activities. This is a must-have if we want to empower with the positive corollary effect of mobilizing team and stakeholders that we can valorize in multiples of the investment. Better, this notion of service can be the foundation of tomorrow’s business model. We must detect the fields where our activities will create value and avoid those where we destroy value.

THE REASON OF BEING, THE MISSION, CONTRIBUTION TO WHAT MATTERS, MARKET TRACTION.

It can be used for:

- Start-up assessment
- Fund raising
- Pre-due diligence
- M&A
- Transmission – heirs or external
- Post-merger integration
- Product/service innovation
- Personal event from the sole owner
- New market business development
- Strategic investment assessment
- Restructuring or decline management
- General strategic valuation
- Annual report
- Risk mapping and mitigation
- Event resilience testing
- Outsourcing decision
- CSR reporting and SDG compliance ...

“My wallet has no true value”

Basic rules for working with the 7D-Value framework:

a. **Liability is the anti-matter of value.** Same as in quantum physics. The negative is a potential, provided where to find it.

b. Balance sheets 1 to 3 are tangible while **3 to 7 are intangible.** The intangible is the immersed part of the iceberg that keep it afloat. People drive and carry the organisation, not machinery.

c. **A liability impedes a new flow of value.** Energy offsets are set up, drawing on other pockets of resources, decreasing the value of the company.

d. In the construction phase, energy goes bottom-up, from the roots to the fruits, as in the tree. In the recharging phase, it goes top-down to enrich the roots and nourish them. More than often we forget these important moments. From 5 to 20% of our time should be dedicated to recharging, to guarantee a healthy organization. **Sometimes we need to recharge,** give a reverse pulse to nourish the roots, the solidity and resilience of the organization. Take a step back and time with his teams, review the projects with their ramifications for update, to adapt with what happens. At first glance this seems huge, certainly for companies that suffocate and have a hard time to survive. Yet it is essential to grant it.

e. To bring coherence, construct a project you must go top-down first and then bottom-up. Do not start with material resources, but **start by building a contributive vision** for the common good, in line with the reason for being and its unique excellence. Then assemble and develop the required knowledge. In third mobilize internal and external resources. Fourth, develop an implementation process and finally invoice in the new business model. This is the opposite of the historical path, starting from the resources on the field, monetized, transformed and stop right before the emotional and knowledge aspect. The cycle was shorter and the contribution too often put aside.

f. The ROI of leverage is the highest in the upper balance sheets.

This reading on seven levels of value and the hidden potential is the same for you as an individual, your family, teams, company, city, region, country and community. This is exactly the same principle. As a fractal. We have an algorithm that computes all of this for a company in hard currency. This is challenging because we use a vocabulary that executives can understand: money. At the same time the value of a company contains more than 80% intangibles. It is time to learn to value and follow it up. A liability, as a small reminder to the financial analysis course is a potential and not a burden. This is anti-matter. Pure potential. If we are able to spot it. When you walk around your factory you only see matter and not the antimatter hidden in the accounts: loans, capital. The same applies for the physician looking for antimatter everywhere without finding it. Higgs found the entry door: the boson. We also have the entry door for the intangible value and its potential: 7D-Value. To find it we have to use new glasses. The liability once found and detected, qualified and quantified becomes a potential for value creation, such as anti-matter. Exactly like banks acts to create “fiat” money. We can also increase our liabilities and create unlimited amount of value. This is a key for tomorrow!

A simple example to clarify: I'd like to master a new topic for my company. I do not have any basis, hence a liability. Better, I open a space of anti-matter, potential. I identify it. And suddenly it negatively impacts my balance sheet. I learn, improve my knowledge and create value on the asset-side of the balance sheet. The value slowly shifts from the liability to the asset side. I am richer because I create new value. It's magical. It applies to all levels. The beauty of the system is that you do not need 1€ of capital and an additional 5 cts of interests to reimburse the liability as a bank would work. To the contrary the return on investment for the other levels is colossal, a multiplier of 1 to 5, even more. Creativity is the ability to tap into the vacuum of space the ideas offering new solutions and collective progress.

A pre-requisite to create value is being able to measure what we already have or don't, and enter into dynamics of intangible investment. Ideally activate it in collective intelligence. Even stronger, each action you will do must create intangible value in your ecosystem by answering the needs of your stakeholders. In the same process you will gain access to some of their resources that will allow you to make “more with more” entering into collective abundance and leaving austerity.

7D Risk Management: manage complex risks

WHAT IT IS:	Visualizing where the opportunities are to create more value and mapping-clustering of the pitfalls.
WHY IT IS IMPORTANT FOR YOU:	To avoid bad surprises, and catch opportunities for your future.
A TRANSLATION OF:	Heap Maps and risk management.

The biggest challenges of our times in management are: uncertainty, complexity, volatility, ambiguity. Risks are shifting from tangible (houses, trucks, machines) to intangible (knowledge, reputation, value chain, people,..)...

The challenges to deal with these hyper-complex risks are huge:

- how are they interconnected in between each other?
- how do they truly impact our business?
- how can we avoid them or lower them?
- how and where do we invest in priority, with the highest leverage and impact?
- in case of occurrence, how do we deal with the event, and how will it impact the rest of the business?
- ... and lots of other hyper-complex issues - even for small businesses

This is how we suggest to deal with them.

1. Cluster all the risks
2. Detect which intangible aspects of your business affect each of them
3. Prioritize the risks you will have to deal with by Heat Mapping them
4. Learn from your stakeholders how they deal with them (supply chain, client base, partners companies, federations, competitors,...)
5. Displace the risks you can, to insurance companies
6. Develop preventive actions that will:
 1. Lower the risks
 2. Add value from day 1 to the business
7. Assess your risk clusters regularly

“In the middle of storm you can finally appreciate the value of someone”

7D Levels of **leverage**: least effort values

WHAT IT IS: Tricks to create more value

WHY IT IS IMPORTANT FOR YOU: How you can do much more with less !

A TRANSLATION OF: Boost your Business

«When you combine ignorance and leverage, you get some pretty interesting results.» Warren Buffett

We would rather transform this into:

«When you **combine consciousness and leverage**, you get some pretty interesting results.»

That's what this section is about: how **to access abundance in a conscious way**.

We are in a period of catastrophism and recession. Lots of experts make their business explaining how the world is coming to an end.

Our business is to explain you how to access abundance, and how to collectively solve the 20+ historical challenges. These keys are amongst the most powerful of this book.

1. **The leverage of nature.**

If you plant a tree, it will take you an hour and a few bucks. But, in silence, in a few decades, the tree will have created huge value: accumulation of carbon, hosting birds and insects, offering fruit to the ecosystems around. So now, guess what kind of leverage we can create if we plant whole new ecosystems. The ones we have been destroying for decades... The collective leverage is gargantuan. For very little effort. Check the abandoned cities or houses, how nature transforms it and regenerates it. With no efforts on our side...

X10 up to X1000

Example: in Permaculture, the intelligence of nature allows production to go up to 80.000 Euros/ha of production, offering 3 to 10 jobs/ha, there where industrial agriculture tops with 1 job/100ha ad 2.000 Euro/ha. An excellent business case.

2. **The financial leverage.**

It has been the easiest way to accumulate money ever. Assets offer capacity to borrow and create a multiple of value in business or investments.

X5 up to X20

Example: 1 Euro allows you to borrow 9 Euros. If the deal is making 12, your initial Euro will triple.

3. **The leverage of collaborative processes.**

Collaboration is « in », competition is on its way out. Why ? Because collaboration is just a much better business case. Smart collaboration allows much better use of resources. 4 to 5 times better job. It is cutting costs, shorten distance between production, consumption and recycling or re-use. It is optimizing underused resources, like empty buildings or trucks, like knowledge that can be used elsewhere, or networks that can be used for other purposes.

X4 up to X5

Example: teams which collaborate with suppliers, stakeholders and clients to innovate

4. **The leverage of positive emotional energy.**

If you do your job whilst hating it, being disengaged, the job is probable to be done in an inefficient way. If you love what you do, it's going to be efficient. If you include gaming for example into learning, it's going to be multiplied. If you love your garden, it's going to be much more fertile and abundant... Stimulate love and positive emotions on all other value levels and activities. It's free of charge and very empowering.

X1,5 up to X100

Example: mobilize people around fun events and challenges

5. **The leverage of efficient communication.**

The more we communicate, the more connections we create, the more information we have access to. It is exponential. More than ever, we have communicated in all directions, but too often without direction or purpose. And forgetting we are connected to people... not to machines or computers. True leverage will be created if we can open up our subtle levels of connection and communication with people - way beyond text messages. Connect with their purpose, with their true self, with the deep value everyone brings to the world, with stories people went through we can learn from...

X2 up to X5

Example: create communities and tribes around your quest

6. The leverage of collective intelligence.

In two brains we have more than in the addition of both. $1+1 = 3$. In 3, much more, $1+1+1 = 6$, and exponentially up. Why? The more angles, information, history, cultures, experiences, perspectives and knowledge we can cross with each other, the quicker solutions or innovations will emerge. Inbreed makes no sense. It is incredibly useless because we cannot solve anything alone any more. In this historical period where everyone can connect to anyone else on the planet, crossing cultures, languages, generations, gender and all other so-called barriers, we have never had more opportunities to bring innovative smart and wise solutions to our challenges. We are on a global planet dealing with global problems. Collective intelligence starts in families, in teams, but also in citizen communities or global communities.

X3 up to X200

Example: hackathons, brainstormings

7. The leverage of contributing to multiple challenges and functions.

Nobody will be able to deal with the 20+ global challenges we are facing. No state, no multinational corporation, no rich guy. We will not have time neither the money to do so in a linear way: problem-solution. But collectively, if we offer multiple solutions inside our own expertise, we collectively will come up with a multiplication of systemic solutions. We should create collateral value instead of collateral damage. Use the 12+1 Vital Functions tool for it. The leverage is colossal: brand new and fresh market traction, reputation, attraction of new stakeholders with resources, attract young and potent human resources,...

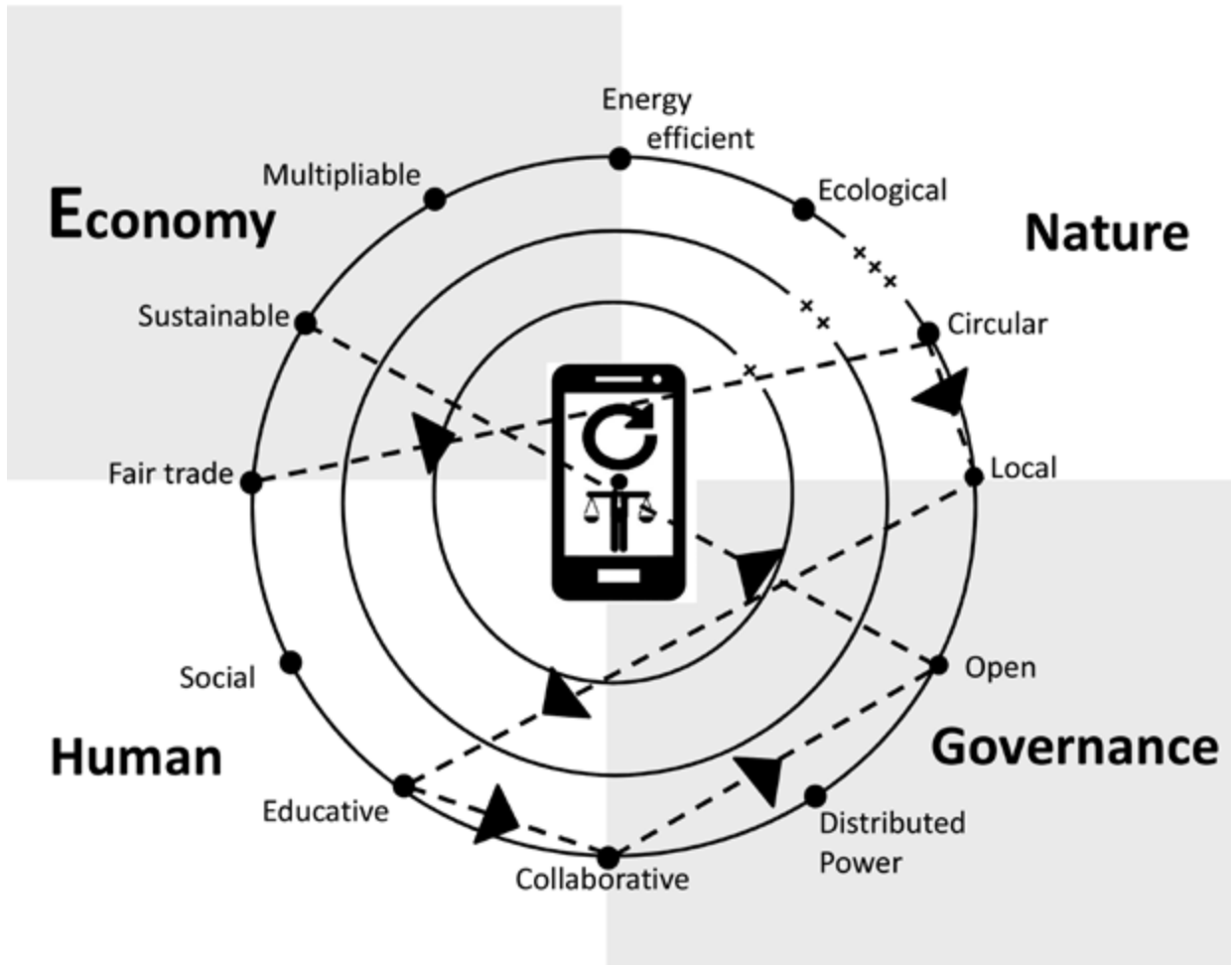
X1,5 up to X10

Example: a building company, that brings zero-energy knowledge, healthy low carbon and local building materials, building reliable, affordable and recyclable houses, with zero waste systems, urban agriculture installations and at the same time training young people into these new approaches, is the next generation building company.

Rating Holistic Web of business models

WHAT IT IS:	A tool to measure how far your organization is tackling externalities and preparing future changes.
WHY IT IS IMPORTANT FOR YOU:	To have a clear view about the real involvement of your company in the new economy dimensions.
TRANSLATED FROM:	Sustainable development diagram

“The biggest challenge is the **ethical** challenge”.
Mark Eyskens



Example:

The impacts of this new project will start by fair trade (no more kids cobalt miners) and circular, then local impacts, education will be also very important (to allow former kids cobalt miners to go to school, and also to educate consumers about fair trade), the collaboration of clients to co-design the new smartphone will be done through an open peer-to-peer platform and allow the company to have a sustainable business model.

Governance is the 4th new axis of sustainability strategy of organizations who want to switch to the new economy.

Its dimensions taken into account are:

- Openness : transparency and openness to the ecosystem
- Distributed power : within its organisation
- Collaborative : with internal and external stakeholders

The following tool allows you to map your current contribution to the “new economic models” according to the 4 axis: . The triple “P” (People, Profit & Planet) of most of CSR strategy and Governance.

Three stages according your involvement in the 12 dimensions included in the 4 mean axes:

Lowest stage = your company is respecting the law

Middle stage = your have some advanced activities in this area

Highest stage = this item is at the heart of your business model

You can discover all the detailed ratios, and calculate the rating of your organisation, by download this tool via our website: www.wiseholding.net

There are many ways to start or develop your contribution to the “common good”, and all these ways will take time.

The more your project responds to critical issues, the more it will be viable

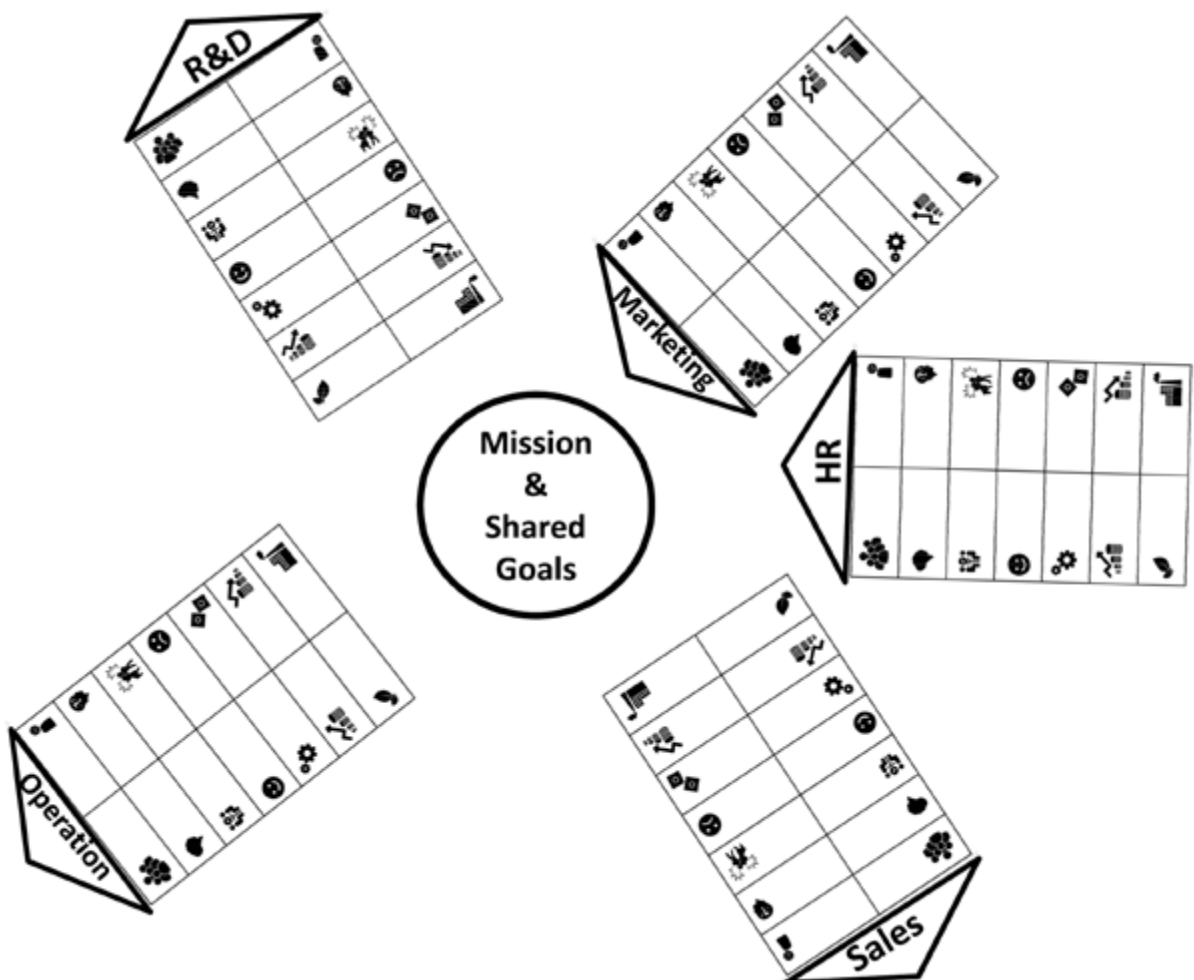
You can also download this tool : wiseholding.net and discover several online examples.

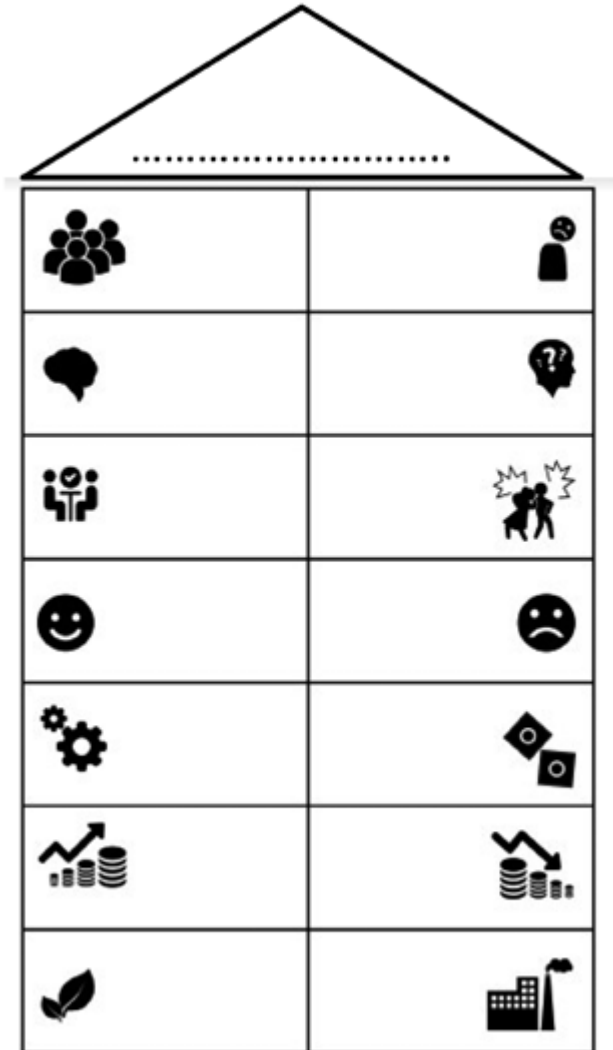
The inner systemic flows of your organisation

WHAT IT IS: A tool to map the alignment of your crew and re-energize the flows to reach your goals

WHY IT IS IMPORTANT FOR YOU: To get a clear view of the team management priorities

TRANSLATED FROM: Organizational chart





Copy this and fill-in for every department or business unit, and.... PLAY !

How use this tool :

1. Fill in the 7D Key priority goals of your organisation/ project in the center of the chart
2. Fill in the “7D Values arrow” for each team and fill in the 7D Value according their contribution at each level to the 7D Value goals.
3. Post these “arrows” randomly - upside down - around the goals.
4. Turn around the arrows, one by one : Are they going into the direction of the 7D Value goals (like R&D in this example) or are they escaping these goals ? Who is backing who? Who is aiming whereto?
5. You can now adjust the position of each team between them: are they close (e.g.: like Sales & HR) or far from each other ? Reality check...
6. Now you have a first map of the current (non-)alignment energy of all team.
7. Then share and challenge your thoughts with wise colleagues in order to get a shared overview of the situation, and adapt the arrows accordingly, the “right” way, together, consciously.
8. Write some solutions to reverse the direction of the ones escaping, to fine-tune the ones who are very close to the 7D Goals thanks to the cross-intelligence and experiences of the whole teams: some are very good at the “contribution to the nature” and others to the “financial contributions”. They can exchange their best practises into these specific areas. Wait some months, and then repeat the exercise and benchmark with your first perception.

Human progress indicator for territories

WHAT IT IS:	Check what we have and what we need, on a territory or city
WHY IT IS IMPORTANT FOR YOU:	It shows how you can contribute to progress, create value, employment and new sustainable business.
A TRANSLATION OF:	GDP

We are used to measuring success of a country or region with GDP. Gross Domestic Product. Success equals production. But now we know that linear (over-)production equals the problem. Circularity and smart use of resources, human progress, well-being, happiness and fulfillment, smart sharing of consumer goods and assets, or even smart use of data equals success into the future.

Therefore we need other tools to measure. Over 95 alternative indexes have been created. But apparently governments still love the GDP, and have to face rising deficits every year. They are kind of obsessed by bottom lines, and do not want to deal with topline: what makes the true difference... using intelligence to leverage out the huge debts we collectively created over the last few decades: pension debts (a multiple of GDP), climate debt (also a large multiple), company debt, public debt, and private debts. It totals between 12 and 15 times the GDP of western countries.

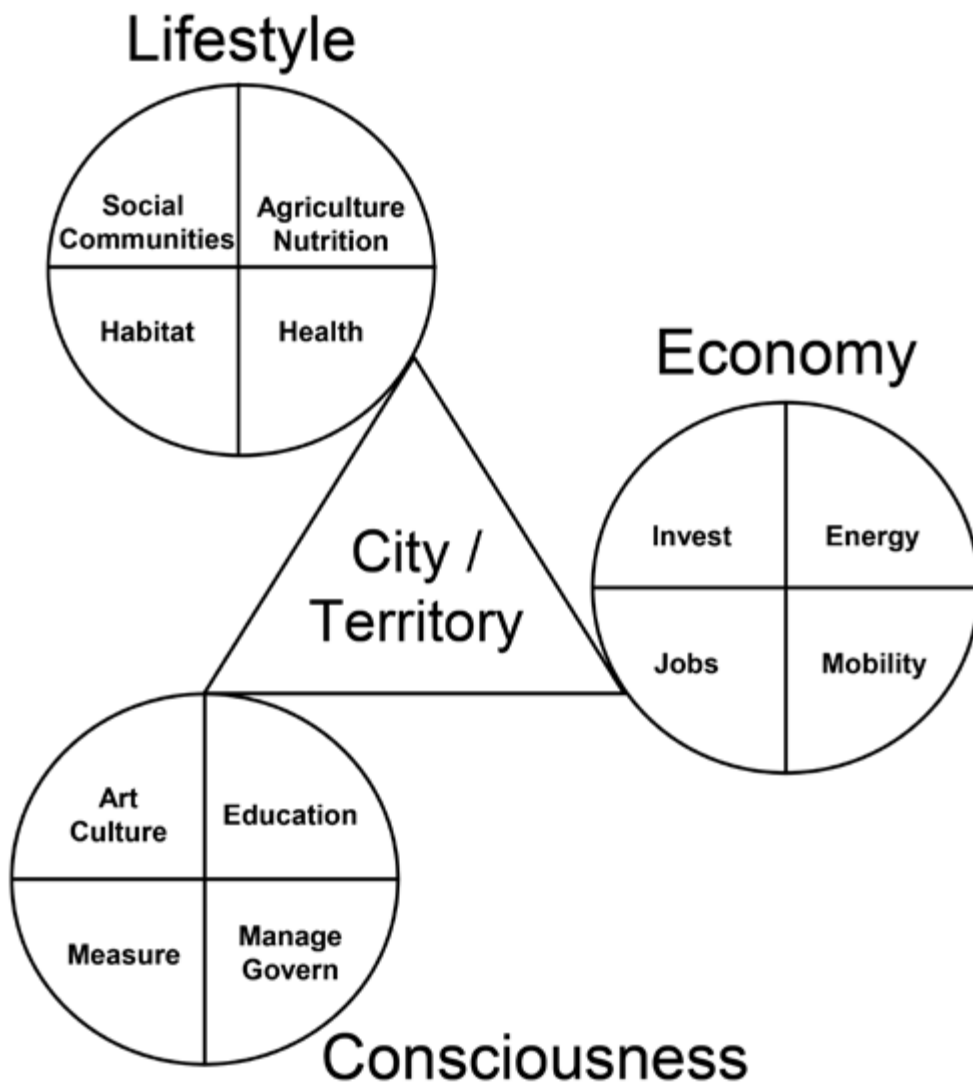
We need to measure what we want to manage. Most activities, businesses or society are measured with GDP, costs, budgets or tax incomes.

But those indicators are carried by an intention which does not include « holistic » progress of society and communities. Bhutan experienced another indicator, the GNH (Gross National Happiness), which was abandoned in 2014... why ? Too complicated and long, and not pragmatic enough. The country was too much isolated from the western world, so the people watched up and wanted

consumer products too. They fell into the trap of consumerism. Happiness was not important enough near the perspective of getting elements of wealth like us...

So we created a new indicator, pragmatic, straight to the point: the Human Progress Indicator. It maps the basic elements we all need to function in our society. Centrally, there is the personal fulfillment of people, and around, the environment.

It looks like this:



Contact us for a scan of your territory or city.

Wise city development

You may have heard about “Smart Cities”. Our thing is more about “Wise Cities”.

Why ?

Because technology without basic homework on the core functions of a city makes - from our perspective - no sense. Instead of organizing more flow of cars into the city, why not organize better multimodal mobility ?

Instead of building more hospitals, why not educate people on healthy lifestyles first ?

How to combine wise urbanisation with work and culture ? And so on... Wise discussions.

These reflections are basic common sense, and the actions to be organized afterwards are much cheaper and faster, and create more value for more people.

Efficient cities with strong attraction have done some of that work, and are landmark, examples to follow. Why do you love to go to Berlin, Amsterdam or Barcelona, Singapore or Bologna, for a weekend with your loved one ? There is a reason for that...

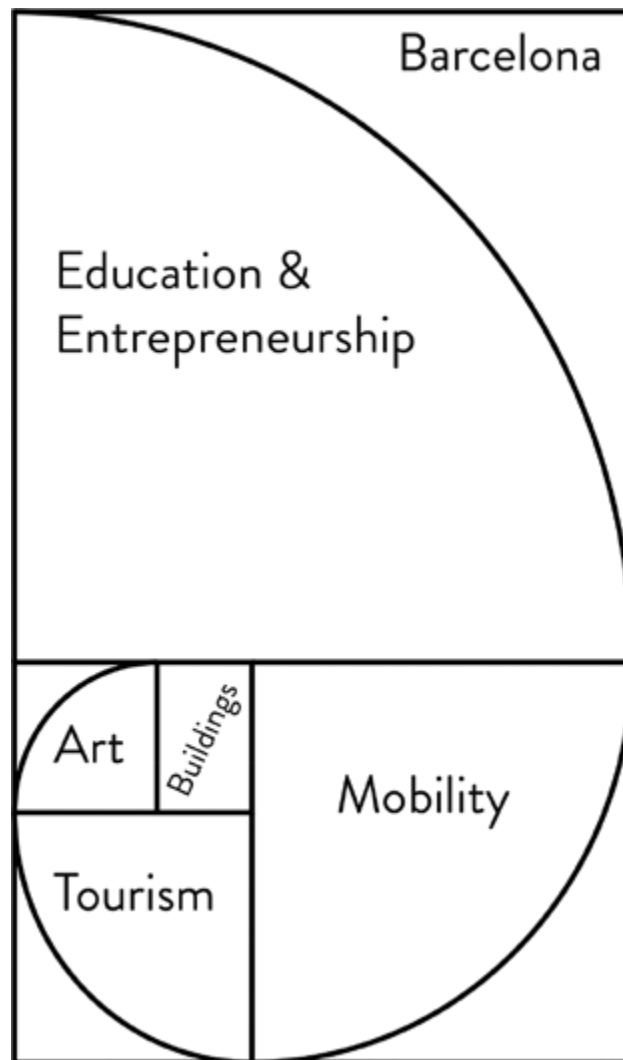
It is the same for new city design, or even for new real estate developments. Instead of dividing a plot of land into small squares and selling them one by one, or stuffing the land with stacks of apartments to make ghost towns, think about the functions you can bring into the project: urban agriculture, a front desk for healthcare, daycare for kids, local shopping with local products, small workshops for local crafts, electric car stations, community spaces, playgrounds, cultural spaces and arts galleries, energy cogeneration, parks, sports,...

The end user value will be multiplied, and guess what, the sales value will also be higher for the developer.

All of a city's functions are interconnected, and those connections create value... or destroy value if not well balanced.

So, what we suggest is the following **roadmap** - inspired by best practices:

1. Gather stakeholders in forums to open up the vision for the project, in **an event**, like a hakathon or summit.
2. SWOT : Make a **7D-Value of the city**, territory, or development: what does it have, what not ? Make an HPI-indicator survey on the 12 vital functions.
3. Detect the **2 core functions** which make the specific DNA of the territory. Learn a maximum about the best practices in those 2 functions, and become truly excellent in them. Find some usual suspects who can inspire highly around those 2 functions...
4. Create a physical space, an **incubator**, in collaboration with authorities, local companies and universities, where forums can be held, trainings, incubation of local projects, and launch an excellence center.
5. Start **local “tribes”**. Community gathered around transition and development of the area. Make sure you mix the stakeholders.
6. **Mobilize on a larger scale** around local development projects, create working groups, based on the tools in this book. Make sure the deals are clear so everyone knows what to get out of it. What is the promise (make circular contracts). Build the 2 core functions to the best, and build around them, gradually, the other ones, one by one.
7. **Finance the projects** with a mix of banking, crowdfunding, local currencies, B2B currencies, private investment, corporate innovation bud gets, and SDG Bonds. Create alternative currencies for resilience of the projects and social bonding.
8. **Project management**. Use Systemic Balanced Score Cards and collective intelligence of all stakeholders. Make sure you continuously **train people** in or around the incubator, on the keys of economic transition success. Students as well as managers, employees, unemployed or seniors. Migrants. They can bring fresh ideas and cultures. Go to international events to get inspired and to share best practices. Connect live and online to knowledge communities and “Wise Tribes” around the essential functions of your projects.



Detect the core functions that the territory excel in - makes it unique. Develop them, and add the next ones to it, capitalizing on its uniqueness. Barcelona «shines» its buildings, with an artistic dimensions (thanks to Gaudi...). It became a major touristic place, developed smart mobility, and also - finally a great place to learn and innovate !

Coins and **currencies**

WHAT IT IS:	New ways to measure value and to create new businesses and support the next economies.
WHY IT IS IMPORTANT FOR YOU:	Single currencies make the economy faster, but more vulnerable. Multiple currencies create great new value loops and fantastic social resilience - and a legal framework for the next jobs
A TRANSLATION OF:	Dollar is king...

We are using the Euro as a european unisex global currency, as it was taken for granted, as there would be no other possible global currency. The dollar, a national currency is used for global trade. This is incoherent.

Guess what.

There are flaws in this currency.

First, the international agreements are embedded with obligations member states will not be able to comply with (like budget deficits). Second, a unique currency has - even if it makes business easier and faster - a big drawback only few people understand... lack of resilience. If a currency shock happens, the whole system collapses. There where if we had multiple currencies, we can use the ecosystem of what is left to rebound, and compensate the shock.

On the other hand, it is naive and dangerous to use a national currency as a global standard. It is, actually, stupid. Not adapted to the function.

There are **lots of alternatives to single currencies**. Here they are:

- **Global currency:** SDR, **Special Drawing Rights**. A balanced basket of national currencies, like Euro, Dollar, Pound Sterling, Yen, Yuan or Renminbi. It would be much more logical and balanced. One economy collapsing would be carried by the others, and thus avoid global implosion.
- **Continental:** double currencies. A continental, like the Euro for Europe or the Dollar for America, and more regional currencies like national currencies which would be used for regional or national operations.
- **National or Regional: currencies** adapted to the economic standards and ecosystems, and specifics of the nation or region. They can be used in counter-cyclic ways, and thus create a strong balance and resilience for companies and cities. A successful example is the WIR in Switzerland.
- **Local currencies:** city currencies like the Bristol Pound or LETS. They can be used within a specific territory for local goods and services.
- **Special use currencies:** specific communities or companies can emit their own currency for specific use, like Airline Miles, Time Dollars, that answer specific needs and rules legally.

It is very clear that the future will be marked by a large diversification of currencies. Some will be more used for facilitating trade, some for value storage, some for measuring value flows.

The bottom lines in the choice of a currency would be :

- what is the **true intention** behind it?
- what is it used for ?
- where is it going to be used ?
- what is it **backed** by ?

When they are well engineered, they will be very useful in facilitating new value loops creating progress. If the intention behind it is - again - speculation and accumulation... they are still-born.

Unique DNA in 1 page : the Identity Honeycomb

WHAT IT IS:	Mapping the exact DNA of the project, on one page. Clear, explicit.
WHY IT IS IMPORTANT FOR YOU:	Its of capital importance that everyone, even your client gets the message, know what you do, why and how.
A TRANSLATION OF:	Mission statement. Corporate identity.

To present « who we are » is a serious exercise.

Too often we - as a person - are not able to say who we are and why we are on this planet.

For an organisation it is even more difficult. But so essential. This simple canvas enables any team to land in a few days or weeks, with a strong visual, summarizing the essential elements on one single page.

It should be created with transversal teams, so it can benefit from multiple perceptions.

On the right we have the « invisible » elements.

On the left, the visible elements.

And vertically we have 3 levels:

- perception of the brand/project
- emotional dimensions
- material, tangible

1- Visual identity: logo, colors, graphics, building, person,...

2- Origin: history, founder, territory, events in history, story

3- Atmosphere: feeling, emotion inside

4- Baseline: slogan, punchline, summary of the project

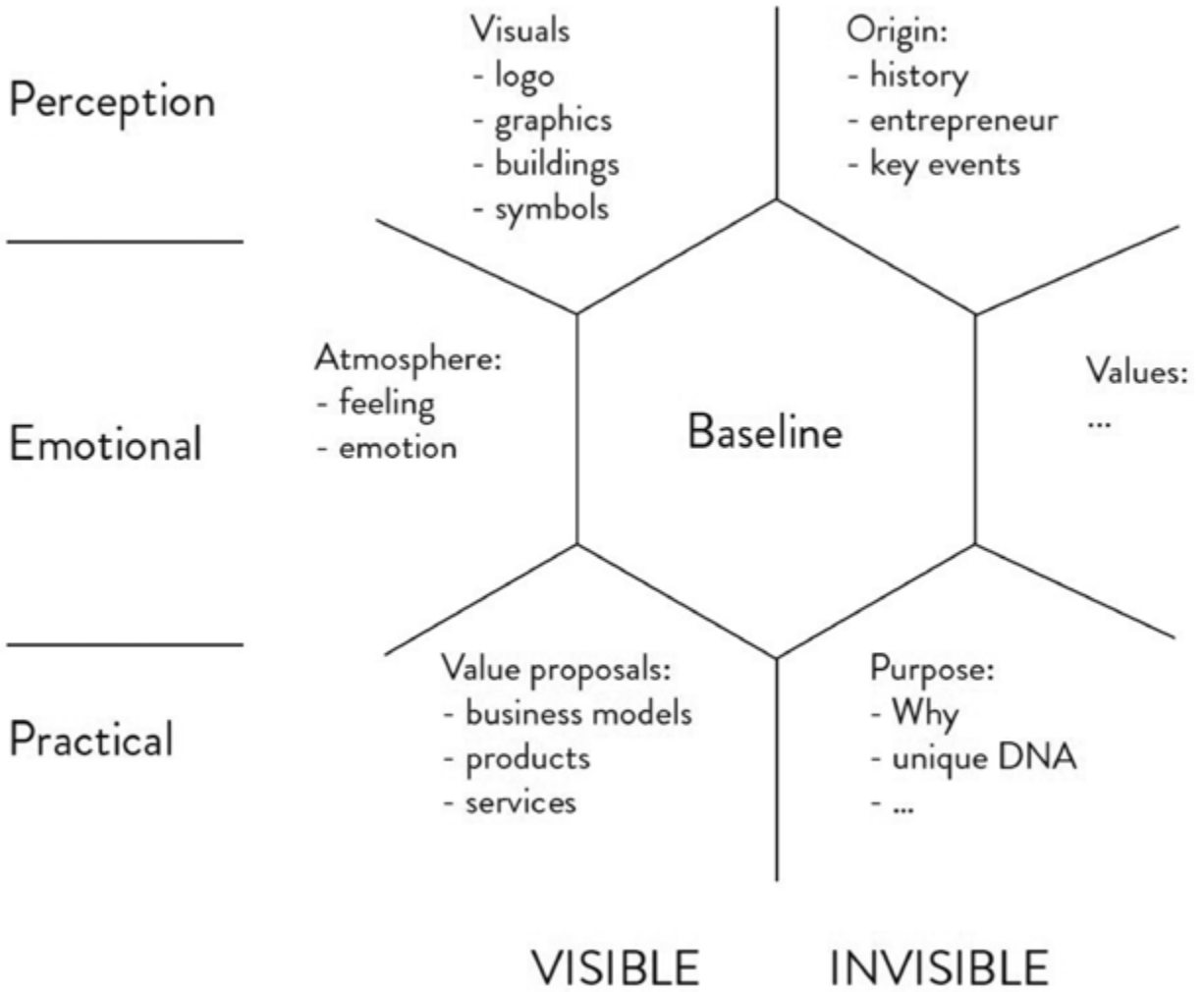
5- Values and essential qualities for success

6- Value proposition: business model, products, services

7- Reason for being, the « why », unique DNA, differentiating elements

Fill in the template with your team, in Collective Intelligence workshops. Don't rush. Sometimes it is good to do it in several steps.

“Financial markets are a show which doesn't
show true value”



The Holistic Business canvas

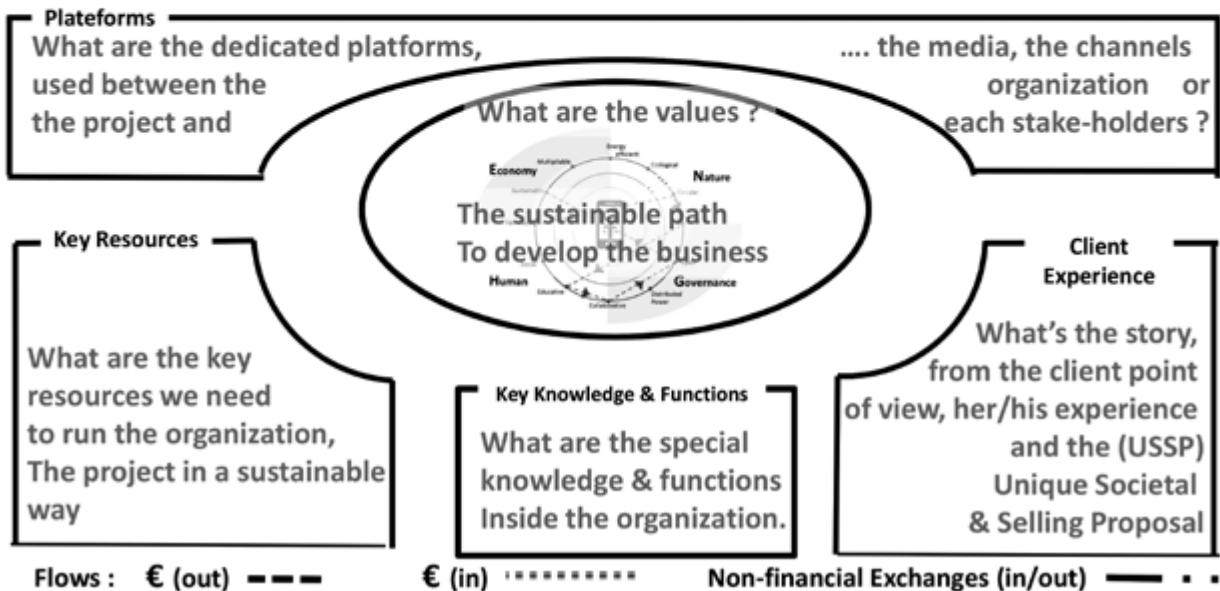
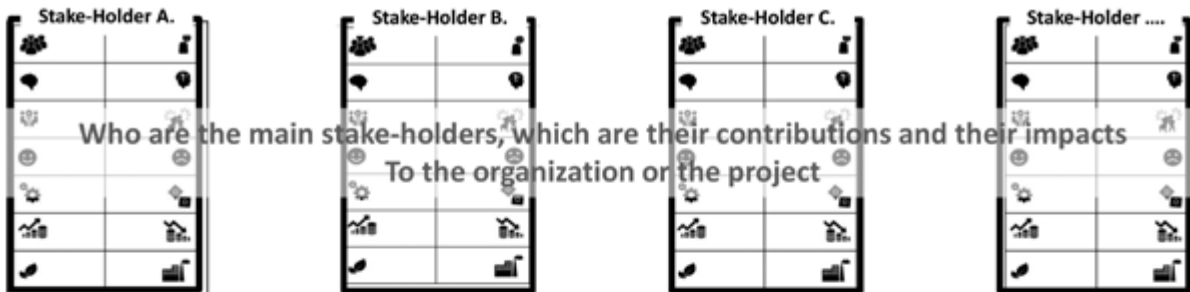
WHAT IT IS:	A business plan starting from the company contribution to the common good and the earth
WHY IT IS IMPORTANT FOR YOU:	To start a new business, or convert an existing business, with the opportunity to solve social issues with stakeholder collaboration and resources
TRANSLATED FROM:	Business plan, business canvas model

It is easier to convert or to start a business into the New Economy with new tools, based on the new principles and values of the Holistic Economy focusing on the universal interests for people and nature. You will find lots of alternative ways to fund your real needs, and bring amazing value for humanity - local or global.

The Holistic Business canvas will guide you to write your new business model and plan, and offer you a clear view about:

- Your contribution to market challenges with your projects, and journey through Triple Bottom Line: People, Planet, Profit... and good governance.
- The clear journey into new economic spaces, and the pillars to build your own tailormade business.
- All systemic loops between all internal & external stakeholders and the project.
- Financial and non-financial flows connecting all stakeholders to invigorate your organization. These points also are all alternatives ways to fund your activities, and find opportunities before to list all costs and investments.
- The specific 7D positive contribution or negative impacts to stakeholders.
- The core values to activate the value loops with stakeholders.
- The single or segmented platform used to communicate with each stakeholder.
- The key resources and knowledges you need.
- The Unique Social & Selling Proposal.

“The best solution to solve a big problem is to re-connect with nature. She is generous in energy and offers freely available solutions”

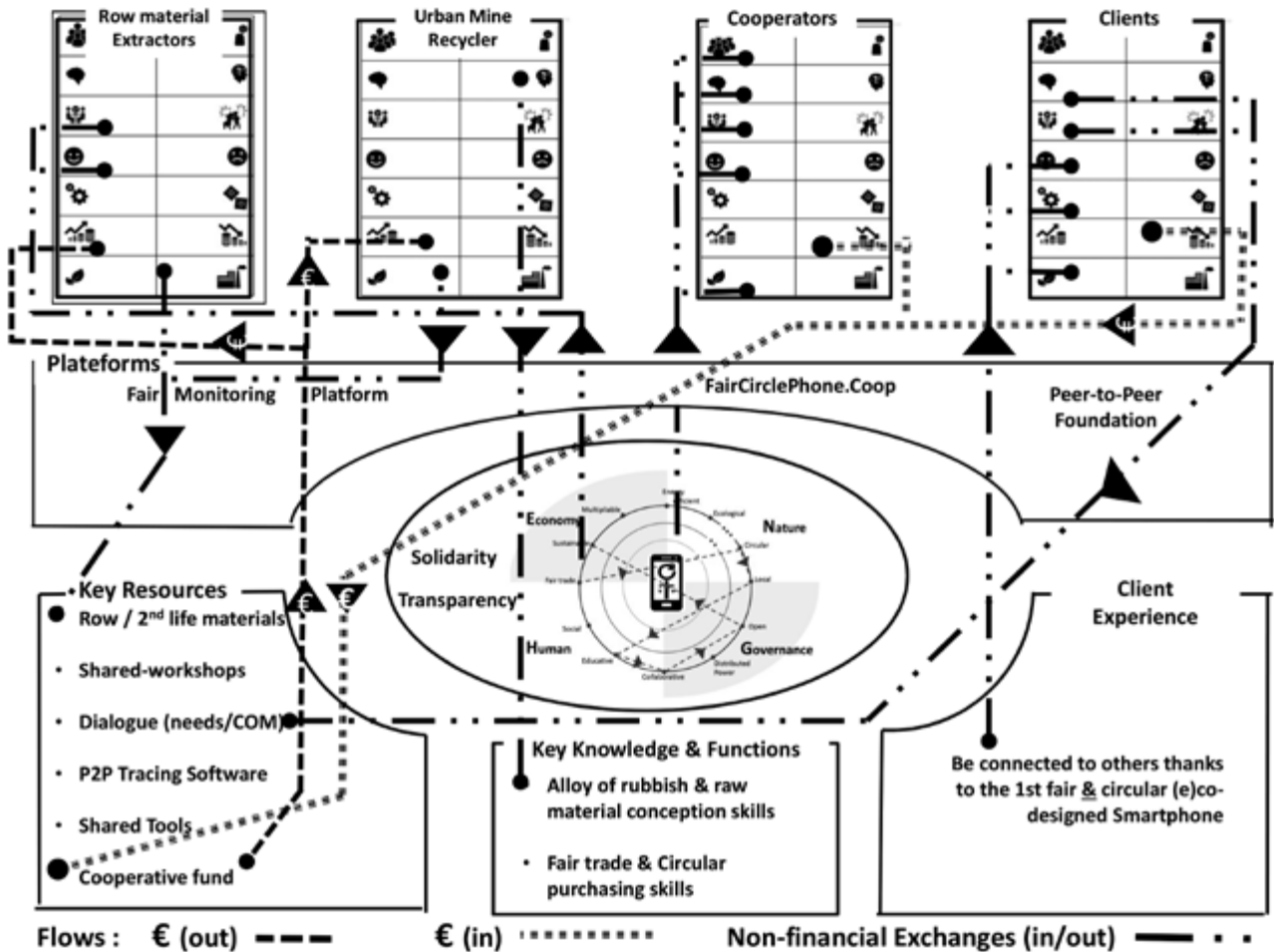


Example:
8 questions : starting in the center on the sustainable path and priorities, then the core values of your company, the list of main stakeholders, the way to communicate with them, the key, knowledge needed and the customer experience.

The 8 steps to fill in your Holistic Business canvas:

1. Start in the center: define your sustainable goals thanks to the Rating Web of the New Economy, 7 goals in the example of FairCirclePhone.
2. Identify all key stakeholders to reach your goals
3. Then point all specific (7D) level of contributions from all stakeholders to your goals.
4. Define the core values of your organization and team
5. Ask your future clients to define the experience, the unique story they want to live thanks to your organisation (or the Unique Societal & Selling Proposal)
6. List all needed resources to reach your goals and offer the USSP to your clients
7. Define the best platforms, according the accepted experiences of each stakeholder, to create a strong and valuable dialogues with them
8. Draw all connexions between the stakeholders and your values, your common goods contributions, key resources, key knowledges and USSP through the dedicated platforms. These links can be financial (revenue : IN, expense: OUT), or non-financials (exchange IN, exchange OUT).

Write several Holistic Business canvases to benchmark the best ones to start your new business, and share them with internal and external sakeholders..



Example :

The core goals (in the center) of the Business model include the key externalities of people, profit, planet and the governance. Through the values of solidarity the new business model based on fair trade sourcing will bring happiness and to cobalt miners, the transparency of the peer-to-peer co-development of the new smartphone will clients thanks to their knowledge and feeling will also create value. The fair trade and circular flows are certified through an independent fair monitoring platform, the urban mine recyclers are sharing their knowledge about alloy of rubbish and raw cobalt, the cooperative fund and the clients' prepayment of the future cellphones are stabilizing the turnover and pre-financing the purchasing by the partners-producers. The fantastic communication is boosted thanks to the involvement of the cooperators.

For free download of the template: www.wiseholding.net

Circular multi-stakeholders **Contracts**

WHAT IT IS:	A way to decide on who brings which resource, for how long, under which conditions, and in exchange for what.
WHY IT IS IMPORTANT FOR YOU:	If you don't do this, your project will stop. Your partners will get confused and tired. Your partners will get confused and tired.
A TRANSLATION OF:	Collaboration contract.

Why do «new economy» or multi-stakeholders collaborations fail so often ? Even though we all want to contribute, change the world, bring our best to society, collaborating in a balanced way is a challenge.

Why is this ?

100% of the projects that I have had the pleasure of seeing bugged on 1 aspect of collaboration. While everyone is motivated to contribute, in search of purpose, open-minded and open-hearted, putting lots of time and resources, the time of «fatigue» comes sooner or later. This is a real problem because everything has to be reinvented, with the energy and resources of each one of us. But if we are not able to calibrate a simple and viable project collaboration contract, we cannot hope to reinvent the rest of the economy.

Shifting Economy

Some **major reasons**:

- Different cultures, priorities and intentions or interests of each stakeholder/participant
- Fear of losing
- Lack of confidence in self, in others, in events
- Complexity and risk
- Regular and fast updates and change of context, business model, stakeholders, financials
- Fear of the unknown
- Education we had, in competition rather than in collaboration
- Lack of self-knowledge and therefore the difficult to complement each other consciously
- Time management and inefficient priorities
- The unspoken, and lack of balanced communication
- Unclear inputs and outputs of each stakeholder
- Difficulty of measuring the exchange of different types of resources (knowledge, entrepreneurial efforts, buildings, money, networks, ...)

The need for models of collaboration contracts is required, to clarify cooperation, intention, and resource exchange.

The next economy is based on the sharing of resources, whether we like it or not: projects that contribute to a sustainable future, while offering a clear place to its actors. A team where knowledge, networks, entrepreneurial energy, tools and processes, finance, materials first, all calibrated to a common noble quest answering market challenges. But how to pay, reward each stakeholder, how to manage multiple stakeholders, how to manage updates to the project, and egos floating around...?

Step A - the test phase : the short term;

First reflections, meetings and tests.

Art. 0. The WHY. Clarify the purpose of the project, the heart of the initiative, what we want to contribute to, vision, mission of the project, which vital functions of society it will contribute to. The basic intention of the alliance.

Art. 1. Founding values, people at the core, non-negotiable, that will be consolidated in case of conflict or discussion

Art 2: Name of the parties. This is generally 3, 4 or even more stakeholders.

Art 3: History of the agreement and environmental-contextual elements, general and particular.

Art 4: Resources and excellences of everyone - and exchange possibilities. Financial agreements are not absolutely necessary in this test phase.

Step B - the validation phase : the medium term

Art 5: The famous famous «what's in for me?» What value everyone expects in return of the offering of resources

Art 6: Aspects on which everyone needs to be reassured

Art 7: Draft vision of the future project

Art 8: Roles and responsibilities, management and governance. The quality of collaborative space to the project's success. Risk sharing that everyone is willing to take. The management in cases of repositioning of the project, at the coming «refresh click». First financial agreements.

Step C - the enhancement and business phase : the longer term;

Art 9: Resource Exchange (knowledge, buildings, networks, communication, money, teams, etc.) and the needs of stakeholders being met, qualified and quantified. How each stakeholder is rewarded for his contribution resources - whatever it is, how, and in which legal form. This is where, creativity can go its course: trade in kind, alternative currency, in time, mentoring, and knowledge, and access to marginal resources,...

Art 10: The method and regularity of monitoring, control, management, and measurement of success, KPI's.

Art 11: Qualified and quantified targets in time - goal setting.

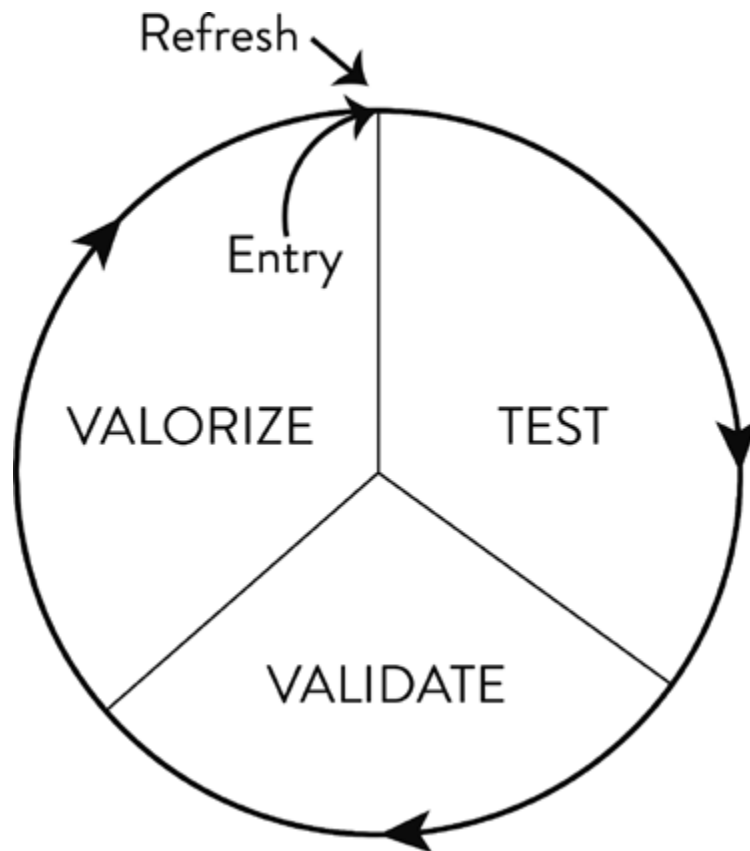
Art 12: The systemic explanatory diagram, how the whole is worth more than sum of parts.

Art 13: The management and allocation of risks and responsibilities, relative to customers and / or stakeholders.

Art 14: The duration of the contract and the conditions of rupture. The plans in case of dissent or failure of one of the contractors.

Art 15: Date and signatures.

The 3 phases do not have to be filled-in at once. The bottom line is that the deal is circular. We all know that multi-stakeholders collaborations have to be iterated numerous times. At every «click point of refreshment», which can happen dozens of times, a new cycle has to be restarted, with discussions based on the articles 0 and 1.



Systemic Balanced Score Card

Manage your stakeholders ecosystem

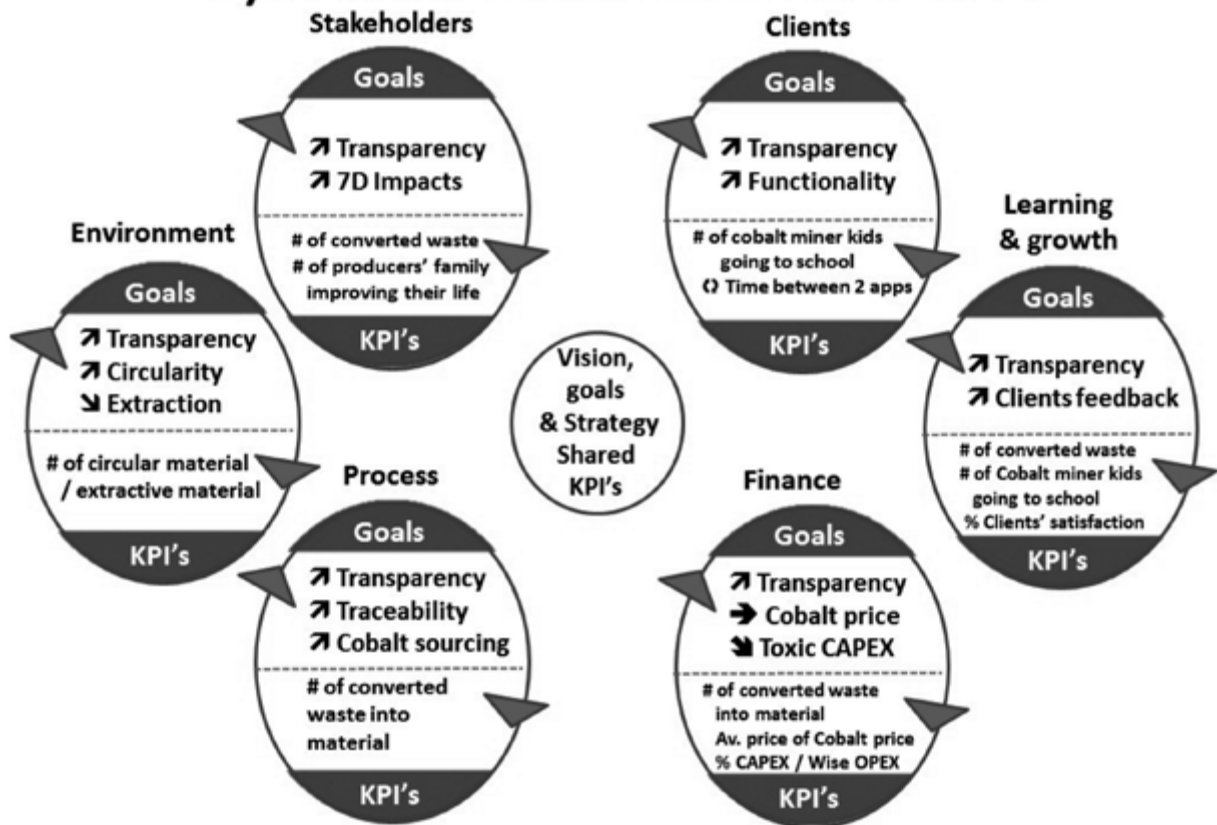
WHAT IT IS:	Follow-up of the goals for all stakeholders included in the project
WHY IT IS IMPORTANT FOR YOU:	Because your stakeholders need to be happy, and faithful on long term to guarantee the economical sustainability of your project
TRANSLATED FROM:	Balanced score card

The Systemic Balanced Score card is adapted from the Kaplan and Norton (1992) model. It was adapted by Vansillette T. in 2015 , and by Mossay E. in 2017.

It presents 3 innovations:

- Absence of hierarchy
- Systemic links between stakeholders
- New perspectives offered by environment and stakeholders included in the system

Systemic Balance Score Card



Example:

The speed of working (arrow) should be equal between the 6 elements, and the main goal & KPI of each elements has to be identical to the most important shared goal & KPI (Key performance Indicators) in order to increase alignment.

The Systemic BSC can be used for mapping of stakeholders' KPI, as well as, in the above illustration, for one or more holistic views of value creation or functions.

Process to implement the SBSC:

- Define the corporate vision-mission
- Define the corporate strategy
- Define the goal setting
- Design, the cause and effect links with the Holistic Business Canvas
- Define the goals for each stakeholder contributing to the project, and the measurable KPI's (be coherent with the circular contracts)
- Implement the SBSC into weekly management and project follow-up

FOR YOU

Our 5 key human uniquenesses to differentiate from robots and A.I.

Oxford University and MIT are forecasting the extinction of more than 40% of current jobs because of the rising of robots impacting mainly “blue collars and the expansion of Artificial Intelligence impacting white collars .

The question is not anymore if the history will reverse the influence between South and North or West and East but which will be the functions of the majority of human beings in a near future.

We would like to highlight 5 key skills which make the difference between living beings and that no artificial life or robots can achieve at the same level as humans and AI:

1. “Inner and shared” **instinct and energy**.
This is our best skill, dashboard, tool to make decision in each situation of our business or private life. It could be individual (inner) and collective (shared) instinct to feel the responses of our body to issues. Do you still listen your inner voice ?
2. **Purpose, conviction, faith & trust**.
The skill to feel this value allows us to develop long term relationships and cooperate with other human beings. How could we replace a impulses between humans by “simulated impulses” of a robot ?
3. **Optimism, passion, humor and fun**.
This is the taste, the color, the smell of the life. The pleasure is a key to open relationships and even to unlock the mind to learn and create new connexions between different pieces of knowledge. Let’s be marvelous and candid as a child.

4. **Empathy, authenticity & Inter-beings emotions.**

Feeling of emotions cannot be summarized by detection of medical parameters. For example: human beings can feel “subtle tensions between humans in a room”.

5. **Alliances building, Inspiring relations, Synchronicity between human beings.**

Close your eyes and remember one “event in perfect synchronicity” of your life between you and someone else. This is magic that co-creates and expands our energy, our emotions.

Cultivate and develop these 5 key inner resources should be the best way to not become robots or transhuman, and to find the right balance and distances between us and the robots in order to focus only on the progress they can bring to people.

Now seriously - look back on these 5 differences - knowing that robots and computers will NOT foster them. Do you still believe blindly in IT, data, digital, robotisation ? Are you truly ready to sell yours soul to it ?

You must be kidding. **Any true leader knows that these are the keys to fulfilment** of people and of companies.

Wake up.

48 first new jobs for you in the new economy

- WHAT IT IS: A list of future functions that will support the new economy
- WHY IT IS IMPORTANT FOR YOU: Because lots of jobs will disappear by 2025, so you can get ready
- TRANSLATED FROM: Job description

You have an ocean of necessarily to start a new job or role and take part to the new economy. These 48 functions will not necessary create 48 new jobs but fullfill needs to install new holistic collaborative approaches to co-pilot companies. Most of them require the right balance between EQ, wise thinking, and IQ. And guess what... there are a lot more. Create them with us and share them !

Strategy

Common Goods KPI's Expert

Defining the KPI's of the external positive and negative impacts of the company.

Holistic Business Strategy Expert

Managing the Holistic Business canvas according the common goods' strategy of the company.

Systemic Experts

Practising and training colleagues in the systemic thinking way.

Co-creation enabler

Focusing on the goals and outputs of the co-creation.

Blue Economy Global Strategy Innovator

Translating ideas & concepts into natural patterns and searching the key success factors and validating these innovations.

Collaborative Macro-Scoop Animator

Stimulating, summarising, monitoring and writing the data of the Macro-Scoop.

Independent Advisory Board Animator

Seeking, involving advisory board team members according the challenges of the company. He/she can take a seat on the board representing for the "Earth" - or "Social Progress".

SOLUTIONS, RESSOURCES & OFFER DELIVERY**Intrapreneur**

Internal Entrepreneur developing new activities inside the company.

Extrapreneur

External entrepreneur starting new activities outside or in the margin of the company.

Holistic Marketeer

Organising the marketing strategy according holistic principles and holistic marketing tools with common goods top priorities.

Recycling repair & Re-use Expert

Facilitating the re-use, reparation (including 3D platform solutions) and/or the recycling of current offer portfolio.

Eco-co-designer engineer

Developing the co-designing with stakeholders of offers, and the 2nd and end-of-life (3rd life or recycling) of offers.

Spares Waste-Resources' value analyst

Managing the stock of spares for old products, and the alloy of 3D materials definition and the logistical platform to repairers.

“Greenomy“ engineer

Reengineering top processes by mixing both economic and ecological performance.

Common good impacts measurement expert

(Internal) controlling and reporting the externalities and contribution/ destruction of the companies to the common good.

Organic & Fair Trade Offer Certification Expert

Implementing the specific external processes to get/maintain the organic & Fair Trade official certification through external audits.

Internal Systemic Value Exchange Facilitator

Facilitating the detection and implementation of systemic value levers.

PEOPLE DEVELOPMENT

Collective and Individual impacts about common good

Trainer and motivator

Communicating and motivating team members about the common good achievements and perspectives of the company.

Sharing Individual (hidden) Skills & Knowledge Animator

Identify and sharing all useful Identify and sharing all useful skills and knowledge to specific and/or transversal and/or special projects.

New Team Member coach

Coaching new team members coming from former economy model companies.

Old & New Economy Translator

Expert in the translation of all concepts and approaches “old/new economy” for contacts between the company and former economic companies.

Mindfulness experts

Implementation of segmented mindfulness tools, tips, applications, events according needs: focusing, relaxing, attracting, dealing with stress, etc..

Mindfulness Journey organizer

Designing several mindfulness paths for team members. Coaching.

Mindfulness individual coach

Helping team members to practise daily mindfulness and become autonomous in meditations according their needs and roles.

Coach in Collective Intelligence

Focusing on the CI methods and defining the role of everyone in the co-creation processes.

Happiness Chief Officer

Developing initiative to create a joyful atmosphere in the company, helping the team members to feel good and open.

Team member (re-)energiser

Helping ones who need to recover their energy, especially after an illness period or in a transition period between two roles.

“Synaptor”

Initiator of connexion between team members who never work together, in order to create a conscious team knowing the value of everyone across the value chain.

Humans “re-connection” experts (low issue)

Detecting and solving humans’ light tensions between team members.

Humans “re-connection” experts (medium issue)

Detecting and solving humans’ s complexe tensions between team members.

Humans “re-connection” Emergency expert

Solving big unexpected crisis between team members.

Team (re-)Synchronicity facilitator

“Reenergising” and/or synchronizing a team, especially after a special event, crisis or big changes.

Systemic alternative Team members’ benefits Creator

Developing alternative way to pay/thanks team members, especially in non-financial way.

Healthy and energetic Food Agent

Focusing on all the food & beverage in the company in order to develop the best balance of ingredients to provide vital energy for all.

LINK WITH (EXTERNAL) STAKEHOLDERS

Alliances’ facilitator

Identify all current and potential stakeholders (companies and/or experts) including ones identified in the former economy as “competitors”. Detect their needs and unique resources.

Stakeholders harmonizer

Managing the the relationship and the experiences of the stakeholders, resources offered, contracts, with the team members and the company.

Stakeholders Analyst

Analysing the key trends, needs and feelings of all stakeholders.

Systemic deal-maker

Focusing on the goals and balance of each effective deals between the company and the stakeholders, facilitating also some special deals between stakeholders.

COMMUNICATION & EDUCATION**Dialogue & Transparency Activator**

Developing and managing all the tools to intensify the dialogue between the company and the daily contacts with the “key stakeholders”.

Cross-(alternative) media Facilitator

Dealing and implementing agreements between the medias of the company and the medias of all stakeholders.

Common Goods current and future impacts’ Evangelist

Focusing on the external (including informal) communication of the “common goods” impacts of the company.

Annual « common goods » report

Focusing on the communication of all official KPI’s and achievements of the company in the “common good” annual report.

ASSETS**Assets values and usages controller**

Managing the values and the effective use & availability of assets.

Assets cross-sharing Initiator

Dealing sharing of under-used assets with stakeholders.

FACILITIES

Eco- up-cycling / re-cycling / sharing equipment's manager

Managing the lifecycle of all equipment's, facilitating the up-/ or re-cycling.

Trans-eco-mobility facilities manager

Organising the sharing of all company and private-shared mobility vehicles between team members.

FUNDING & FISCALITY

Ethical & Collaborative Funding Expert

Stimulating collaborative funding of the company and monitoring the ethics of different funding sources.

Global financial & Fiscal impacts Expert

Calculating & reporting the real financial and fiscal impacts of all common goods contribution of the company.

Inclusion and Collaborative **transition management**

Based on the days of inclusion, we can build a new way of managing... but there is just one principle that we miss: Understand and channel the energy that brings people together to work towards a common goal...

When we observe an ecosystem in nature all « stakeholders », all living being are strongly driven to do what they do. But what drives them ?

INSTINCT to get the resource they need. Well, that is the ingredient we need to bring all this to life...

“Wise management allows you to **convert toxic expenditures** into sustainable investments for common good”

Traits of the next management styles

The next management styles will incorporate 12 major traits in order to – at the same time – become a key actor that brings solutions to face society's future challenges and survive in a fast changing world. This is a summary of new management approaches. You can find detailed descriptions on the web, or ask more to specialized consultants.

Intention shifts from Profit to Prosperity : the organization integrates all dimensions of value creation (financial, intellectual, manufactured, human, social, natural) in its decision making processes along the entire value chain, from cradle to cradle:

- Holistic Performance Measures
- Integrated Thinking
- Sustainability-focused Business Models

Perspective focus shifts to “Need” instead of “Want” : the organization goes beyond the surfaced wishes expressed by the stakeholders ; it challenges them to find what are their inner needs (the why and the what) to suggest smart solutions

- Human-Centered Design Thinking
- User / Customer Experience Mapping
- Value Proposition Canvas

Resilient and swiftly adaptative : the organization integrates the VUCA world in its ways of thinking (by integrating all potential scenarios) and doing (by rapidly prototyping and by processing change in a participatory and efficient way)

- ADKAR change Model
- Scenario Thinking
- (Rapid) Prototyping
- Viral Change

Agile & efficient processes : processes that actually reflect the reality, and are streamlined so that all activities are oriented towards the key stakeholders. They are efficiently adapted by “those who do” according to the changing environment so that collectives can make a difference

- Integrative decision making
- Value Stream Mapping
- Responsible Lean
- Advice Process
- Regulated meetings

Intrapreneurship and extrapreneurship : people take ownership of exploratory ideas and projects for both improving the way of working of the company and developing tomorrow’s solutions with the help of acceleration processes

- Sprints, Hackathons and brainstormings
- Internal, or even better, external incubators
- Lean Startup

Cross ideas and projects with other industries, territories, generations and functions

Innovation anywhere : the organization develops an innovation ecosystem so that innovation is everybody’s business from workers to customers and key stakeholders

- Open Innovation processes
- Innovation jams / imarketplaces
- Creative Problem Solving / Synectics

Globally distributed with small teams : the organization is designed as a network of networks of small and reactive teams in close connection with field realities

- Agile squads
- Connected workforce
- Distributive & decentralized networks

Autonomous and Participatory Teams : teams are characterized by the high level of engagement of all members while allowing all the talents of the individuals to contribute to its success

- Open Allocation of Roles
- Election without candidates
- Co-Budget
- 5 dysfunctions of teams

Flatter structures : decision making processes are taking place at the right level and with the right people and are highly efficient allowing teams and the organization to rapidly move forward and pivot when needed

- Double Link (Lead & Rep Links)
- Subsidiarity principle
- Delegation Poker

Learning Organization : the organization learns from any situation thanks to systematic implementation of collective and transversal learning processes and transform these learnings into actions

- Communities of Practice
- Retrospective, After Action Review,...
- Collective Intelligence approaches
- Team supervisions

Responsible & Fair Management : each individual is at the same time a leader for some roles and a contributor for other roles ; fairness, authenticity, sincerity and empathy are the key features of inter-personal relationships

- Servant Leadership
- Non Violent Communication & active listening
- Fair Process
- Peer coaching / stewardship / constructive feedback
- Intersession / Co-development

Cooperative Mindset : Cooperation is at the heart of any activity shaped and implemented by any part of the organization through concrete frameworks aimed at forging this cooperation mindset

- Collaboration Canvas
- Partnership Canvas
- Smart or Circular Contracts

Let's face it. These 12 traits will require a deep cultural transformation both at individual and collective levels. Two ways can be considered to make it happen :

- a **“big bang” approach** shaking the entire organization. The risk ? Some parts of it might not follow or even show high resistance against such changes.
- a **viral approach** where the transformation will be designed, tested, prototyped in some parts of the organization where such transformation makes sense, and then virally spread across the other areas.

Credits to Philippe Drouillon, Metamorphosis

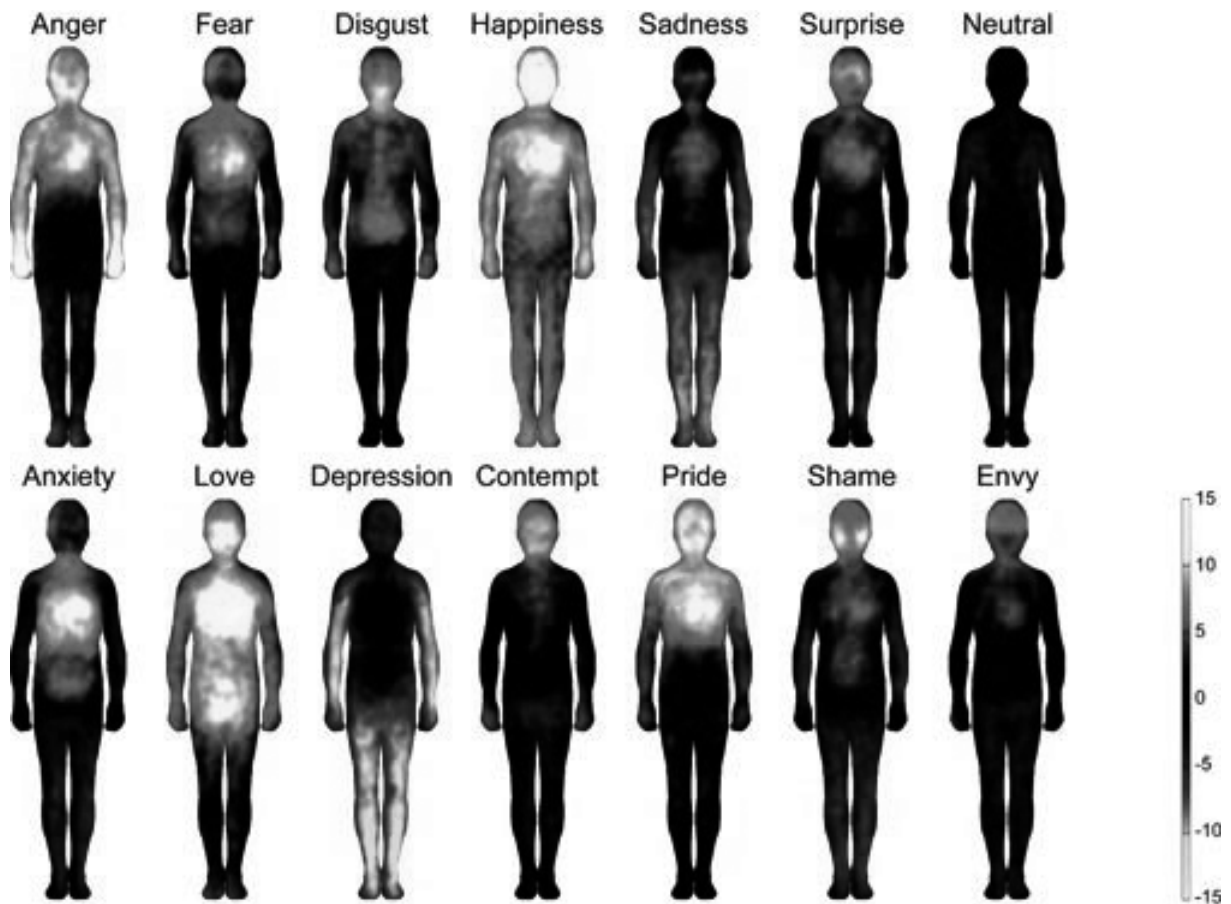
Manage your own systemic **dashboard: your body**

WHAT IT IS:	The emotional language of your body
WHY IT IS IMPORTANT FOR YOU:	Because your body has a lot of important messages for you. Your body is not only transportation for your brain - from one meeting to another...
TRANSLATED FROM:	Emotional Intelligence (EQ)

Our body is a complex system. Even today the connexion between several domains of sciences are not yet well understood, but we know that they are all inter-connected.

It is a fantastic radar to give us fast signs about our feelings, but we have numerous ways to feel emotions: some will feel joy in the whole body, others around the heart. This is the same with anger, etc. but according conducted by Finnish researchers[1], we have some “emotional patterns in our body” as described in the figure A.

[1] *Proceedings of the National Academy of Sciences*



The more we learn the precision of the “messages” sent by our body, the more effective we will be in making the right decisions in our (business) life. The new economy is based on life: people and nature. To pilot this new economy, the dashboard of emotions is useful, complementary to rational KPI’s.

So:

- Train your brain to understand the messages of your body
- Learn how your body is warning you about anger, sadness, doubts but also empathy, love.
- Map your emotion with the emotional pattern
- Be open, and try to make decisions by inner feelings and instinct.

Probably the inner feeling is the second one, because the first one is often the voice of our education, our family heritage.








7D Implementation Roadmap

WHAT IT IS: The roadmap to convert your current business and/or implement a new one

WHY IT IS IMPORTANT FOR YOU: It is the planning to use all the new wise tools presented in this « tool book », step by step

TRANSLATED FROM: Timeline

7D Implementation Roadmap

	Stage 1	Stage 2	Stage 3	Stage 4
	Wise awareness			
	Macro-trends > micro-impacts	Map all 7D Value of your company		
		Map the 7D Values of all Stakeholders	Define your new communication plan	Define your lexicon to communicate
	Listing your body		Map your internal relationships	
	Create the Team Of Extrapreneurs			Fill in the 7D Timeline
		Select the Growing Economic Spaces	Draw your Holistic Business Model	Calculate your P&L and balance impacts
	Rate your future tangible impacts			

Example:

Stage by stage, you can use the tools to convert your current business as from the Wise awareness till the definition of a lexicon to communicate with your colleagues about your new project. You will find all the needed tools in this book.

Personal 7D Mapping

To make the picture complete, and especially, to progress as a person on your evolution path, you can make your own 7D-Value mapping.

It's very simple.

Fill-in the answers to the 7D-Questions on every level.

Your personal assets, excellencies on the left, and your liabilities, so-called « negative points » - which in fact are development potentials - on the right.

Common Good - Reason of Being

What would I like to contribute to the issues of society, contributing to the common good? (Education, housing, mobility, health, communities, measuring, managing, citizenship, art, culture, diversity, agriculture, nutrition, ... check the 12 vital functions). What am I here for on this planet ? Which issues of society worry me the most ?

Knowledge

What do I know the best ? What am I good at ? What do I excel the most ? My hobbies and interests ?
What do I need to learn ? What knowledge do I lack ?

Communication

What about my communication with others ? The way I communicate on the web ? How I speak in public ?
My relations, are they balanced ? Which communities am I member of, and active in - my networks ?

Emotions

My passions, motivations ? Do I love what I do or not ?
My positive (joy, love, enthusiasm, desire) and negative emotions (anger, sadness, resentment, grief, guilt, regrets, hatred, fears, depression).

Processes

What I do best, my practices, my skills, efficiencies.
Or, what I am bad at, inefficient, clumsy,...

Financials

My financial and material assets (house, money, capital).
My debts (loans, credit cards, mortgages)

Earth

My roots in my homeland, my culture, my origins, my personal story. My connection to nature, to mother earth.
Or, am I disconnected from my energizing roots ?

Once you have completed the whole Personal 7D Map, you can discern where your major blockages are, and decide which ones to deal with first.

If you had the lucidity and humility to detect personal liabilities - negative sides - you already started to deal with them.

« Conscious progress starts with humble acceptance of blockages - it is your antimatter - the nuclear power of your fulfillment »

Wise Tribes

What is it:

Be part of the global network of communities acting for local and global progress

HOW IT WORKS:

If you agree with the following topics, you can start your own Wise Tribe:

- 5 people participate and sign the charter of your Wise Tribe
- Give your Wise Tribe a name (ex. “Casablanca Education Wise Tribe” or “Santiago Sustainable Housing Wise Tribe”, or even “Global World Music Wise Tribe”)
- Your project offers wise answers to at least 3 different challenges
- Your project is collaborative, and wisely activates resources of several stakeholders
- The people who are active in your project agree to work on their personal development on continuous basis

WHY IS IT IMPORTANT:

- Communities mobilized around high quests are the most motivated
- They have to learn to collaborate wisely, so resources can be used much more efficiently
- The Wise Tribes will offer - in a few years - a fabulous ecosystem of new wise solutions to collectively deal with our historical challenges
- The ultimate key to success is dealing with our egos, fears, conditionings and limitations - so personal development and consciousness is the highest leverage to collective success. Because the true issue is that consciousness is raising. Everywhere on the planet.

THE VALUE YOU WILL CREATE AND GET FROM THE WISE TRIBE GLOBAL COMMUNITY:

- INNOVATION : Share smart and wise solutions with others globally. Do not try to reinvent the wheel every time - **share questions and solutions globally**, on your favourite subject.
- EXCELLENCE : Meet with them on the web and in live - events will be organized. **Accelerate the global learning curves**
- PEER TO PEER LEARNING : Realize that you are not alone any more - **dare to learn from very unexpected people** and territories.
- BUSINESS DEVELOPMENT : **Copy-paste wise solutions** on other markets and territories.
- COMMUNICATION : awards, events, web-platforms, media, influencers,...
- **Be part of the global solution** by empowering your dreams, excellences and teams

Keep in touch

Crowdsource the next edition wit us !

Please bring your examples, refinings, ideas tools, visions, and be part of the next editions.

The access to the wiki is on www.wiseholding.net
Stay posted.

This is also an opportunity for you to excel in your area and share your opinion
Take the lead. Stand out. Use the tools in your projects !

The Secret of this Book

The **Secret** of this Book

Economy is a piece of manifestation of a society. Its culture, its beliefs, its values, its consciousness. We all look at it like our lives depend on it, as everything flows from there. But wait. The true flow of value is exactly the opposite. Dealing with an economic or financial crisis is not dealing with the problem. It is dealing with the symptom. Of what? Of a society that is built on incoherent values. On values that do not respect the most precious and sacred. Our planet and the common project of humanity on this planet. The truth is that those great tools in this book make no sense if there is no personal work on values, on coherence, on alignment and reconnection.

Personal and collective consciousness growth. Answering core questions on what is truly important for us, what creates true value.

Every time we worked on this book we connected in nature before, we meditated to be open to surprises, to evidence, to flow, to synchronicities. We do not deal with tools or resources, **we deal with energy.** And if you too want to be able to bring nice and valuable energy in your project, to your people, to your company or city, once in a while, stop and reconnect... recharge... **empty your mind of worries, loosen your body from stress.**

Open up to the nice flow of energy which nourishes life like the sun, or to vital energy of the earth.

Will homosapiens come back to sharing resources or will they hit the road as new nomads ?

Conclusion

Conclusion

Why SHIFTING ECONOMY is a holistic answer to the UN 17 Sustainable Development Goals.

When you go and check, read the list:

17 goals on major historical issues,

126 separate targets,

Endless indicators.

And guess what, all those problems are all interconnected...

It is depressing because it's too huge. Most of those challenges have never been encountered in history. If we want to deal with them one by one, we will never have the time and money to deal with them before encountering major ecological, climate or social disruptions. Civil war, famine, tremendous natural catastrophes. And worse, if we do not understand the systemics, the inter-connexions between those challenges - linear solutions will create more problems than positive effects... counter-productive waste of precious time and money.

So what SHIFTING ECONOMY suggests, is that every one of us should excel in stuff that (s)he loves, and bring it to the world in projects, organisations, communities, companies. They will use those excellencies to contribute to multiple functions and challenges.

That shift of mindset will have several major effects:

→ Everyone will love life and job, and fulfill oneself

→ Every project will offer several creative solutions to challenges, and thus create traction for clients, stakeholders and resources

→ Collectively, we will offer a myriad of systemic solutions to those systemic challenges

Just a small calculation: if 100 projects try to bring 100 single solutions, in the best case 50 projects will succeed economically, and bring 30 solutions - and probably creating over 20 additional collateral damages.

But, if 100 projects contribute systemically to 3 challenges each, collaborating with its ecosystem, 300 solutions will appear without collateral damage (because of the stakeholder collaboration). 10 times better with way less resources...

This is an excellent business case !

The SDG's will get so many solutions that they will - actually - create a tremendous traction for new growth.

For people, for nature, for a balanced economy. For a beautiful reinvented society.

The core conditions for your success are consciousness, 3D-systemic thinking and working, and alignment on who you really are.

Join the wave.

Good luck and share your experiences with the crowd
and with your Wise Tribes !

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With 15 years of research and field experiences, studies, sharing with hundreds of experts worldwide, we are pleased to offer you this toolbox for economic transition. We live in probably one of the most interesting periods in history of mankind. Collective consciousness rises, people are healing and mutating, so does society and economy. It is time for you to join the leagues of extraordinary change makers emerging worldwide.

You realize that the world is changing?

That the heritage we leave to our children is heavy of debt and destruction?

That you can have a role in this transition?

That you want to inject purpose into your life?

You want to bring the best of yourself to the world, to create value, to contribute to happiness and fulfillment ?

Well, you are not alone any more.

We need a new language. With new vocabulary and thinking, new semantics, and especially new tools and patterns.

This is what « SHIFTING ECONOMY » is about.

This 20+ toolbox can be used for personal project development, for companies, or for cities or territories.

All the tools work on different scales.

« How to transform change into progress. How to transform transform the grief of the planetary village into human happiness. »

MARK EYSKENS - Professor Emeritus Economy, former Prime Minister

« Faced with a systemic crisis of the mainstream economy, there is an abundance of initiatives, but a systemic crisis can only be solved by equally systemic alternatives. How to fit them together in a fundamental transformative change, and which elements need to be combined to obtain vital synergies - this is the crucial aspect addressed in this important book. »

MICHEL BAUWENS - Expert in Peer to Peer and Commons economy and Founder of The P2P Foundation

«Here is a toolbox for times of radical uncertainty, polarized opinions, and multiple interlocking crises, ideal for our present times.»

BERNARD LIETAER - Author of «Future of Money», «Money and Sustainability», «Rethinking Money»

