What's Next »

(Direction 2035)

ECOSSISTEMA INOVA LTDA.
Avenida Paulista, 1765, 7. andar Conj. 72 CV:9610 Bela Vista, São Paulo, SP, CEP: 01311-930, Brasil
11) 3075-2872 | www.ecossistemainova.com

TECHNICAL DATASHEET

WHAT'S NEXT

DIRECTION 2035

ECOSSISTEMA INOVA LTDA.

CNPJ nº 22.110.885/0001-14

Tax address: Rua Ozorio José da Cunha, number 979, room 1. Neighborhood: Brazil City: Uberlândia/MG CEP: 38400-648

Office address: Avenida Paulista, 1765, 7th floor Conj. 72 CV:9610 Bela Vista, São Paulo, SP, CEP: 01311-930 (11) 3075-2872_____

Coordination: Luís Rasquilha

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Contact: Luís Rasquilha

+55 (11) 98560 7271

luis@ecossistemainova.com

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The current market and business scenario is constantly changing, driven by technological advances, changes in consumer behavior and global challenges. Without the limits of a new era, it is essential that organizations not only respond to immediate changes, but also adopt a visionary perspective, anticipating trends and preparing for a future filled with uncertainty and opportunities. This report aims to explore the main changes that are shaping contemporary markets and companies and highlights the importance of a future-oriented strategic vision. We will cover several trend lenses that will disable a proactive and adaptive approach.

As we navigate an increasingly complex and interconnected business environment, the ability to anticipate and respond nimbly to transformations will be a crucial differentiator. This report aims to provide valuable insights and guide companies in building robust strategies that not only ensure survival, but also promote sustainable and resilient growth in the future. Understanding what is coming and preparing for these changes is not just a necessity, but an opportunity to innovate, lead and shape the future of markets and organizations. We invite you to embark on this journey with Inova, where we will analyze the trends that will shape the future, information that supports the increasingly necessary discussion of how to face the challenges and take advantage of the opportunities that the next decade holds.

It is a pleasure to share with you Inova's What's Next, Direction 2035, the updated Trends report that presents us with an integrated dynamic of analysis considering Driving Forces (also called Drivers), Mega Trends, Behavioral Trends and Business Trends. Initially launched in 2012, it has received regular updates, and after 2018 it assumed the name What's Next. All reports are available for free download on our website https://www.inovaconsulting.com.br/downloads/

We hope that it continues to be a strong contribution so that companies and their professionals can better prepare themselves for the future and the challenges it entails. If you want to evolve in the application of these trends in your business, contact us: contato@inovaconsulting.com.br. An experienced, up-to-date, futuristic and innovative team is always at your disposal.

Good reading.

Luis Rasquilha (luis@ecossistemainova.com)

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TRENDSINNOVATION

Innovation and Strategy with the lens of trends

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INOVA ECOSSISTEM

INOVA is a global ecosystem, creator of the TrendsInnovation management concept, with headquarters in Brazil and presence in Europe and the USA, which operates in an integrated way in the future, scenarios, trends, strategy and innovation.

OUR PURPOSE

Transform management, ensuring growth and longevity.

OUR VALUES

Challenge the obvious: we break rules, redefine beliefs and challenge assumptions.

Constant updating: we constantly look for the state of the art in terms of concepts, skills, tools and best practices.

Collective intelligence: we encourage and practice the power of the collective and collaboration.

Commitment: we deliver excellent value that improves business processes, respecting rules, laws and procedures.

Client focus: we understand pain, problems and challenges through the lens that our client uses, treating each project as unique.

- Drivers of Change
- Prospective Studies
- Scenario Mapping
- Trend Studies Business
- Foresight Best Practices
- Benchmarks
- Trend Tracking
- Coolhunting

- Innovation Management
- TrendsInnovation
- Culture of innovation
- Disruptive innovation

- Open innovation
- Connection with Start-ups
- Corporate Venture Capital
- Corporate Venture Building

- Prospective Strategic Planning (SBB)
- Business Strategy
- Strategy Audit
- Digital Transformation
- Full Agile
- Business Pulse
- Corporate Ambidexterity
- Lid360

Executive Programs:

- Executive MBA TrendsInnovation
- Post MBA TrendsInnovation
- TrendsInnovation Governance in Family Businesses Corporate
- Ambidexterity Program
- Counselor Certification Program | Board Members
- Advisor Certification Program | PCA
- HIO | Hole in One Certification
- Masters & Nanodegrees
- Lectures & Seminars
- Mentoring

- Advisor by Project;
- Advisor by Stakeholder

(from the Board, C-Level, Shareholders)

- Advisor Certification Program

- Network
- Lifelong Learning

- Asynchronous Courses
- Hybrid Courses
- Open Platform

- Books POD

- Congresses
- Events
- Contents

- Studies
- Networking
- Missions

www.ecossistemainova.com

- 9 Business Units;
- Top 3 Worldwide in Scenarios and Trends Research;
- Consulting in Innovation Management and Business Strategy;
- Executive Training – in-person and online;
- Advisors in 25 specialties and 18 sectors;
- Units: Digital, São Paulo, Brazil and Quinta do Lago, Algarve, Portugal.

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1. Concepts and Definitions

When working with Trends, the first thing to do is to differentiate the various concepts on the subject. Thus: A TREND is defined as a change and alteration capable of influencing business dynamics and consumer behavior. And they break down as follows:

#1 MEGATRENDS (10/+ years): movements and changes (large-scale) in social, economic, political, environmental and technological terms, which are consistently manifested in current reality, and which will decisively influence the future.

#2 BEHAVIORAL TRENDS (3/5 years): change processes that result from the observation of consumer behavior and that originate the creation and development of new ideas: business, product or service, brand or action.

#3 BUSINESS (2 years): changes in the market resulting from the performance of the players, the behavior of consumers and the economic, political and social realities that influence the way companies make decisions in their businesses, considering areas of activity and strategic bets for the future.

#4 EMERGING TRENDS (12 months): events that materialize quickly and scalable in the short term and that condition and direct the reality of business.

#4.1 SPECIFIC TRENDS | SPECIFIC TRENDS: The trends to consider for a given business.

The correct identification of Trends is the basis for defining business Insights (ideas).

#5 INSIGHTS: strategic articulations resulting from trends that allow business decision-making on scenarios, paths and future action plans.

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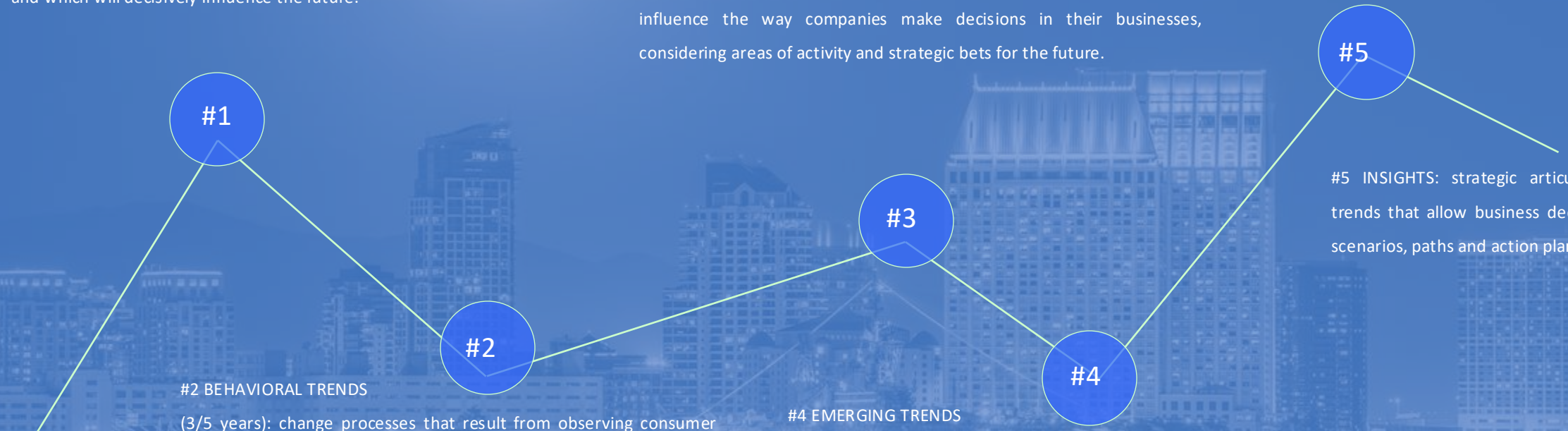
#1 MEGATRENDS

(10 / + years): movements and changes (large scale) in social, economic, political, environmental and technological terms, which manifest themselves consistently in the current reality and which will decisively influence the future.

#3 BUSINESS TRENDS

(2 years): changes in the market resulting from the actions of players, consumer behavior and economic, political and social realities that influence the way companies make decisions in their businesses, considering areas of activity and strategic bets for the future.



#5 INSIGHTS: strategic articulations resulting from trends that allow business decision-making on future scenarios, paths and action plans.

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#4.1 SPECIFIC TRENDS

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2. Trending Research Methodologies

Prospective and Foresight:

Prospective:

Prospective refers to the study of the technical, scientific, economic and social causes that accelerate the evolution of the modern world, allowing the prediction of situations that could arise from their combined influences. Prospective is thus an adjective that mentions what is being linked to the future.

Prospective is closely linked with Futurism aiming to make clear the understanding and comprehension of the future, allowing us to act on it. Anticipates possible scenarios that will be coming, trying to adjust the companies' planning and actions to the reality that will occur.

It is important to consider that within what is understood as prospective and futurism, different sciences and disciplines emerge, some using statistical methods and others using more empirical methods. In general, we can say that prospective, although it does not offer certainties, reduces the margin of error in relation to the future. As a science of the future, foresight focuses on the importance of the strategic vision that should guide the entire company to look forward.

Of all the existing definitions, they all refer to the importance of systematically studying time horizons (which range between 5 and 30 years) with the aim of building an understanding of the changes that are coming and how companies should prepare for them. face them.

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The prospective attitude is supported by the adoption of methods that help professionals understand more about the future. There are four major prospective methods:

1. *The most used are those called Expert Methods, which is nothing more than the construction of a panel of experts (entrepreneurs, teachers, journalists, sociologists, economists, theologians, philosophers, designers, artists, etc.) who are regularly consulted and heard by the company, regarding a specific topic. They are also often called Luminaries, experts on a given subject, who support business decision-making through their visions and perspectives on a given project, theme or problem and who are normally people recognized as leaders in their field. Companies, depending on their culture, hold regular meetings or meetings with these experts in order to collect their opinions, process them internally and make them available in the form of reports for their research, marketing, strategy or innovation departments;*

2. *The Future Forecast Timeline is a forecasting method, based on temporal timelines on a given topic, in a timeline that can range from 5 to 50 years, built based on the compilation and processing of academic, scientific, journalistic, governmental and business information relating to the future – new products, services, tests, drivers, etc. Timelines are based on Megatrends that will influence society in the coming years (depending on the defined timeline) and bring together so-called Predictions (convicted statements about what will happen in the future).*

3. *Trendstudies are regular surveys on trends that allow you to monitor, over a certain period, changes regarding a topic, creating the basis for building business insights. This method, resulting from the CoolHunting methodology, initially focused only on Behavioral Trends, having expanded its scope of analysis in the last decade, including, in addition to Behavioral Trends, Megatrends, Business Trends, Emerging Trends and Specific Trends;*

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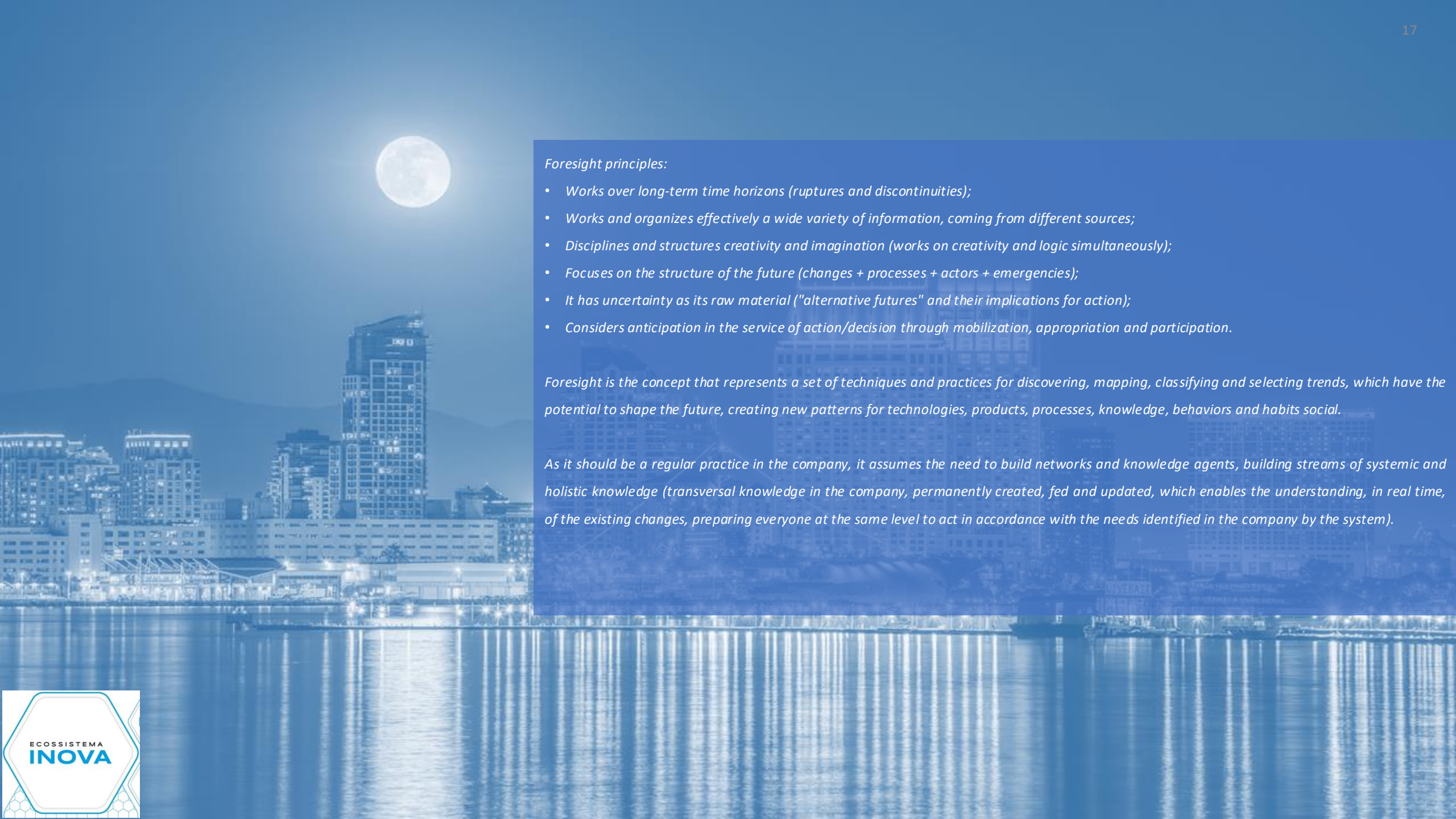
4. *The Futurology & Ideation method is the most complex of all, as it requires all of the previous methods to achieve results. It takes the knowledge generated and builds disruptive and incremental solution proposals in light of the existing reality, through mental maps that disregard the past and present and focus essentially on the future.*

Prospective is therefore an attitude, a state of mind and a regular practice of looking at the future, interpreting its signs and articulating the identified opportunities into business insights. As a business culture, foresight has had a strong ally in its growing affirmation. It is not enough to have a clear definition of the concept, know the methods or structure the company without mastering the prospective application methodology – foresight. In other words, foresight is the application of prospective, such as the study of the technical, scientific, economic and social causes that accelerate the evolution of the modern world, allowing the prediction of situations that could arise from their combined influences. Foresight is prospective in practice.

Foresight:

Foresight is a systematic process to see the long-term future in terms of science, technology, economy, environment and society, identifying emerging generic movements and strategic areas of research, likely for the business and social field. While foresight is the study of causes, foresight is the process of applying these causes, in practice. Hence we normally refer to the attitude and practice of mapping the future as prospective and foresight.



Foresight principles:

- *Works over long-term time horizons (ruptures and discontinuities);*
- *Works and organizes effectively a wide variety of information, coming from different sources;*
- *Disciplines and structures creativity and imagination (works on creativity and logic simultaneously);*
- *Focuses on the structure of the future (changes + processes + actors + emergencies);*
- *It has uncertainty as its raw material ("alternative futures" and their implications for action);*
- *Considers anticipation in the service of action/decision through mobilization, appropriation and participation.*

Foresight is the concept that represents a set of techniques and practices for discovering, mapping, classifying and selecting trends, which have the potential to shape the future, creating new patterns for technologies, products, processes, knowledge, behaviors and habits social.

As it should be a regular practice in the company, it assumes the need to build networks and knowledge agents, building streams of systemic and holistic knowledge (transversal knowledge in the company, permanently created, fed and updated, which enables the understanding, in real time, of the existing changes, preparing everyone at the same level to act in accordance with the needs identified in the company by the system).

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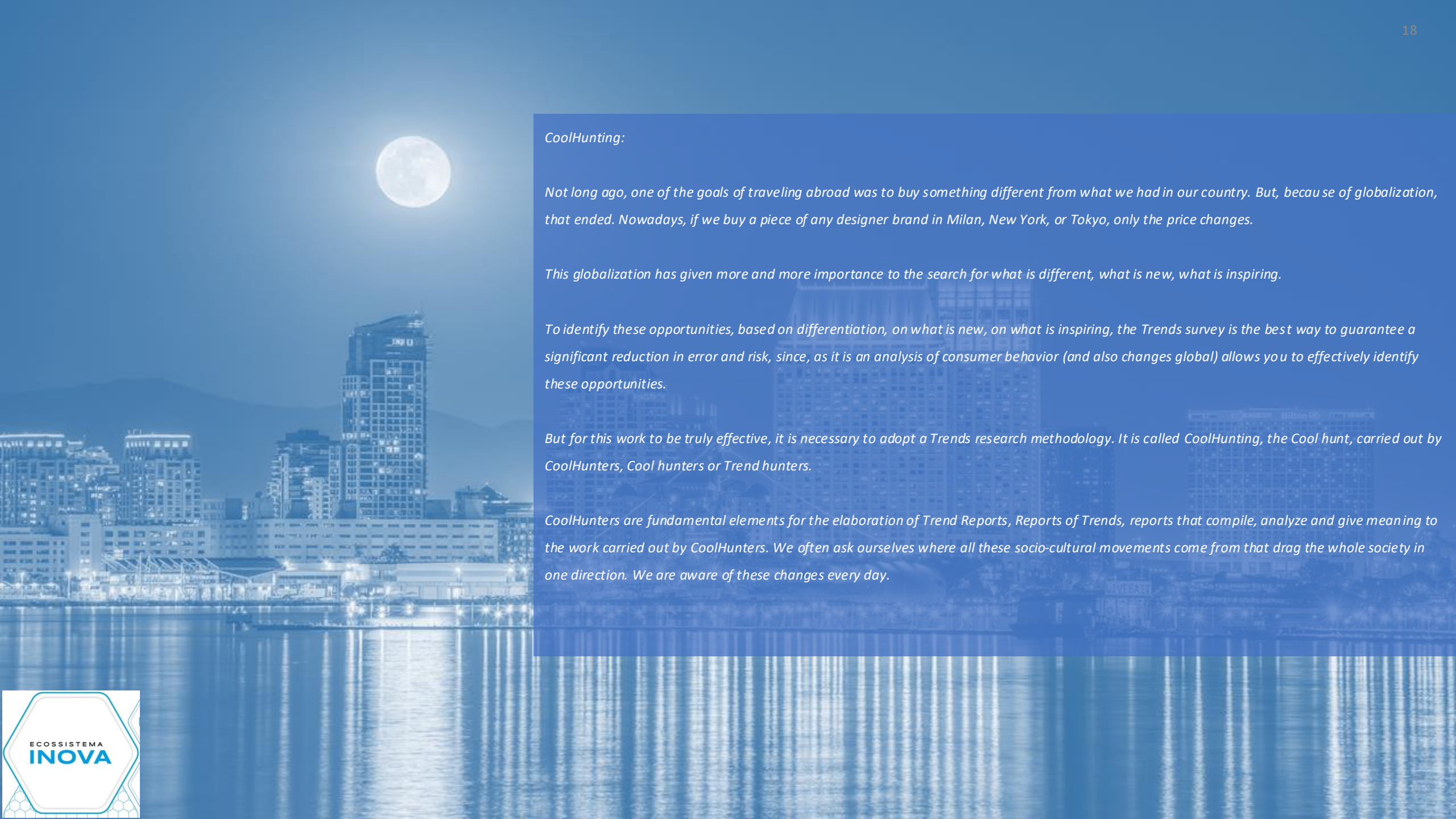

CoolHunting:

Not long ago, one of the goals of traveling abroad was to buy something different from what we had in our country. But, because of globalization, that ended. Nowadays, if we buy a piece of any designer brand in Milan, New York, or Tokyo, only the price changes.

This globalization has given more and more importance to the search for what is different, what is new, what is inspiring.

To identify these opportunities, based on differentiation, on what is new, on what is inspiring, the Trends survey is the best way to guarantee a significant reduction in error and risk, since, as it is an analysis of consumer behavior (and also changes global) allows you to effectively identify these opportunities.

But for this work to be truly effective, it is necessary to adopt a Trends research methodology. It is called CoolHunting, the Cool hunt, carried out by CoolHunters, Cool hunters or Trend hunters.

CoolHunters are fundamental elements for the elaboration of Trend Reports, Reports of Trends, reports that compile, analyze and give meaning to the work carried out by CoolHunters. We often ask ourselves where all these socio-cultural movements come from that drag the whole society in one direction. We are aware of these changes every day.

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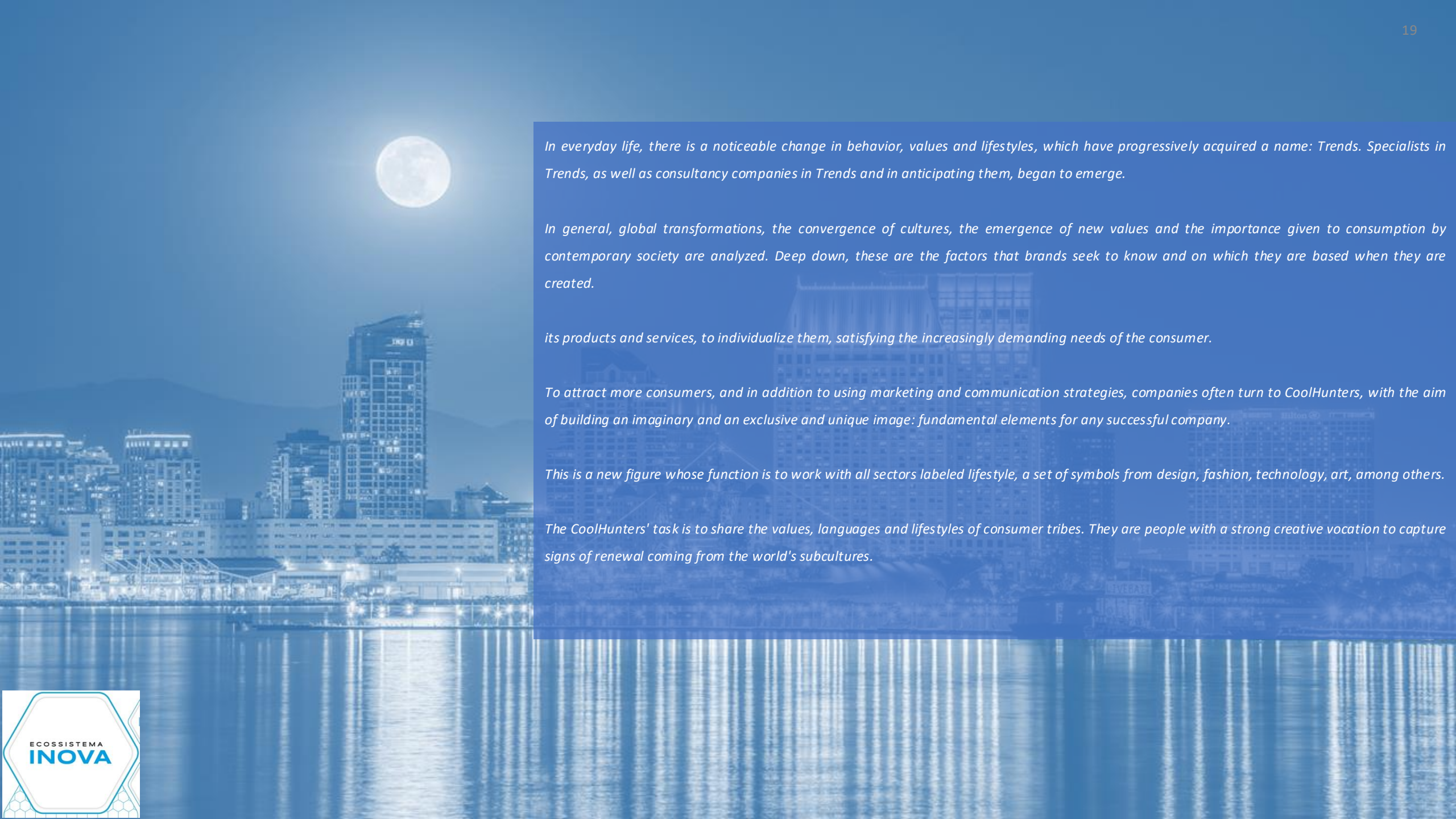

In everyday life, there is a noticeable change in behavior, values and lifestyles, which have progressively acquired a name: Trends. Specialists in Trends, as well as consultancy companies in Trends and in anticipating them, began to emerge.

In general, global transformations, the convergence of cultures, the emergence of new values and the importance given to consumption by contemporary society are analyzed. Deep down, these are the factors that brands seek to know and on which they are based when they are created.

its products and services, to individualize them, satisfying the increasingly demanding needs of the consumer.

To attract more consumers, and in addition to using marketing and communication strategies, companies often turn to CoolHunters, with the aim of building an imaginary and an exclusive and unique image: fundamental elements for any successful company.

This is a new figure whose function is to work with all sectors labeled lifestyle, a set of symbols from design, fashion, technology, art, among others.

The CoolHunters' task is to share the values, languages and lifestyles of consumer tribes. They are people with a strong creative vocation to capture signs of renewal coming from the world's subcultures.

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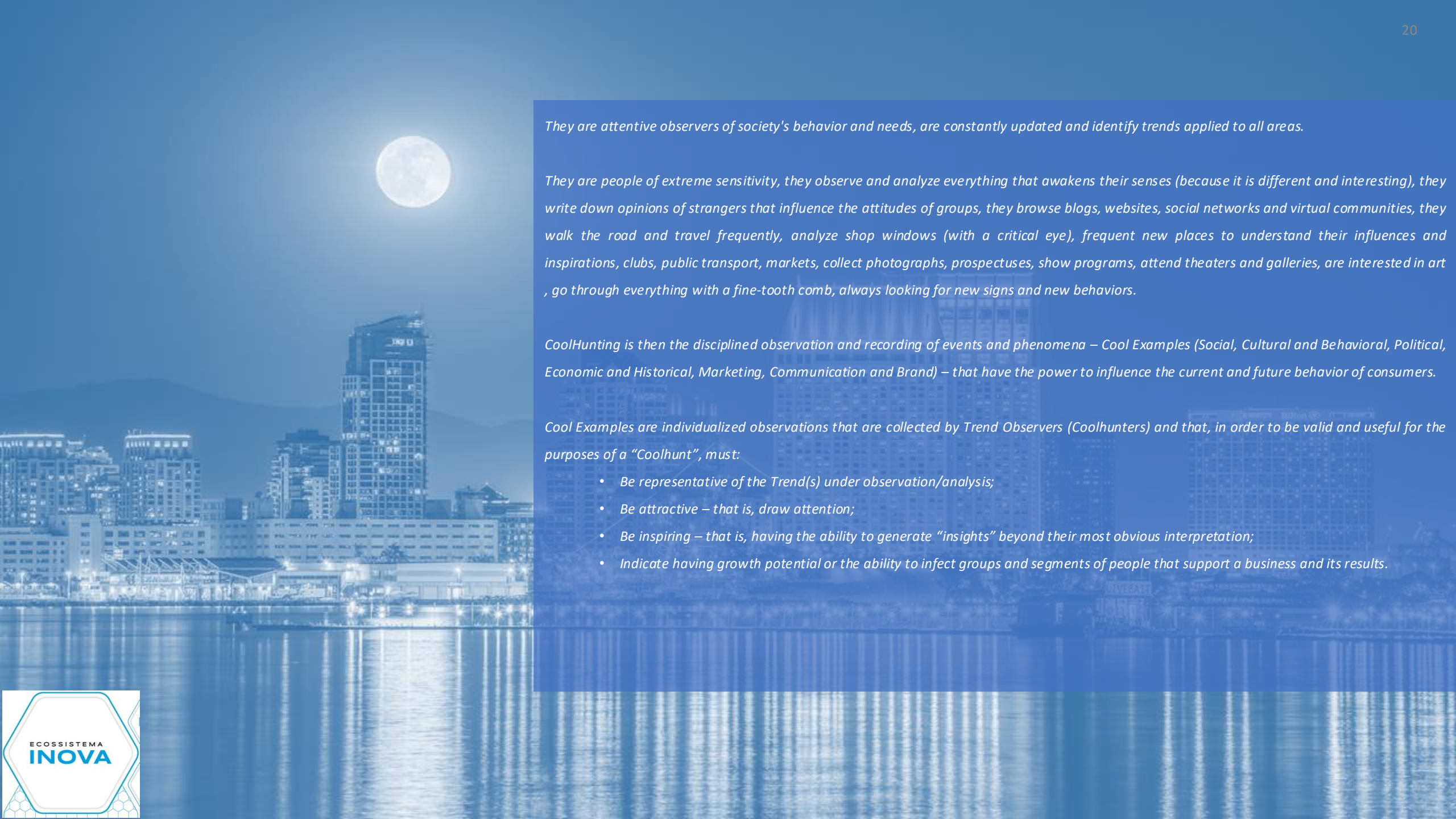

They are attentive observers of society's behavior and needs, are constantly updated and identify trends applied to all areas.

They are people of extreme sensitivity, they observe and analyze everything that awakens their senses (because it is different and interesting), they write down opinions of strangers that influence the attitudes of groups, they browse blogs, websites, social networks and virtual communities, they walk the road and travel frequently, analyze shop windows (with a critical eye), frequent new places to understand their influences and inspirations, clubs, public transport, markets, collect photographs, prospectuses, show programs, attend theaters and galleries, are interested in art , go through everything with a fine-tooth comb, always looking for new signs and new behaviors.

CoolHunting is then the disciplined observation and recording of events and phenomena – Cool Examples (Social, Cultural and Behavioral, Political, Economic and Historical, Marketing, Communication and Brand) – that have the power to influence the current and future behavior of consumers.

Cool Examples are individualized observations that are collected by Trend Observers (Coolhunters) and that, in order to be valid and useful for the purposes of a "Coolhunt", must:

- *Be representative of the Trend(s) under observation/analysis;*
- *Be attractive – that is, draw attention;*
- *Be inspiring – that is, having the ability to generate "insights" beyond their most obvious interpretation;*
- *Indicate having growth potential or the ability to infect groups and segments of people that support a business and its results.*

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CoolHunting is not just limited to discovering new Trends for common benefits. It can be used for forensic investigations, by investors, in finance, sales, marketing, etc. Structuring a CooHunting process follows the orientation of the three I's:

Identification, Interpretation and Implementation:

- *Identification – Observing changes and identifying trends arising from those same changes is the 1st step of the CoolHunting process and can be conducted by a variety of methods.*
    - *The first observation – studying the change in consumers – is usually done informally, spending some time observing and questioning consumers in the field. This involves remote observation, in-depth inquiries, photography and ethnography. Formal observation techniques offer high rigor and systematization of the process.*
    - *The second observation – study of individual survey data – is derived from polling and media data as a complement to the first observation.*
- *Interpretation – Analyzing and judging the Trend in order to predict how it will develop is the 2nd step of the process. If this task is not performed, the most likely thing that will happen is to use only this information for something creative in a short-term communication campaign, making it impossible to strategically use this Trend and predict its size, effect and involvement. There is no doubt that effective Trend Interpretation is a systematic process, based on causal analysis – analyzing why the Trend is and how it will develop. In addition to being able to use feeling, it is important to resort to rigor. Interpretation requires knowledge of sociology, management and strategy, innovation, marketing and social science theories. One can only interpret after identifying.*

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However, this is not the end of the observation process. The Trend will continue to be monitored at the time such an interpretation is established and is likely to develop. The longer your monitoring lasts, the more evidence will be obtained regarding that Trend. Thus, the potential impact of the Trend on the market is (almost) certain.

- *Implementation – The last step is undoubtedly the most essential of this entire process. CoolHunting's ultimate goal is to help companies decide the best strategy for the future. This last step deals with the impact of the analysis: the effect the Trend will have on the individual sector or business. At this stage, ways are found to build the Trend to advantage and insert it into the company's strategy. Thus, it is necessary to establish which Trends are most relevant to a given situation and then determine how these same Trends can be effectively exploited.*

Completing this three-step process (Identification, Interpretation and Implementation) provides valuable support for the Consumer Trends area. However, for this process to start, the company will have to be prepared with a 360º vision, an open mind to innovation, free of prejudice, with a high spirit of informality and anti-traditionalism, and with an infrastructure that allows efficient inputs and the implementation of data relating to Trends.

CoolHunting focuses on the Future. And focusing on the future presupposes a focus on the consumer and a way of being free of preconceived ideas in isolation, free of preconceived ideas based on assumption, free of preconceived ideas originating from others (media, experts) , open to different interests, sectors and ideas, and with a systematic attitude of seeking out the new.

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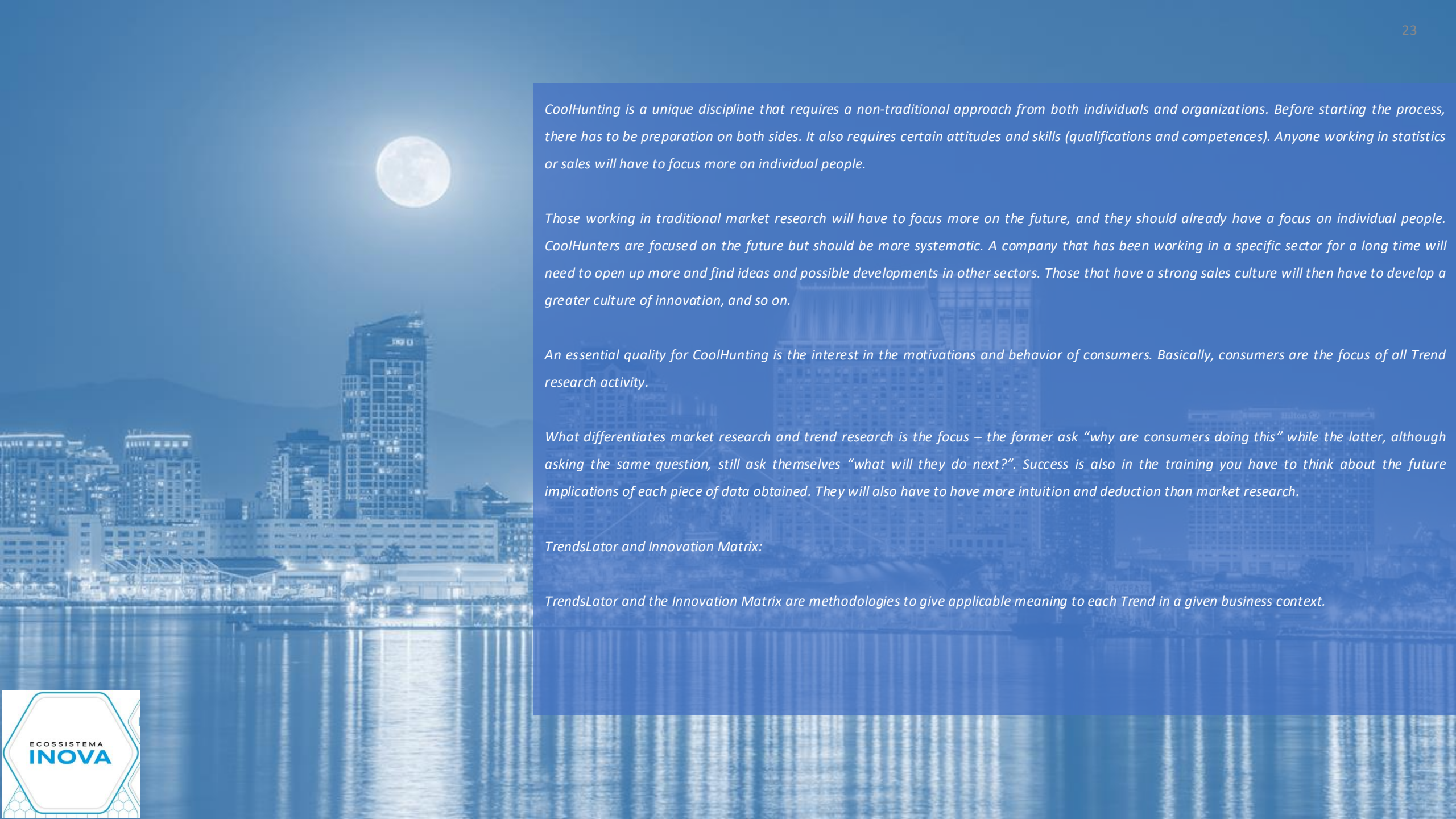

CoolHunting is a unique discipline that requires a non-traditional approach from both individuals and organizations. Before starting the process, there has to be preparation on both sides. It also requires certain attitudes and skills (qualifications and competences). Anyone working in statistics or sales will have to focus more on individual people.

Those working in traditional market research will have to focus more on the future, and they should already have a focus on individual people. CoolHunters are focused on the future but should be more systematic. A company that has been working in a specific sector for a long time will need to open up more and find ideas and possible developments in other sectors. Those that have a strong sales culture will then have to develop a greater culture of innovation, and so on.

An essential quality for CoolHunting is the interest in the motivations and behavior of consumers. Basically, consumers are the focus of all Trend research activity.

What differentiates market research and trend research is the focus – the former ask "why are consumers doing this" while the latter, although asking the same question, still ask themselves "what will they do next?". Success is also in the training you have to think about the future implications of each piece of data obtained. They will also have to have more intuition and deduction than market research.

TrendsLator and Innovation Matrix:

TrendsLator and the Innovation Matrix are methodologies to give applicable meaning to each Trend in a given business context.

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TRENDSLATOR

CoolHunting Focus

Business Need	Strategic Need
Macro Objective	Area of Action Micro Objective
Starting objective that allows focusing on the observation and identification of changes in consumer movements (trends)	Where you think CoolHunting will add value: Marketing, Sales, Revenue, Innovation, R&D, ...

Development of CoolHunting

1. Sources of Inspiration	2. Key Filters: Ideas	Interpretation of 1 and 2	4. Result of Ideas
CoolHunting Structuring	Emerging Trends	Selection TrendsLator	Articulation in Actions
Structuring the sources of information to be used: CoolHunters Network Customers non-clients Competition Qualitative Quantitative Formal Informal ...	Definition and characterization of which Trends influence the process: Mega Trends Behavior Trends Business Trends ...	Cool Examples + Definition and Interpretation of Science of the Time = What they tell us	Insights Matrix for applying Trends to the project's business needs = Big Idea

Trendslator identifies the structure of the CoolHunting research by defining objectives, information sources, trends related to the topic and its meaning, being the basis for building insights. It is the translator of trends.

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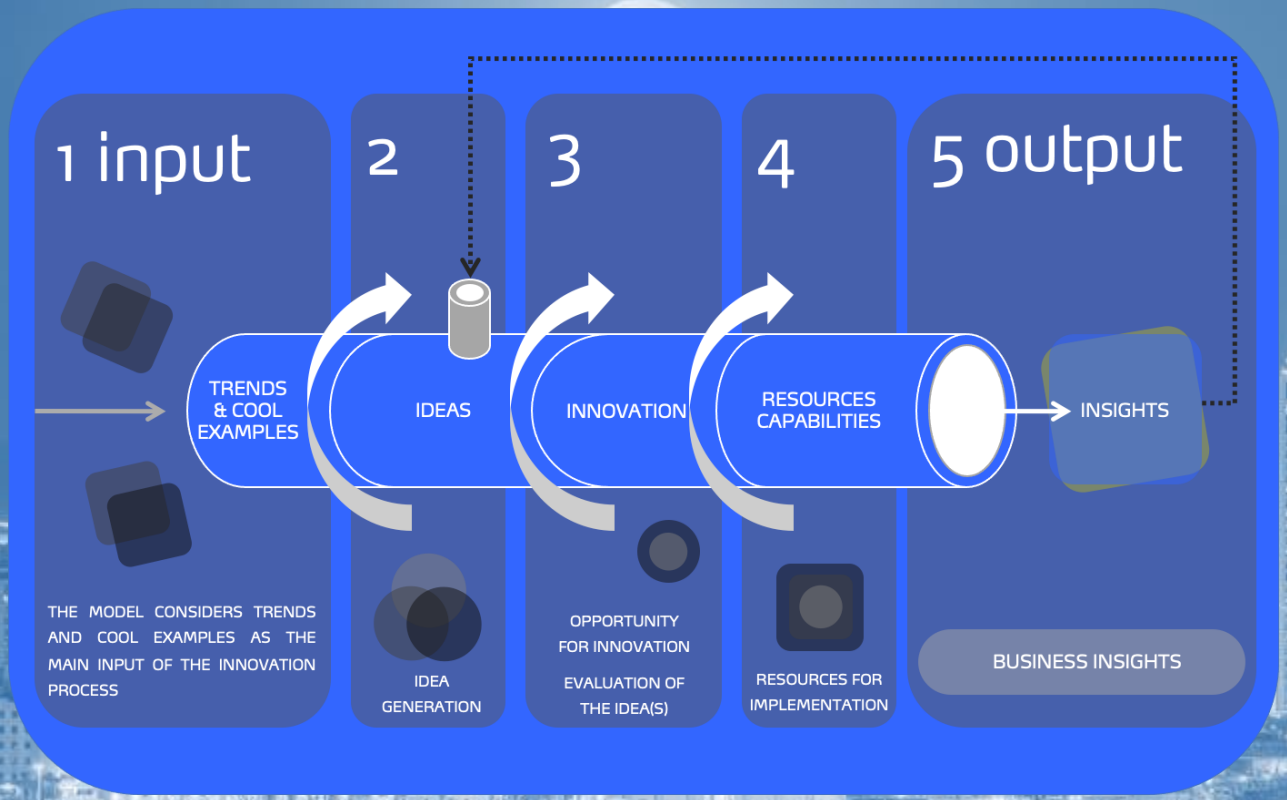
INNOVATION MATRIX



The Innovation Matrix, as a sequential analysis and recommendation matrix, puts the insights resulting from a deep analysis of trends, cool examples, ideas and impact on innovation into perspective, also defining the necessary resources for its effective application in the business.

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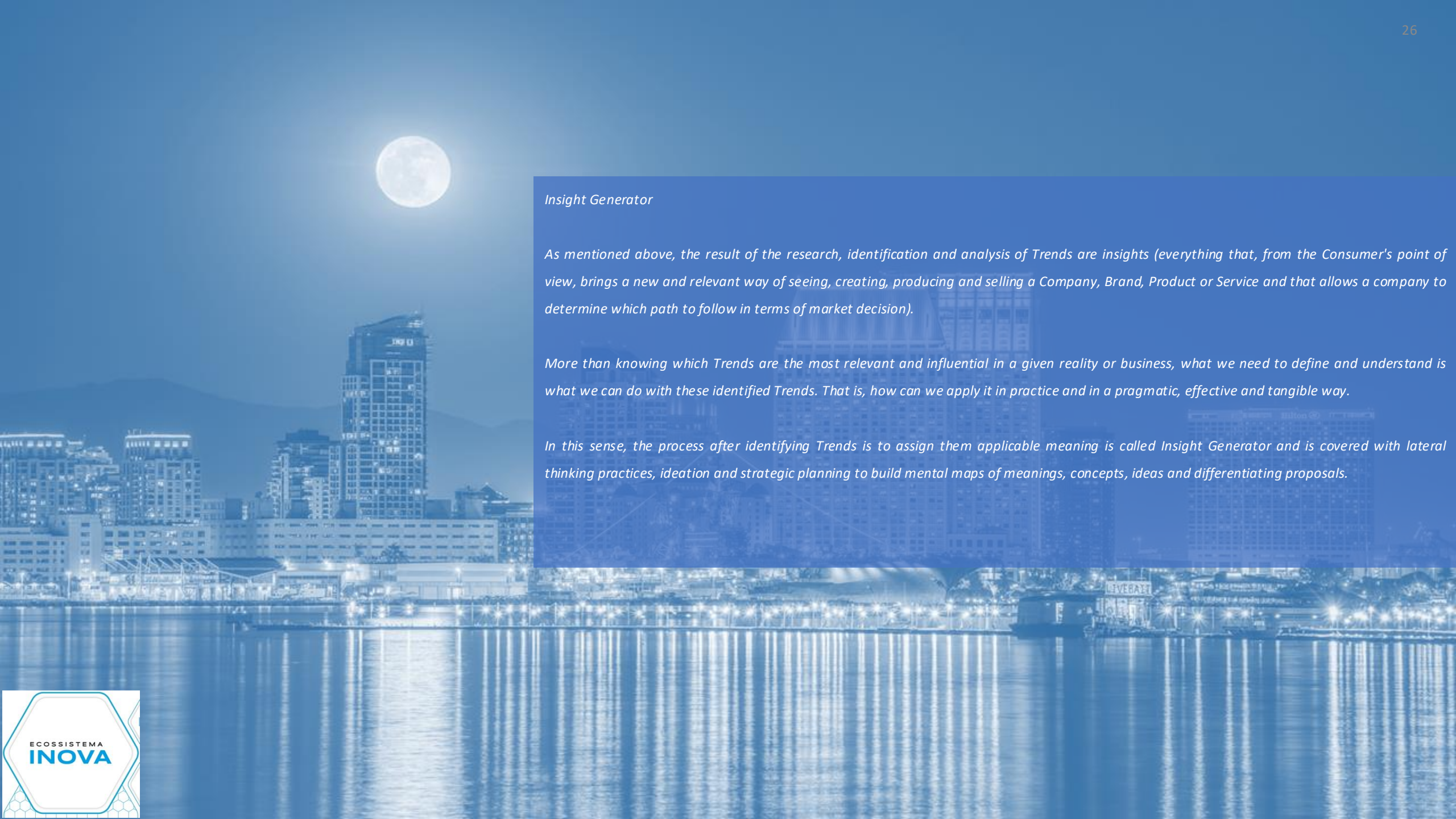

Insight Generator

As mentioned above, the result of the research, identification and analysis of Trends are insights (everything that, from the Consumer's point of view, brings a new and relevant way of seeing, creating, producing and selling a Company, Brand, Product or Service and that allows a company to determine which path to follow in terms of market decision).

More than knowing which Trends are the most relevant and influential in a given reality or business, what we need to define and understand is what we can do with these identified Trends. That is, how can we apply it in practice and in a pragmatic, effective and tangible way.

In this sense, the process after identifying Trends is to assign them applicable meaning is called Insight Generator and is covered with lateral thinking practices, ideation and strategic planning to build mental maps of meanings, concepts, ideas and differentiating proposals.

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#1 MEGATRENDS

(10 / + years): movements and changes (large scale) in social, economic, political, environmental and technological terms, which manifest themselves consistently in the current reality and which will decisively influence the future.

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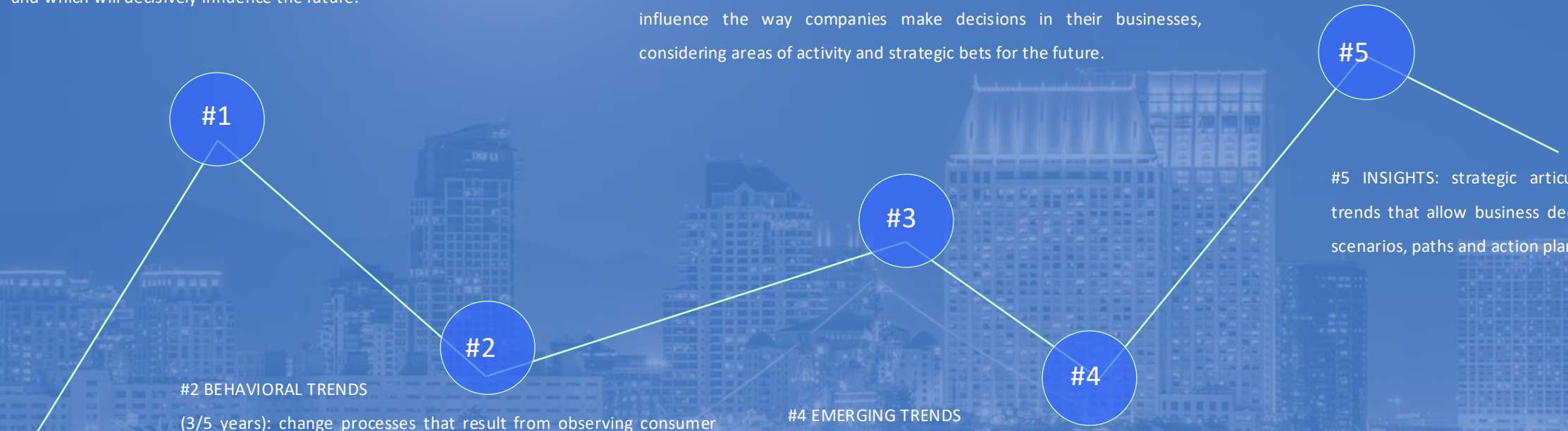

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(12 months): events that materialize quickly and scalable in the short term and that condition and direct the reality of business.

#4.1 SPECIFIC TRENDS

the trends to consider for a given business.

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Having explained the theoretical vision of the meaning and way of mapping Trends, the next chapter presents the update of the What's Next Trends map, Direction 2035.

It is a global vision, convinced and supported by the experience of Inova and its partners, working with the theme and whose main objective is to generate reflection on business relevance and the need to readapt company culture and the way of acting in markets for a new world that is already present.

When reading the next pages, you will certainly find information that you already know, that you already use, others that will be new and others that may suggest some fiction.

Allow yourself a "white sheet" evaluation of everything you will see and question how much you know, use and master the content now presented. With the volatility and speed of the world, by the time you finish reading this document it will be out of date due to the high speed of transformation.

Perhaps a revised and updated edition of this knowledge is now necessary.

Until then, take advantage of everything that Trends can offer you from the point of view of intellectual curiosity, strategic preparation and business applicability and prepare yourself for a truly transformative decade.

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Methodology

To create this Trends report, several sources of information were used over the last few years:

1. *Discussion in the classroom, in the Executive Programs, In Company Programs, MBA Courses, Post-MBA, TrendsInnovation Advisor Certification and Corporate Ambidexterity of Inova Business School with more than 2,000 students, carrying out construction exercises and vision of the future, through prospective and foresight tools, with a special focus on the construction of temporal timelines;*
2. *Use, in Inova Consulting and Strategy consultancy projects, of applied prospective, foresight and coolhunting methodologies in the construction of trend maps of the different businesses where we operate, carrying out more than 500 projects;*
3. *Ethnographic interviews with more than 300 C-Level executives debating the future, motivations, beliefs, desires and opinions about the transformation currently underway;*
4. *Informal meetings with Professors and Mentors from various Universities around the world to collect opinions and views on markets, consumers and society;*
5. *Consultation of Inova Consulting partner sources (Science of the Time, Burrus Research, What's Next, Strategic Horizons, Success Matters, Destination Innovation, Future Proved) and several other sources such as McKinsey, BCG, Accenture, Deloitte, PWC, Gartner, WEF, among others, who regularly publish research and opinions on the topic;*
6. *Permanent contribution from Inova Ecosystem Professors and Consultants who produce knowledge and analyze market movements in areas as diverse as leadership, management, strategy, innovation, marketing, consumer behavior, psychology and other areas of business knowledge.*

Collecting and processing all this content made it possible to produce this result. Thanks to everyone who contributed to this project and helped to reveal a little more about the future.

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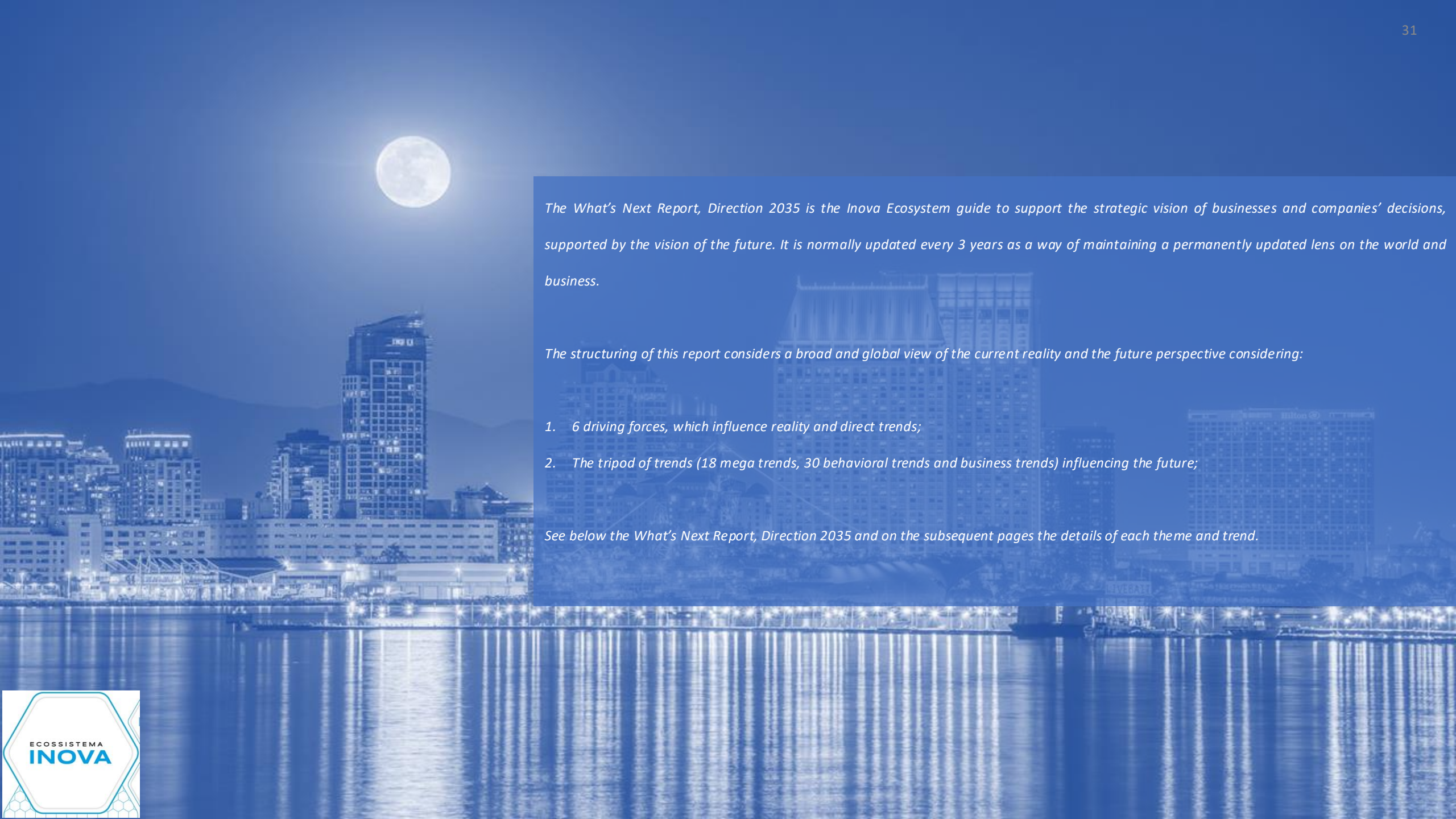

The What's Next Report, Direction 2035 is the Inova Ecosystem guide to support the strategic vision of businesses and companies' decisions, supported by the vision of the future. It is normally updated every 3 years as a way of maintaining a permanently updated lens on the world and business.

The structuring of this report considers a broad and global view of the current reality and the future perspective considering:

1. *6 driving forces, which influence reality and direct trends;*
2. *The tripod of trends (18 mega trends, 30 behavioral trends and business trends) influencing the future;*

See below the What's Next Report, Direction 2035 and on the subsequent pages the details of each theme and trend.

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What's Next, Direção 2035

78 Trends

Driving Forces | Drivers	Mega Trends	Behavioral Trends	Business Trends
1. Technology & Connectivity	1. World 5.0 2. Tech Disruption 3. Global Digital	1. Digital Nomads 2. Encapsulation 3. Technological Convergence 4. Permanent Connectivity 5. Instantaneity and Immediacy	1. Digital Transformation & Digital Upskilling 2. DDE | Data Driven Enterprise 3. Gen AI & Quantum Computing 4. Impact Technologies 5. Interconnectivity
2. Environment & Climate	1. Climate Change 2. Integrated Sustainability 3. New Features	1. Eco Sustainability 2. Possession vs Use 3. Green Mindset 4. Biodiversity 5. Migratory Movements	1. E.ESG 2. Reverse Logistics 3. Energy Transition 4. Responsible Results (EVA) 5. Urbanization
3. Politics & Economic	1. Polarization 2. Strength and Power of Society 3. Rethinking Economics	1. Participation (+) Active 2. Greater Demand and Charges 3. Fear Uncertain Doubt (FUD) 4. Circular Economy 5. Globalization	1. Global Risks 2. Ethics 3. Customized Governance 4. New Value Chains (&) 5. New Operating Models
4. Social & Human	1. Aging and Demographic Explosion 2. Empowerment 3. Transparency and Reduction of Inequalities	1. Intergenerationally 2. Multiculturalism 3. Humanism, P2P and Solidarity 4. Nostalgia 5. Sharing	1. Educator Leadership 2. Diversity, Inclusion and Equity 3. Experience Economy 4. New Skills and Abilities 5. Culture of Collaboration & Collective Intelligence
5. Health & Wellbeing	1. Biohacking 2. Global Change in Health 3. Caregiving	1. Wellthy (wellness & healthy) 2. Relaxation & Spirituality 3. Search for Balance and Happiness 4. DIY 5. Permanent Adaptability	1. Authenticity 2. Mental health 3. Digital Humanly 4. New Work Models 5. Purpose
6. Education, Companies & Business	1. Pós-Taylorismo 2. TrendsInnovation 3. Full Agile	1. Collaboration 2. Psychological Safety 3. Workability 4. Lifelong Learning 5. Protagonism	1. Corporate Ambidexterity 2. Platform and Ecosystem Business 3. Prospective Strategy 4. Entrepreneurship 5. Advising

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What's Next, Direção 2035

Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
3. Politics & Economic
4. Social & Human
5. Health & Wellbeing
6. Education, Companies & Business

Advancements in Technology and Connectivity were already bringing broad benefits to people's daily lives in different ways. The current context of change has accelerated the fundamental role of technology and connectivity so that everyone can continue their personal and professional routines in the best way possible.

We have seen several companies from different segments quickly adapt to enable, for example, remote work alternatives, balancing delivery with the health of their employees and families.

Automation, robotics and artificial intelligence are already changing the nature and number of jobs available and altering the opportunities that present themselves in the present and in the future. Technology has the power to improve quality of life, increase productivity, life expectancy and free people to focus on non-operational functions. But this phenomenon also brings threats at the social, political and economic level if balance is not achieved in these changes.

Arguably this is the greatest driving force in the present and future of business and human behavior.

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Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
3. Politics & Economic
4. Social & Human
5. Health & Wellbeing
6. Education, Companies & Business

Climate conditions are now more relevant than ever: rising sea levels, droughts, floods, global warming and cooling, air pollution, and climate change in general are transforming our ecosystems and our planet. This affects development, health, the production and use of natural resources, and a broad range of impacts that may still not be fully mapped or understood.

If nothing is done, climate change could potentially accelerate humanitarian disasters, fuel conflicts, and make parts of the planet uninhabitable. It is essential for everyone to contribute to prevention. Prevention saves lives and resources, reducing the need for humanitarian aid when a disaster occurs. It has become a growing priority on the civil society agenda, which is increasing pressure on political and business leaders to take concrete actions to mitigate its consequences and impacts.

The demand for energy and water is expected to increase by 50% and 40%, respectively, by 2030. New jobs in alternative energy, process engineering, product design, and waste management will be needed to manage and reuse waste to address these demands. Traditional energy industries and the millions of people employed by them will undergo a rapid restructuring.

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What's Next, Direçtion 2035

Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
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5. Health & Wellbeing
6. Education, Companies & Business

The impact of the pandemic has been profound in the realm of politics, and the socioeconomic consequences have been equally significant: changes in work, production, consumption, and even the way society interacts. We have witnessed disruptions in the global production and circulation of all types of goods, affecting international trade flows and supply chain management. Governments are facing increasing challenges related to rising unemployment and declining disposable income. By 2030, the UN projects that 4.9 billion people will live in urban areas, and by 2050, the global urban population will increase by 72%. Today, many large cities are growing faster than most medium-sized countries. In this new world, cities will be key players in creating new and diverse employment opportunities.

As people become more aware of their real influence on society and the world, attention is increasingly focused on political action, with a genuine demand for changes in political and economic systems across the globe. Rapidly developing nations, especially those with large working-age populations that embrace entrepreneurial spirit, attract investment, and improve education, are poised for greater success. However, the erosion of the middle class, wealth disparity, and job losses due to large-scale automation may heighten the risk of social unrest, particularly in more developed countries.

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What's Next, Direção 2035

Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
3. Politics & Economic
4. Social & Human
5. Health & Wellbeing
6. Education, Companies & Business

We have more people in the world, living longer, which is having a huge impact on the transformation of society and business. With some regional exceptions, the global population is aging, putting pressure on businesses, institutions, and the economy itself.

Life expectancy will affect business models, ambitions, and pension costs. Older workers will need new skills to work longer (Digital Upskilling is paramount). Lifelong Learning will become the norm. The shortage of human labor in many rapidly aging economies will drive the need for increased automation and productivity enhancements.

At the same time, the global experience of isolation, coupled with growing social awareness, has fostered a greater sense of humanism and solidarity. One of the legacies of this decade will be a heightened awareness and concern for others, giving deeper meaning to the phrase: "The future of humanity is to be more human."

The role and responsibility of each of us will only grow moving forward in the pursuit of a better world.

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What's Next, Direção 2035

Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
3. Politics & Economic
4. Social & Human
5. Health & Wellbeing
6. Education, Companies & Business

Two fundamental pillars for human development and the sustainability of societies are health and well-being. In the current context, the importance of these elements is magnified, as a healthy population is crucial for innovation, productivity, and resilience. Investments in preventive healthcare, access to quality medical care, and the promotion of healthy lifestyles can reduce the incidence of chronic diseases, improve quality of life, and increase life expectancy.

Well-being, which encompasses physical, mental, and social aspects, is equally vital. A high state of well-being contributes to personal satisfaction, harmonious social relationships, and a more efficient and creative work environment. As the world faces challenges like population aging, climate change, and pandemics, the emphasis on integrated health policies and well-being promotion becomes essential for ensuring a sustainable and prosperous future.

Incorporating these priorities into public policies and corporate practices not only addresses the immediate needs of the population but also builds a solid foundation for facing future challenges, fostering a more just, balanced, and resilient society.

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What's Next, Direção 2035

Driving Forces | Drivers

1. Technology & Connectivity
2. Environment & Climate
3. Politics & Economic
4. Social & Human
5. Health & Wellbeing
6. Education, Companies & Business

The management of companies has, until today, been influenced by the management principles established during the Second Industrial Revolution. These principles, based on mass production, were achieved through task division and the use of electric energy. Since then, the operational rules of companies (with normal adjustments) have not undergone significant questioning or changes, remaining faithful to the principles of Taylor, Fayol, and Ford. For two centuries, management has been hierarchical, with a strong focus on the value chain and maximum attention to the product, following a clear "inside-out" vision. Despite the various changes the world has experienced, particularly at the beginning of the 21st century, companies have resisted altering their modes of operation and thinking. Rigid mental models from the past and cultural beliefs from the last century have blocked business evolution and transformation, condemning companies globally.

Education is one of the most important means for the development of a society. Through education, knowledge is produced, leading to the advancement of all spheres of a country. Education goes beyond formal schooling, encompassing family and social contexts as well. In a context of significant transformation, the need for ongoing and updated education is one of the crucial pillars (if not the most important) for the evolution of society and business.

As a result of a transforming context, management models and, consequently, businesses and companies are now involved in a new reality of rapid change at all levels.

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#1 MEGATRENDS

(10 / + years): movements and changes (large scale) in social, economic, political, environmental and technological terms, which manifest themselves consistently in the current reality and which will decisively influence the future.

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4. Social & Human	1. Aging and Demographic Explosion 2. Empowerment 3. Transparency and Reduction of Inequalities
5. Health & Wellbeing	1. Biohacking 2. Global Change in Health 3. Caregiving
6. Education, Companies & Business	1. Pós-Taylorismo 2. TrendsInnovation 3. Full Agile

ECOSSISTEMA INOVA

1. Technology & Connectivity

1. World 5.0
2. Tech Disruption
3. Global Digital

1. World 5.0: Referring to the evolution from Tech4Business to Tech4People, World 5.0 represents a step beyond the paradigm of World 4.0. While World 4.0 primarily focused on automation and efficiency, World 5.0 proposes a more holistic approach where technology is utilized not just to enhance productivity, but also to promote human well-being, sustainability, and social inclusion. "World 5.0" is a newer term used to describe a future vision where technology is integrated to foster human welfare, sustainability, and global prosperity.

2. Tech Disruption: Tech Disruption occurs when a new technology or innovation radically alters how a sector or market operates, often replacing or transforming established methods. This can lead to significant changes in consumer behavior, business operations, and the economy as a whole. Classic examples include Spotify, Uber, and Airbnb, which have adopted disruptive technological solutions, as well as the mass adoption of Generative AI. Technology has disrupted everything and continues on its journey to transform entire industries, changing consumer behavior and forcing traditional companies to innovate to survive. Daily, we are confronted with new technological solutions that radically alter the context. And we are only at the beginning.

3. Global Digital: With the growth and massification of connectivity, which began in 2007 with the iPhone phenomenon, global digital refers to the interconnection and exchange of information on a worldwide scale through digital technologies, such as the internet and mobile devices. It means that people, companies, and data are interconnected and interact globally through digital platforms in an uninterrupted manner. With a projection to reach 100% connectivity of the population by 2035, those who are not connected, especially those who do not understand technological convergence, will be irreparably out of the game.

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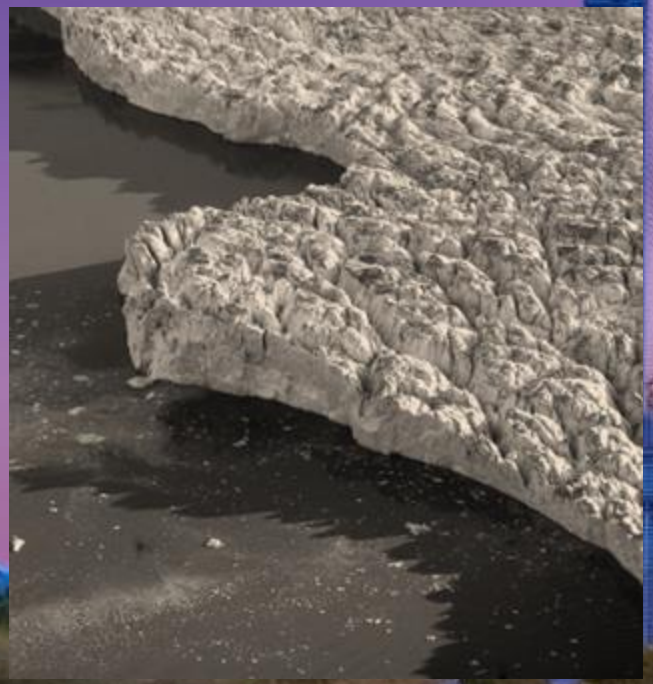
2. Environment & Climate

1. Climate Change
2. Integrated Sustainability
3. New Features



1. Climate Change: Concern over climate change and sustainability has been increasing and mobilizing more people around the issue. It is a fact that the planet is experiencing an unprecedented climate change, largely due to human intervention, with enormous impacts on natural resources and environmental quality. Awareness of environmental issues is growing and is expected to become more significant in the agendas of individuals, businesses, and governments, mobilizing everyone towards a common movement for greater sustainability, awareness, and action. Those who do not consider this topic in their strategies will be sidelined, not only by governments and stricter regulations but, more importantly, by consumers who will readily discard brands that do not commit to sustainable and environmentally friendly practices and do not advocate for collective mobilization towards a better planet for all.

2. Integrated Sustainability: Integrated sustainability is a holistic approach to addressing socio-environmental and economic issues, recognizing that these aspects are interconnected and interdependent. This approach seeks to balance the needs of the present without compromising the ability of future generations to meet their own needs. Integrated sustainability acknowledges that the three pillars—environmental, social, and economic—are linked and therefore require a comprehensive and collaborative approach to solve complex problems.

3. New Features: We are nearing the end of the fossil fuel era as a strategic pillar of the world and witnessing the emergence of new initiatives aimed at protecting the planet from pollution, optimizing production costs for users, improving the performance of businesses and markets, and accommodating transformations in our current and future reality. With the growing population, the rise of freelancers, and increasing connectivity, global demand for resources (energetic, natural, human, technological, and financial) is intensifying, necessitating the search for new solutions to meet market needs. This exponential speed will lead to intensive resource exploration, considering innovations such as seawater desalination, the utilization of raw materials from other planets, new forms of business financing, and the development of new professional skills.

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3. Politics & Economic

1. Polarization
2. Strength and Power of Society
3. Rethinking Economics

1. Polarization: The world is facing an increasing divide in opinions, interests, and values among different groups, resulting in both local and global conflicts and tensions. This polarization can occur across various societal spheres, with political polarization being perhaps the most visible, but certainly not the only one. Religious, social, economic, media-driven, technological, and even digital or online polarizations illustrate how these divides manifest in different ways. These tensions impact social cohesion, hinder collaborative problem-solving, and strain relationships between individuals and organizations.

2. Strength and Power of Society: The strength of a connected and globalized society continues to play an influential and transformative role in shaping the world, surpassing the traditional marketing efforts of brands through conventional channels. For instance, a review of a hotel on Tripadvisor holds more credibility than the hotel's own marketing, as it reflects real opinions from customers. Similarly, the ratings given to an Uber driver provide reassurance to future users. Moreover, the widespread access to information has amplified this on a global scale, leading to a movement of digital globalization that profoundly transforms the society we live in.

3. Rethinking Economics: This concept involves seeking more sustainable and inclusive economic models that address both human and environmental needs. Ideas such as conscious or social capitalism, circular economies, and creative economies have gained momentum since 2016 when discussions began on the importance of finding a new economic model. Such a model must deliver economic value to businesses and individuals while ensuring the well-being of everyone, including the most disadvantaged. It must also provide universal access to clean energy, healthy food, and ultimately, a more equitable and just planet for all, reducing inequalities and intolerance. Traditional economic models, often centered on continuous growth and profit maximization, have contributed to social inequality, environmental degradation, and recurring financial crises, creating space for the rise of more sustainable and inclusive economic models.

4. Social & Human

1. Aging and Demographic Explosion
2. Empowerment
3. Transparency and Reduction of Inequalities

1. Aging and Demographic Explosion: Life expectancy continues to rise, currently increasing by 3 months for every year lived, with predictions that it will grow by more than 1 year annually in the near future. This suggests that within the next decade, we may reach an average life expectancy of 120 to 130 years. As the global population recently surpassed 8 billion and is projected to reach 9 billion by 2035, we are experiencing a reality of having more people living longer lives, creating new dynamics of coexistence across multiple generations. It's now common for organizations to have employees from different generations (baby boomers, Gen X, Y, and even Gen Z), opening up numerous opportunities and reflecting the ongoing evolution of humanity.

2. Empowerment: Empowerment refers to the process of enabling individuals or groups to take control of their lives, make autonomous decisions, and achieve their goals independently. This concept is associated with strengthening people by providing them with the knowledge, skills, and resources needed to overcome challenges. Empowering individuals and groups means challenging existing norms, breaking down barriers that limit opportunities, and fostering innovation. When used effectively, empowerment is a powerful force that benefits society, promotes sustainable development, and enhances inclusivity.

3. Transparency and Reduction of Inequalities: The digitalization and global connectivity revolution have heightened awareness of issues that were previously hidden or difficult to expose, particularly in terms of threats to humanity and various forms of inequality. The Fourth Industrial Revolution has the potential to make inequalities more visible, pressuring governments, institutions, and individuals to take action. Social pressure exerted through digital tools—social media, WhatsApp groups, and other communication platforms—has become a significant force for mobilizing change and reducing inequalities. As a result, we will witness an exponential rise in the demand for transparency in business, politics, and personal relationships, along with a greater focus on social impact and responsibility to create a better world for everyone.

5. Health & Wellbeing

1. Biohacking
2. Global Change in Health
3. Caregiving

1. Biohacking: Refers to the use of techniques and tools to modify or optimize the functioning of the body and mind, often outside traditional medical methods. It involves experimenting with biology and technology to improve health, performance, and well-being. This can include personalized supplementation (using vitamins, minerals, and other supplements based on genetic or performance tests to enhance health or cognitive function), diet and nutrition (adapting specific diets, like the ketogenic diet or intermittent fasting, to boost energy and metabolic health), health monitoring through fitness trackers and sleep monitors, implantable devices for data tracking or enhancing physical abilities, and meditation and mindfulness techniques to improve focus, reduce stress, and enhance mental performance. Biohacking aims to promote a healthier and more efficient lifestyle, often combining science, technology, and self-awareness.

2. Global Change in Health: This fundamental trend has driven and enabled significant and widespread changes, reflecting scientific advances, social shifts, and emerging challenges. Technological advancements like telemedicine, the use of artificial intelligence for diagnostic forecasting, personalized medicine, genomics (advances in DNA sequencing), and targeted treatments with specific solutions are just a few examples of this movement. Topics such as mental health and the pursuit of balance, the use of health and performance monitoring apps, greater awareness of health and aging, and expanded access to health practices demonstrate the evolving ways health is approached and managed globally, presenting both challenges and opportunities to improve quality of life and promote population well-being.

3. Caregiving: While already a common concept, caregiving gained renewed attention after the pandemic. Defined as the act of providing care and support to individuals who cannot fully care for themselves due to old age, illness, disabilities, or other conditions, caregiving involves physical, emotional, and practical assistance to help these individuals maintain a good quality of life. This includes daily support for the elderly, such as medication management, assistance for people with disabilities, including physical support, adaptation of environments, health monitoring, and coordination of care, as well as palliative and end-of-life care, including emotional and psychological support, comfort care, temporary care, and emergency assistance. Caregiving plays a vital role that requires significant commitment and can demand management skills, empathy, and specialized knowledge, depending on the needs of the person receiving care.

ECOSSISTEMA INOVA

1. Pós-Taylorismo
2. TrendsInnovation
3. Full Agile

1. Post-Taylorism: The post-Taylorism era refers to a phase following the work organization model known as "Taylorism." This era, which began its initial steps in the second half of the 20th century and solidified recently after the pandemic, has brought significant changes in how companies organize work and engage with their employees. New models of work, resource organization, and management now shape the companies of the future, driven by the growing adoption of technology, the practice of collaboration, and the redefinition of management rules.

2. TrendsInnovation: TrendsInnovation refers to innovation through the lens of trends and signifies the ability of companies and organizations to anticipate movements and leverage changes and developments identified through scenario analysis (prospective and foresight) and trend analysis (coolhunting) to drive innovation and remain relevant in the market. Innovation is essential as it enables the creation of new products, services, processes, and business models that meet the evolving needs of customers and the market. By analyzing scenarios and trends, companies can identify innovation opportunities and anticipate future demands, preparing themselves to face challenges and stand out in their sector.

3. Full Agile: Full Agile refers to a fully integrated Agile approach within an organization, where all departments, not just the development team, adopt Agile principles and practices. This means that sales, marketing, human resources, and other areas also embrace an Agile mindset, fostering collaboration, flexibility, and rapid adaptation to change. Full Agile is not limited to software development but encompasses the entire organization, allowing for a culture of innovation and continuous improvement by adopting an adaptable mindset supported by various management, strategy, and implementation tools.

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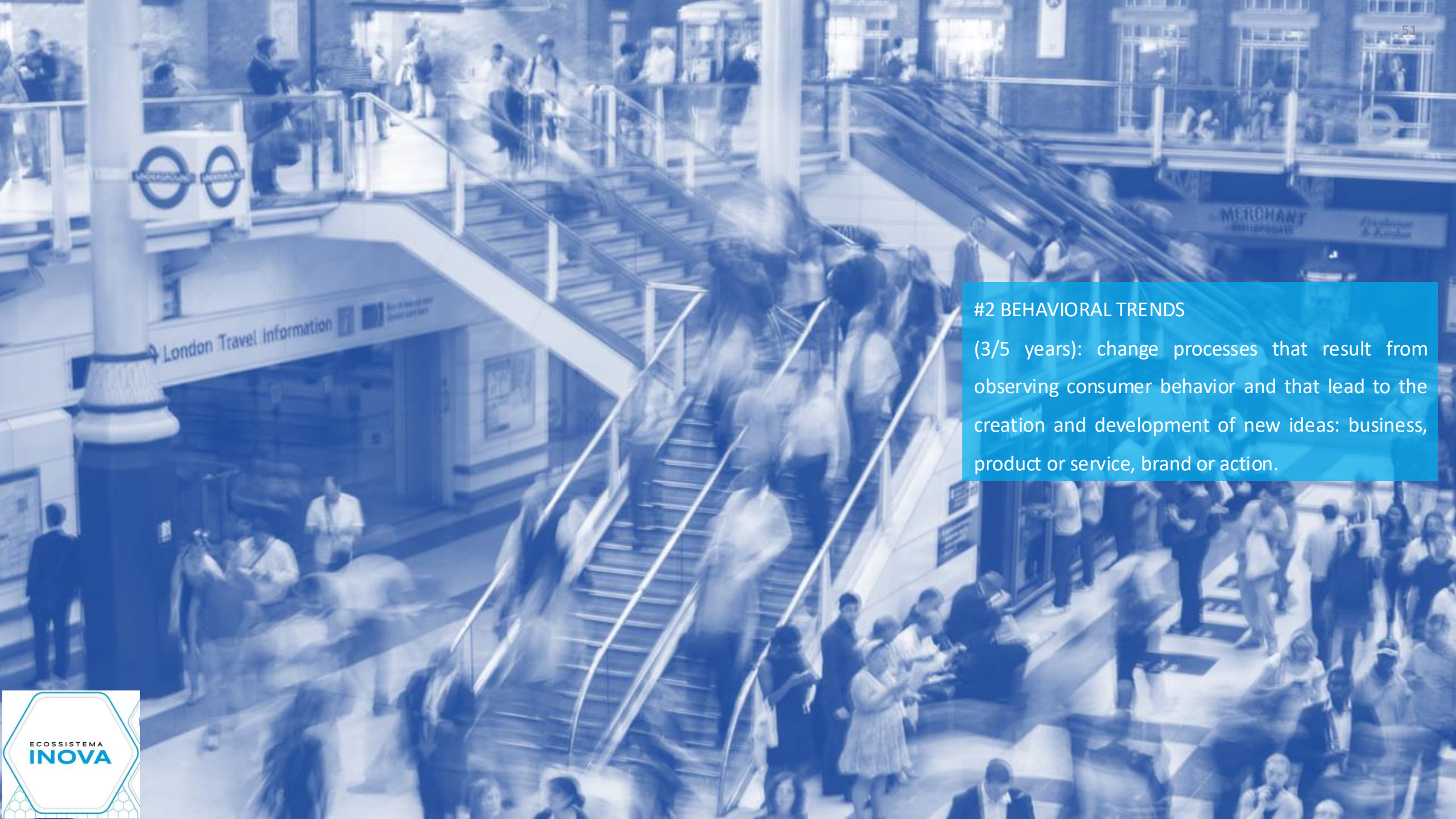

#2 BEHAVIORAL TRENDS

(3/5 years): change processes that result from observing consumer behavior and that lead to the creation and development of new ideas: business, product or service, brand or action.

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3. Politics & Economic	1. Polarization 2. Strength and Power of Society 3. Rethinking Economics	1. Participation (+) Active 2. Greater Demand and Charges 3. Fear Uncertain Doubt (FUD) 4. Circular Economy 5. Globalization
4. Social & Human	1. Aging and Demographic Explosion 2. Empowerment 3. Transparency and Reduction of Inequalities	1. Intergenerationally 2. Multiculturalism 3. Humanism, P2P and Solidarity 4. Nostalgia 5. Sharing
5. Health & Wellbeing	1. Biohacking 2. Global Change in Health 3. Caregiving	1. Wellthy (wellness & healthy) 2. Relaxation & Spirituality 3. Search for Balance and Happiness 4. DIY 5. Permanent Adaptability
6. Education, Companies & Business	1. Pós-Taylorismo 2. TrendsInnovation 3. Full Agile	1. Collaboration 2. Psychological Safety 3. Workability 4. Lifelong Learning 5. Protagonism

ECOSSISTEMA INOVA

1. Technology & Connectivity

1. Digital Nomads
2. Encapsulation
3. Technological Convergence
4. Permanent Connectivity
5. Instantaneity and Immediacy

1. Digital Nomads: Professionals who no longer adhere to traditional office routines or working hours are increasingly common in the job market. Carrying modern backpacks and briefcases, with an informal demeanor, abandoning ties and suits for light, comfortable attire, and driven by connectivity, they work whenever and wherever they need. This is a fundamentally urban and digital work and lifestyle that brings new and different patterns of mobility, and shifts in dietary, relational, and consumption habits, continuously shaping a new way of working.

2. Encapsulation: A concept coined by Faith Popcorn in the 1970s (Cocooning), referring to the increased time people would spend at home, this trend now reflects a global behavior. Whether by choice, necessity, recommendation, desire, or awareness, people are spending more time at home, working, studying, getting informed, and adopting new lifestyle and relational behaviors, finally giving meaning to the concept of encapsulation.

3. Technological Convergence: Enabled by the growth of apps and the democratization of internet access and the use of smartphones and tablets, technological convergence allows for comprehensive access and use of existing technological possibilities, expanding connectivity between people and changing behavioral paradigms.

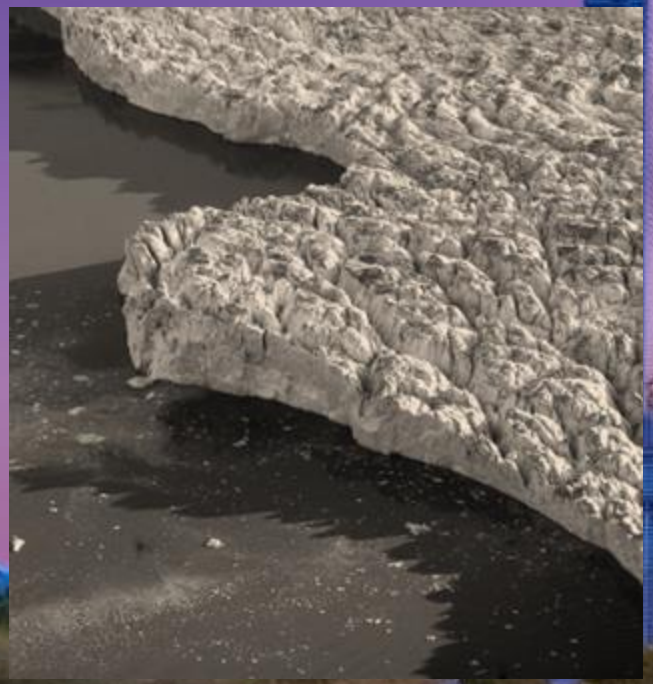
4. Permanent Connectivity: We are living through a connectivity and technological revolution, where everything is converging and permanently at our fingertips. We live our lives and conduct our work hunched over smartphone or laptop screens, constantly connected with others and ensuring that everything we need is just a click away. The www of "world wide web" has given way to the www of "what we want," such is the ease with which we can access and share everything. Visits to the bank, doctor, supermarket, school, or even work are gradually being replaced by apps that solve everything and universally simplify our lives. Moving towards a 100% connected world, this dependence will increasingly play a key role in differentiating brands and influencing the daily solutions we choose.

5. Instantaneity and Immediacy: Human knowledge doubled every 100 years in 1900; by 1945, it doubled every 25 years; by 2014, it doubled every 12 months; and by 2020, it doubled every 12 hours. It's easy to predict that everything will continue to accelerate, transforming reality into a fluid, ever-changing landscape. As the world speeds up, our patience and tolerance for delays decrease, raising expectations for companies and allowing less room for time-wasting in service delivery. Time has become increasingly valuable, and any moment of waiting must be compensated with something absolutely unique and relevant. With no time to waste, people seek the fastest solutions, even if not always the best.

ECOSSISTEMA INOVA

2. Environment & Climate

1. Eco Sustainability
2. Possession vs Use
3. Green Mindset
4. Biodiversity
5. Migratory Movements



1. Eco-Sustainability: Eco-sustainability is the understanding that being "eco" is not enough to preserve the planet. It is necessary to go beyond conservation and focus on humanity's relationship with the environment. Sustainability is a key concept in business and political initiatives that drive changes in behavior and actions across various sectors.

2. Possession vs. Use: Reinforcing the concept of a circular economy, we are witnessing a shift from purely consumerist business/consumption models towards adopting more sustainable usage models (rather than mere ownership), leading to the emergence of new business concepts like subscription services or shared solutions.

3. Green Mindset: This attitude is reflected in greater concern for the proper production, storage, and disposal of resources on a large scale and their impacts on the value chain, which has been under increased scrutiny from society and the world at large.

4. Biodiversity: Refers to the variety of life on Earth, including species diversity, genetic variation, ecosystems, and the ecological processes that sustain them. It encompasses all living things, from microorganisms to plants and animals, as well as the ecosystems they form, such as forests, oceans, deserts, and urban areas. Biodiversity is essential for ecosystem balance, providing crucial ecological services such as water purification, plant pollination, climate regulation, and nutrient cycling. This reality, aligned with the Green Mindset, has been influencing people's behaviors, leading to greater demands for sustainable practices from companies.

5. Migratory Movements: This refers to the growing movement of people from one place to another, either within the same country (internal migration) or between different countries (international migration). These movements can be temporary or permanent and are driven by various factors, including economic, social, political, environmental, and personal reasons. While not a new phenomenon, the visibility of mass migrations has increased significantly (largely through digital platforms), as large groups of people move, shifting economic and even social dynamics in regions and countries. Europe, for example, has seen a constant influx of people from less advantaged regions, seeking better conditions and altering labor forces as well as social and political dynamics.

3. Politics & Economic

1. Participation (+) Active
2. Greater Demand and Charges
3. Fear Uncertain Doubt (FUD)
4. Circular Economy
5. Globalization

1. Participation (+) Active: Driven by younger generations, participation in major global issues is increasing, with people demanding results, holding entities accountable, and actively pursuing initiatives aimed at balancing disparities and solving problems caused by outdated systems.

2. Greater Demand and Accountability: Not only driven by younger generations (though undoubtedly propelled by them), the demand for actions that prioritize both humanity and the planet has grown significantly.

3. Fear, Uncertainty, and Doubt (FUD): The VUCA world (an acronym for Volatility, Uncertainty, Complexity, and Ambiguity) has become central to current analyses. When looking at the future through this lens and how we have been shaped by the Second Industrial Revolution, three dominant feelings emerge: **Fear**: As we remain in our comfort zones, we witness numerous changes whose speed and impact leave us anxious and unsure of our ability to cope with the upcoming transformations. **Uncertainty**: The pace of change always brings uncertainty about its impacts and whether we can handle it. **Doubt**: There is growing doubt about whether we are heading toward better or worse times, and how we should adapt to ensure some sense of security.

4. Circular Economy: One of the most prominent trends today, the circular economy is a sustainable economic model aimed at minimizing waste and maximizing the efficient use of resources. Rather than following the traditional “extract, use, and discard” pattern of the linear economy, the circular economy proposes a continuous cycle of reuse, recycling, and regeneration of materials and products. With the goal of keeping resources in circulation for as long as possible, reducing environmental impact, and promoting greater sustainability, it has inspired transformative behaviors across generations.

5. Globalization: Represents the process of bringing different societies and nations closer together, whether in the economic, social, cultural, or political spheres. The key highlight of globalization is the digital integration and the interconnected markets between countries. Globalization has enabled greater connection between distant parts of the planet, strengthening the idea of a globalized world where everything is interlinked. Driven by connection and its widespread adoption, the pace at which things happen is ever-increasing. As we become more networked, we gain more power. While an individual has a certain level of influence, when joined with a group, that power becomes unstoppable.

ECOSSISTEMA INOVA

4. Social & Human

1. Intergenerationally
2. Multiculturalism
3. Humanism, P2P and Solidarity
4. Nostalgia
5. Sharing

1. Intergenerationally: With increasing life expectancy and a growing global population, intergenerational coexistence is becoming more common. Intergenerationally refers to the interaction and exchange of experiences between different generations, each contributing unique values, knowledge, and perspectives. This concept is vital in various areas of society as it fosters deeper connections and understanding between diverse age groups, promoting a more cohesive and inclusive environment.

2. Multiculturalism: Multiculturalism describes the presence of multiple cultures within a region, city, or country, often with one predominant culture. The high mobility of people across countries and continents has led to an increased blending of cultures, where individuals establish new relationships and contribute to the social fabric of the places they migrate to. This cultural diversity enriches societies and drives greater understanding and collaboration across different backgrounds.

3. Humanism, P2P, and Solidarity: The global transformations have amplified humanism and solidarity. Despite living in a highly technological era, there has been a growing emphasis on human-to-human connection and care for others, reflecting the notion that "the future of humanity is to be human." This awareness has given rise to the Person to Person (P2P) model, where trust and personal endorsement become the foundation for decision-making, fostering a stronger sense of community and empathy.

4. Nostalgia: In times of uncertainty, nostalgia has gained importance as people seek connection with symbols, images, and stories from the past that evoke comfort and familiarity. This trend is driven by a desire to find security in the memories and aesthetics of the past, creating a sense of refuge from the present, which can feel overly industrialized or homogenized. Nostalgia offers emotional grounding, turning to familiar references to create meaningful and differentiated experiences in a rapidly changing world.

5. Sharing: The democratization of knowledge has made information more accessible to everyone, encouraging collaboration and the sharing of perspectives. In this interconnected environment, the collective contributions of employees, partners, suppliers, customers, and others play a crucial role in shaping solutions and driving innovation. The sharing of knowledge has become a key factor in building new ways of thinking and solving problems, promoting greater inclusivity and progress in organizations and society as a whole.

5. Health & Wellbeing

1. Wellthy (wellness & healthy)
2. Relaxation & Spirituality
3. Search for Balance and Happiness
4. DIY
5. Permanent Adaptability

1. Wellthy (Wellness & Healthy): Health, wellness, longevity, and happiness have become essential components of modern life. The pursuit of mental and physical well-being is now seen as a vital way to combat the stressors of contemporary life. With the rise of interconnected technology, people are sharing stories, experiences, diets, training plans, and other tools that promote vitality and balance. The concept of "Wellthy" (a blend of "Wellness" and "Healthy") reflects this growing movement toward healthier lifestyles, where individuals seek to balance their fast-paced, tech-driven lives with practices that promote well-being and happiness.

2. Relaxation & Spirituality: Beyond mere relaxation, this trend highlights a deeper need for balance and emotional well-being. Modern life has become increasingly stressful, with work demands reaching new heights. People are now prioritizing relaxation and spirituality as essential tools for maintaining mental health and emotional equilibrium. Whether through daily breaks, retreats, or lifestyle changes, the pursuit of tranquility has created new opportunities for businesses. The challenge lies in achieving harmony in a world that is constantly speeding up, both in life and in the digital realm.

3. Search for Balance and Happiness: This sentiment grew stronger during the pandemic, as people became more conscious of the need to do things that bring joy and fulfillment. Technological advancements, the rise of new generations, and the emotional aspects of life have become central to health, performance, and well-being. At the core, humans seek happiness, and this desire now plays a crucial role in how individuals approach their daily lives, emphasizing emotional well-being alongside productivity.

4. DIY (Do It Yourself): The DIY movement reflects a shift in consumer behavior, where individuals take greater control over their purchases and experiences. Consumers now decide what they buy, select, recommend, and endorse, putting the power in their own hands. This growing trend highlights a change in the relationship between brands and consumers, with people increasingly opting for personalized and self-driven approaches to consumption.

5. Permanent Adaptability: This concept refers to the ongoing ability of individuals, organizations, and systems to quickly adjust to changes and challenges in an agile and effective manner. Unlike one-time adaptations to specific changes, permanent adaptability requires continuous readiness to respond to innovations, market shifts, technological advances, and social, political, or environmental transformations. It involves constant learning, innovation, and evolution, where flexibility, resilience, and the ability to recover from difficulties are essential qualities. This trend emphasizes the importance of lifelong learning and innovation in navigating a world that is constantly in flux.

ECOSSISTEMA INOVA

6. Education, Companies & Business

1. Collaboration
2. Psychological Safety
3. Workability
4. Lifelong Learning
5. Protagonism

1. Collaboration: This is the behavior of the moment. There are no isolated superheroes; instead, there are heroes who work together, bringing together knowledge and ideas to jointly develop solutions tailored to the contexts in which they live. Empowering collaborative work will help overcome the challenges ahead.

2. Psychological Safety: Psychological safety refers to an environment where people feel comfortable expressing their opinions, sharing experiences, and offering ideas. In this way, everyone feels at ease and secure in exposing themselves to colleagues or friends, which is increasingly important when it comes to innovating or simply navigating the changes we are experiencing.

3. Workability: A concept that reflects adaptation to a new world and a new, primarily professional context, where work holds meaning and importance not only for individuals but for society as a whole, transcending merely economic or financial concerns. Work is a central human activity, essential for self-fulfillment and social cohesion. The current landscape is characterized by self-management, where the individual, not the organization, takes control of their career. Employability represents the pursuit of psychological success rather than success defined by external values. This is reflected in flexible professionals who value freedom and believe in continuous learning, setting their own priorities and goals, and seeking intrinsic rewards from their work, with success being defined by personal criteria.

4. Lifelong Learning: Also referred to as continuing education or lifelong education, this is the process of constantly updating and enhancing the knowledge, skills, and competencies of professionals in their fields. This practice involves a continuous pursuit of new knowledge, whether through courses, workshops, training sessions, or other forms of learning. It is a growing behavior, driven by the need to adapt to the ever-changing world we live in.

5. Protagonism: Being an active, responsible participant has gained global significance. We all have a mission, calling, or purpose that must be fulfilled in order to make a difference in the world. By doing so, we take ownership of our lives, careers, and outcomes.

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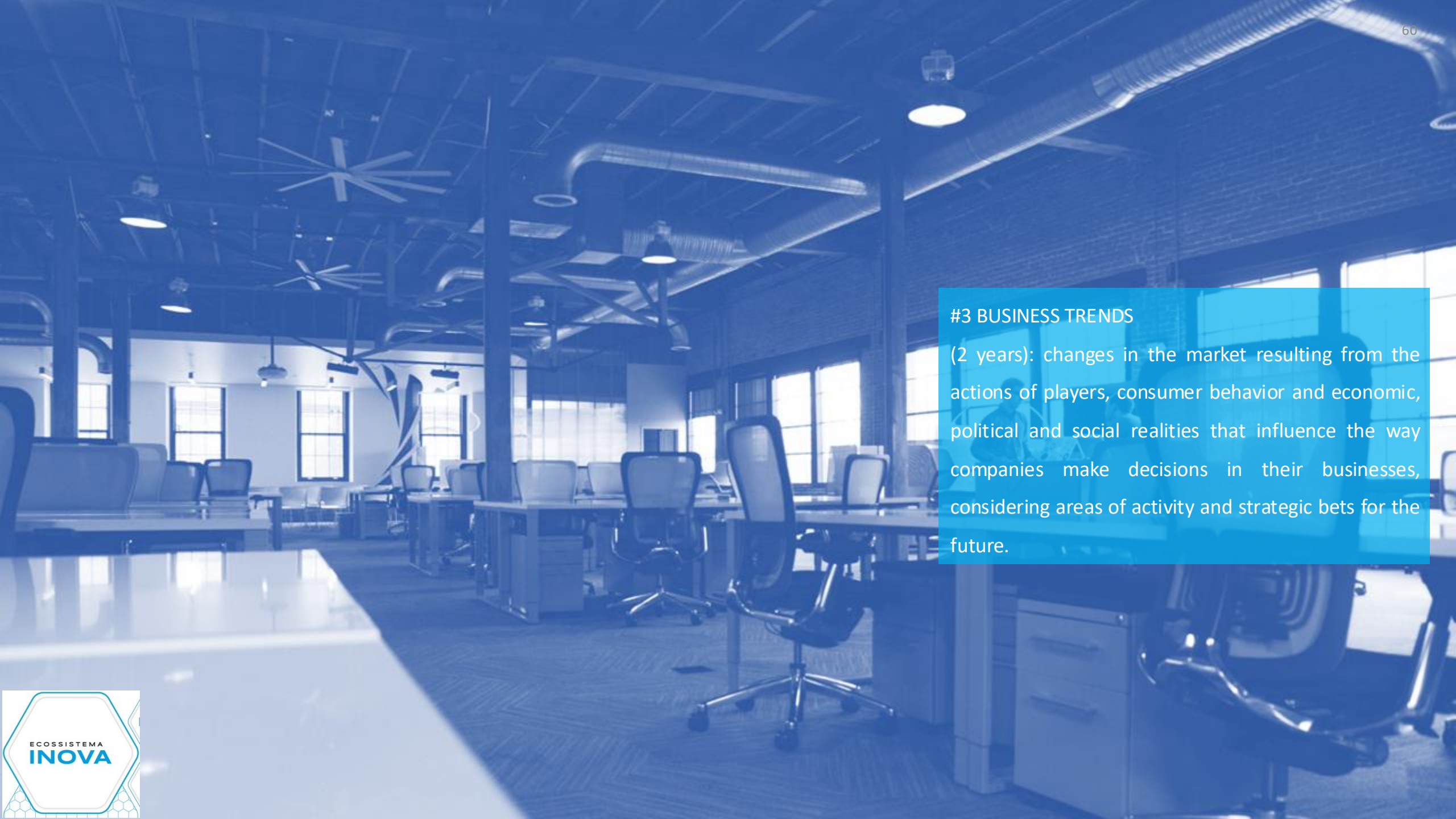


#3 BUSINESS TRENDS

(2 years): changes in the market resulting from the actions of players, consumer behavior and economic, political and social realities that influence the way companies make decisions in their businesses, considering areas of activity and strategic bets for the future.

ECOSSISTEMA INOVA

What's Next, Direção 2035

78 Trends

Driving Forces | Drivers	Mega Trends	Behavioral Trends	Business Trends
1. Technology & Connectivity	1. World 5.0 2. Tech Disruption 3. Global Digital	1. Digital Nomads 2. Encapsulation 3. Technological Convergence 4. Permanent Connectivity 5. Instantaneity and Immediacy	1. Digital Transformation & Digital Upskilling 2. DDE | Data Driven Enterprise 3. Gen AI & Quantum Computing 4. Impact Technologies 5. Interconnectivity
2. Environment & Climate	1. Climate Change 2. Integrated Sustainability 3. New Features	1. Eco Sustainability 2. Possession vs Use 3. Green Mindset 4. Biodiversity 5. Migratory Movements	1. E.ESG 2. Reverse Logistics 3. Energy Transition 4. Responsible Results (EVA) 5. Urbanization
3. Politics & Economic	1. Polarization 2. Strength and Power of Society 3. Rethinking Economics	1. Participation (+) Active 2. Greater Demand and Charges 3. Fear Uncertain Doubt (FUD) 4. Circular Economy 5. Globalization	1. Global Risks 2. Ethics 3. Customized Governance 4. New Value Chains (&) 5. New Operating Models
4. Social & Human	1. Aging and Demographic Explosion 2. Empowerment 3. Transparency and Reduction of Inequalities	1. Intergenerationally 2. Multiculturalism 3. Humanism, P2P and Solidarity 4. Nostalgia 5. Sharing	1. Educator Leadership 2. Diversity, Inclusion and Equity 3. Experience Economy 4. New Skills and Abilities 5. Culture of Collaboration & Collective Intelligence
5. Health & Wellbeing	1. Biohacking 2. Global Change in Health 3. Caregiving	1. Wellthy (wellness & healthy) 2. Relaxation & Spirituality 3. Search for Balance and Happiness 4. DIY 5. Permanent Adaptability	1. Authenticity 2. Mental health 3. Digital Humanly 4. New Work Models 5. Purpose
6. Education, Companies & Business	1. Pós-Taylorismo 2. TrendsInnovation 3. Full Agile	1. Collaboration 2. Psychological Safety 3. Workability 4. Lifelong Learning 5. Protagonism	1. Corporate Ambidexterity 2. Platform and Ecosystem Business 3. Prospective Strategy 4. Entrepreneurship 5. Advising

ECOSSISTEMA INOVA

1. Technology & Connectivity

1. Digital Transformation & Digital Upskilling
2. DDE | Data Driven Enterprise
3. Gen AI & Quantum Computing
4. Impact Technologies
5. Interconnectivity

1. Digital Transformation & Digital Upskilling: An integrated approach where technologies play a key role in transforming a company's strategy, structure, culture, and processes, leveraging the reach and power of connectivity, the internet, and technology. The goal is to enhance customer engagement at all touchpoints throughout their experience lifecycle. To achieve this, it's essential to create the right environment and foster the appropriate culture (i.e., employee upskilling) to operate increasingly digital businesses.

2. DDE | Data Driven Enterprise: Having databases built on years of consistent results is great, but today, it's crucial to understand that a company's past experience doesn't guarantee success in the digital market. The focus must shift toward the future, and there is no way to do that without qualified information. We're talking about data and the ability to work with it. It's necessary to have a data-driven culture, where information (data) is continuously collected and serves as the foundation for decision-making, through the ability to turn data into actionable knowledge.

3. GenAI & Quantum Computing: GenAI is a branch of artificial intelligence (AI) that involves creating new content, such as text, images, music, or code, using AI models. Unlike other forms of AI, which typically focus on processing and analyzing existing data, generative AI can produce new information or creations that resemble human-generated content. It uses techniques like deep neural networks and machine learning models to generate creative outputs, such as well-known GPT models (like ChatGPT) and DALL·E. Quantum Computing is an advanced form of computing that leverages the properties of quantum physics to process information extremely quickly and efficiently. Unlike traditional computers, which operate in bits (0 or 1), quantum computers use qubits, which can exist in multiple states simultaneously, enabling exponential parallel computations. This trend will reshape the business context as we know it.

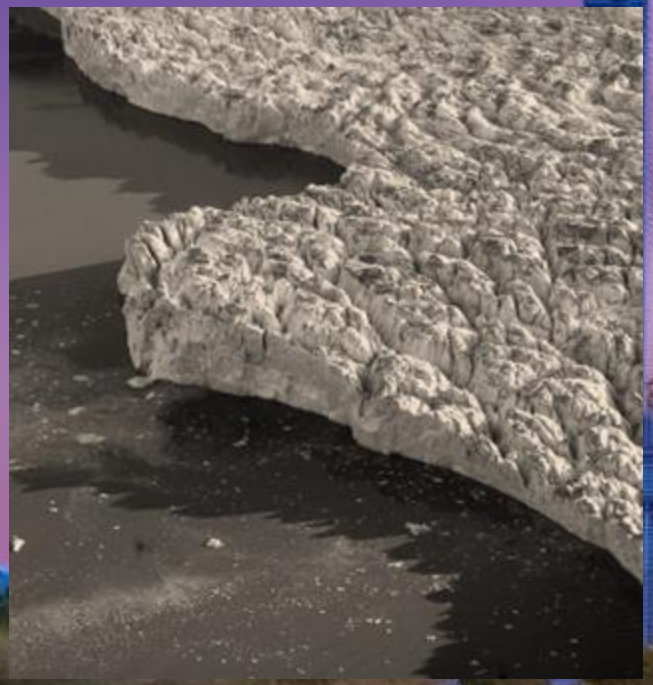
4. Impact Technologies: Technology serves as a tool to enhance businesses, society, and life in a broad and cross-cutting way, benefiting all. The evolution of increasingly accessible technology has transformed markets, companies, and individuals. The speed of information production and dissemination has impacted and will continue to impact how businesses develop and interact with their audiences. In this sense, there is an opportunity to apply the knowledge currently available to create, facilitate, and implement these technologies with relevant content for both clients and society.

5. Interconnectivity: Refers to the ability of different systems, networks, devices, or individuals to connect and interact with each other, facilitating the flow of information, data, communication, and business. It encompasses interactions between digital technologies, companies, countries, and even individuals, forming global networks of collaboration and exchange.

ECOSSISTEMA INOVA

2. Environment & Climate

1. E.ESG
2. Reverse Logistics
3. Energy Transition
4. Responsible Results (EVA)
5. Urbanization



1. E.ESG: Environmental, Social, and Corporate Governance (ESG) is an assessment of a company's collective awareness regarding social and environmental factors. Typically, it is a score compiled from data collected around specific metrics related to intangible assets within the company. It now also includes an economic focus that advocates for generating sustainable results, allowing the company to systematically maintain responsible performance.

2. Reverse Logistics: Aligned with environmental concerns and resource optimization, the approach to logistics is growing, addressing the physical flow of products, packaging, or other materials from the point of consumption back to their origin. This reverse path is clearly defined as a significant contribution to improving the quality of life on the planet.

3. Energy Transition: Refers to the process of shifting from the predominant use of fossil energy sources (such as coal, oil, and natural gas) to cleaner and renewable energy sources (such as solar, wind, hydroelectric, and biomass). The goal of this transition is to reduce greenhouse gas emissions, mitigate climate change, and promote environmental sustainability. Decarbonization, energy efficiency, and electrification are examples of how the transition is already real and impacting businesses.

4. Responsible Results (EVA: Environment Value Add): Traditional EVA is an indicator that demonstrates value creation or destruction and represents the opportunity cost of capital applied by creditors and shareholders as compensation for the risk taken in the business. With the emergence of more sustainable and responsible concepts, the idea evolves toward compensation in a more sustainable and ecosystem-integrated manner, respecting the surroundings. In other words, results are not worth achieving at any cost.

5. Urbanization: More than half of the world's population lives in large cities, and unlike in earlier times, most people were born in these cities. Those who weren’t born there experience city life as intensely as if it were their hometown. With increasing urbanization, urban populations are becoming more interested in the spaces they inhabit, making them more welcoming for themselves and others.

ECOSSISTEMA INOVA

3. Politics & Economic

1. Global Risks
2. Ethics
3. Customized Governance
4. New Value Chains (&)
5. New Operating Models

1. Global Risks: Global risks are defined as threats that can affect multiple regions or countries around the world, with the potential to cause significant and far-reaching impacts. These risks can be natural, technological, economic, social, or political, and typically require international cooperation for effective management. As the impact of these risks increases, companies find themselves exposed to a reality they were not prepared for.

2. Ethics: With the growth of the digital world, we are all increasingly exposed at all levels. This exposure has heightened the demand for more ethical practices from companies, which are directly linked to the company's relevance in the market and how it delivers on its promises and offerings. Ethics refers to the moral conduct of businesses, meaning the morally correct way in which companies interact with their environment and business agents.

3. Customized Governance: Governance in companies refers to the set of rules, practices, and structures that regulate and guide decision-making, accountability, and management within organizations. It is an essential framework to ensure that the company is managed ethically, transparently, and responsibly, aiming at the interests of shareholders, employees, customers, and other stakeholders. The need for governance to be increasingly customized and not standardized stems from the growing complexity and diversity of companies and the sectors in which they operate.

4. New Value Chains (&): New value chains refer to how companies create and deliver products and services in modern and efficient ways, utilizing new technologies and approaches. The idea is to add value at every stage of the process, from conception to delivery to the customer. Management concepts such as Digitalization and Automation, Vertical Integration, Platform Economy, Personalization and Customization, Data-Driven Business Models, Sustainability, and Social Responsibility are reshaping the traditional business model rooted in Taylorism.

5. New Operating Models: Influenced by the previous trend and its impacts on companies, new operating models are emerging, focusing on modern and innovative approaches that companies adopt to improve efficiency, flexibility, and competitiveness. These models leverage advanced technologies and management practices to transform how companies operate, deliver products and services, and interact with customers and partners. Concepts like Localized Production (Nearshoring), Additive Manufacturing (3D Printing), Industry 4.0, Sustainable Production, Circular Economy, and Mass Customization are part of the business transformation roadmap.

ECOSSISTEMA INOVA

4. Social & Human

1. Educator Leadership
2. Diversity, Inclusion and Equity
3. Experience Economy
4. New Skills and Abilities
5. Culture of Collaboration & Collective Intelligence

1. Educator Leadership: Leadership has been reinventing itself in a new organizational context, adopting a new style and practices, abandoning rigid hierarchies and formal authority, and focusing on skills that foster adaptation, innovation, talent development, and the building of more collaborative organizational cultures. The most important movement is defined as Educator Leadership, which is a leadership style that focuses on the development and growth of individuals within an organization, emphasizing the importance of teaching, mentoring, and inspiring team members. Instead of merely managing and supervising, an educator leader takes on the role of mentor and facilitator, promoting an environment of continuous learning and personal and professional growth.

2. Diversity, Inclusion, and Equity: Diversity is nothing more than variety. Diversity exists in all aspects of our lives, but when we talk about businesses, it refers to people with different characteristics, backgrounds, and ways of thinking. It's never a fixed point; diversity in the corporate environment is always evolving—there's always room for improvement. Inclusion is the feeling of belonging. The mere presence of diverse individuals in a company doesn't necessarily mean they will feel included in that environment. Inclusion involves organizational culture, employee behavior, and the safety for everyone to share (and be appreciated for) their ideas. Equity is the pursuit of equality through processes and practices that recognize each individual's journey. Equity understands that people don't all start from the same place, and while some begin with advantages, others face barriers.

3. Experience Economy: Products alone no longer hold the same value as they once did. Consumers seek something beyond a simple product. The entire purchasing process must be accompanied by something unique—a memorable experience that stimulates all five senses. The experience of purchasing and using products and services should be unforgettable, transforming the entire buying and consumption process into something extraordinary. The Experience Economy, therefore, refers to the experiences lived by the consumer, provided by brands, with the goal of translating these experiences into sales, recognition, and brand reinforcement.

4. New Skills and Abilities: Beyond technical skills, behavioral and management competencies are fundamental in preparing managers for the present and future, changing the logic of management, leadership, and training. With the growing complexity of business, new skills and abilities are continuously being brought to the table.

5. Culture of Collaboration & Collective Intelligence: Influenced by collaborative behavior, companies have been working on corporate culture with the goal of expanding discussions and harnessing the best contributions each employee can bring.

ECOSSISTEMA INOVA

5. Health & Wellbeing

1. Authenticity
2. Mental health
3. Digital Humanly
4. New Work Models
5. Purpose

1. Authenticity: Refers to the quality of being true, genuine, and honest. On a personal level, it is the ability of a person to remain true to themselves, acting according to their own beliefs and values without being overly influenced by external pressures. Culturally, it refers to the preservation and genuine expression of traditions, practices, and cultural identities without distortion or imitation. Professionally, it refers to an individual's capacity to be authentic and consistent in their identity, values, and actions within the workplace. This includes transparency, consistency, self-awareness, and integrating personal and professional values. An authentic person expresses their feelings and opinions without fear of retaliation, without hidden agendas, and communicates their desires clearly to avoid future misunderstandings. Being authentic at work can promote a more collaborative environment, increase job satisfaction, and enhance engagement and productivity.

2. Mental Health: Refers to an individual's emotional, psychological, and social well-being. It is a fundamental aspect of overall health and involves the ability to cope with life's demands, maintain healthy relationships, and make balanced decisions. Mental health encompasses emotional well-being, resilience and adaptability, healthy personal and professional relationships, self-awareness, self-esteem, and personal functionality and fulfillment. It is influenced by various factors, including genetics, environment, life experiences, and lifestyle, and is critical to professional performance. Maintaining mental health can be the foundation for personal, professional, and business success.

3. Digital Humanly: This is an approach that places the human being at the center of technology development and application. This perspective seeks to balance technological advancement with human well-being, ensuring that technologies are created and used ethically, inclusively, and responsibly. The concept aims to balance technological progress with the preservation of human values and the assurance of a more just and sustainable future for all.

4. New Work Models: New work models have rapidly developed in recent years, especially after the pandemic, driven by technological advancements, changing employee expectations, and new business needs. From the 100% in-person work model prevalent from 1919 to 2019, new models such as remote work, hybrid work, flexible work, project-based work, freelancing, skills-based work, and others in development have been gaining ground, with increasing impact on organizational management.

5. Purpose: Purpose is a powerful concept that acts as a central axis to ensure the longevity of a company, by managing the present effectively. Purpose can be defined as a unique and authentic way through which a brand makes a difference in the world.

ECOSSISTEMA INOVA

6. Education, Companies & Business

1. Corporate Ambidexterity
2. Platform and Ecosystem Business
3. Prospective Strategy
4. Entrepreneurship
5. Advising

1. Corporate Ambidexterity: Technological evolution, changing consumer behavior, political turbulence, and economic uncertainty have reinforced to managers the importance of adaptability—the ability to quickly move toward new opportunities, adjust to volatile markets, and avoid complacency—without harming the current business. For a company to succeed in the long term, it must master adaptability and alignment—an attribute sometimes known as ambidexterity. Corporate ambidexterity refers to balancing scale and productivity with speed, innovation, and creativity. It is the constant equilibrium between **Exploration** (seeking new opportunities, experimentation, and innovation) and **Exploitation** (continuously improving existing organizational activities, optimizing processes, reducing costs, increasing efficiency, and generating profits).

2. Platform and Ecosystem Business: The reliance on platforms and ecosystems will shift companies from an individualistic "me" mindset to a collective "we" approach, where everyone integrates and connects across the entire value chain. The construction of integrated management ecosystems for better market delivery and differentiation, the adoption of systems that align with customer contexts and other players, and the integration of functions with a transition toward a business system with minimal silos will result in platforms capable of incorporating people and technologies, automating processes.

3. Prospective Strategy: A methodology developed and adopted by Inova since 2015 through its SBB (Strategic Building Blocks) approach, prospective strategy seeks to anticipate the future by considering emerging trends and scenarios as the basis for strategic decision-making. The importance of prospective strategic planning lies increasingly in its ability to make a company more prepared and resilient for the future.

4. Entrepreneurship: As a result of recent crises and growing dissatisfaction with rigid, bureaucratic companies, many people have left executive careers to venture into creating their own businesses or to initiate cultural changes within the companies they work for (corporate entrepreneurship or intrapreneurship). Never before have so many companies been created, and so many people mobilized to reshape the foundations of the world. Future entrepreneurs are more focused on solving the world's big problems, and if they don’t do it within their current companies, they will create new ones to ensure this movement.

5. Advising: Based on the premise that no one knows everything and everyone knows something, the practice of advising has gained importance and will grow exponentially in the coming years as a way to address the increasing challenges that senior management faces in their daily business operations. Advising is the practice of assisting a company with specific, highly complex issues through an expert in the subject.

ECOSSISTEMA INOVA

What's Next, Direção 2035

78 Trends

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4. Social & Human	1. Aging and Demographic Explosion 2. Empowerment 3. Transparency and Reduction of Inequalities	1. Intergenerationally 2. Multiculturalism 3. Humanism, P2P and Solidarity 4. Nostalgia 5. Sharing	1. Educator Leadership 2. Diversity, Inclusion and Equity 3. Experience Economy 4. New Skills and Abilities 5. Culture of Collaboration & Collective Intelligence
5. Health & Wellbeing	1. Biohacking 2. Global Change in Health 3. Caregiving	1. Wellthy (wellness & healthy) 2. Relaxation & Spirituality 3. Search for Balance and Happiness 4. DIY 5. Permanent Adaptability	1. Authenticity 2. Mental health 3. Digital Humanly 4. New Work Models 5. Purpose
6. Education, Companies & Business	1. Pós-Taylorismo 2. TrendsInnovation 3. Full Agile	1. Collaboration 2. Psychological Safety 3. Workability 4. Lifelong Learning 5. Protagonism	1. Corporate Ambidexterity 2. Platform and Ecosystem Business 3. Prospective Strategy 4. Entrepreneurship 5. Advising

ECOSSISTEMA INOVA

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Following its purpose of maintaining a permanent knowledge base to help with strategic decisions, Inova provides its regular report on trends resulting from accumulated experience and regular research into the context in which we operate.

We hope it will be a strong contribution to companies and their professionals to better prepare themselves for the future and the challenges it entails.

If you want to evolve in the application of Trends to your business, with the aim of preparing the future with more success and innovation, talk to us: contato@inovaconsulting.com.br

A hug and thank you for getting here.

See you soon.

Luis Rasquilha (luis@ecossistemainova.com)

TECHNICAL DATASHEET

WHAT'S NEXT

DIRECTION 2035

ECOSSISTEMA INOVA LTDA.

CNPJ nº 22.110.885/0001-14

Endereço fiscal: Rua Ozorio José da Cunha, número 979, sala 1. Bairro: Brasil Cidade: Uberlândia/MG CEP: 38400-648

Endereço escritório: Avenida Paulista, 1765, 7. andar Conj. 72 CV:9610 Bela Vista, São Paulo, SP, CEP: 01311-930

(11) 3075-2872

Coordenation: Luís Rasquilha

Font: MaxPro

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Contat: Luís Rasquilha

+55 (11) 98560 7271

luis@ecossistemainova.com

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What's Next »

(Direction 2035)

ECOSSISTEMA INOVA LTDA.
Avenida Paulista, 1765, 7. andar Conj. 72 CV:9610 Bela Vista, São Paulo, SP, CEP: 01311-930, Brasil
11) 3075-2872 | www.ecossistemainova.com