

A close-up of a human eye, but the iris is replaced by a glowing blue digital interface. The eye is surrounded by a complex network of glowing orange and blue lines, resembling a neural network or data connections. The background is dark with bokeh light effects.

EE TRENDS FOR 2022

peterfisk.com

26 TRENDS FOR 2026



Hello!

2026 is the year the future gets real. Not just in terms of the ever-accelerating technological possibilities, but in the practical, commercial, human reshaping of economies, cultures, consumption, work, and leadership.

The turbulence of the past decade — pandemic, inflation, supply chain shocks, climate chaos, geopolitical fragmentation, demographic disruption, and AI's sudden ignition — converges into a moment where every business must rethink what it does, how it creates value, and what it stands for. We are witnessing not merely incremental shifts but the remapping of human priorities, the redesign of market systems, and the reinvention of business models.

Consumers are more intentional, selective, contradictory, and experimental. Technology is more ambient, embedded, personalised and intelligent than ever before. Brands are increasingly porous, community-driven, and culturally entangled. Economies are shifting north, south, east and west. Work is becoming more fluid. Talent is becoming borderless. And companies are being judged not only on what they make, but on the ecosystems, behaviours, and impact they generate.

I spend my working life searching the world for new ideas, opportunities and innovations; working with some of the most interesting business leaders from each continent, scanning the latest trends and reports. My projects in 2025 have taken me from banking in Brazil to retail in Mexico, insurance in Japan to fertilizer in Morocco, tech in Germany to food in Saudi Arabia, construction in Egypt and luxury goods in Switzerland.

So here is my curation of the 26 most impactful business trends for 2026 — those that will shape markets, define industries, influence customers, and accelerate or threaten growth. They span consumer culture, technology, business models, leadership, economics, marketing and brand behaviour.

Together, the Global Business Trends Report 2026 provides a strategic lens for leaders preparing to navigate the most opportunity-rich commercial landscape in decades. What will you do?

Peter

In summary ...

2026 is a moment when technology, humanity, culture, nature, and ambition collide to create entirely new possibilities for value, impact and growth. The businesses that thrive will be those that embrace reinvention, act boldly, learn fast, collaborate widely, and place human potential at the heart of their strategy. On the following pages, we explore 26 trends shaping every market, from A to Z, with examples of their application to business, and implications for leaders.

5 metashifts emerge

Across the trends, five structural “meta-shifts” emerge. These are the deep undercurrents — the forces that weave through industries, geographies, and consumer cultures, giving shape to the new global economy. They explain *why* the trends are happening, and *where* markets will move next. Together, they define the new rules of competition, value creation and leadership.

- Consumption becomes cultural rather than transactional
- Technology becomes invisible, ambient and intelligent
- Work becomes fluid, borderless and machine-augmented
- Business models shift from products to ecosystems
- Brands become communities, citizens and cultural participants

and 7 imperatives for leaders

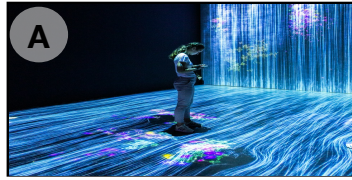
To win in this new landscape, leaders must rethink what value means, how organisations create it, and how they amplify it in the market. These are the urgent moves that determine who thrives, and who falls behind.

- Reinvent value around meaning, wellness, identity and joy
- Build ambient AI into products, processes and experience design
- Transition from linear businesses to ecosystems and platforms
- Design for fragmentation — micro-audiences, micro-cultures, micro-moments
- Elevate humanity — creativity, ethics, empathy, imagination
- Champion climate adaptation and resilience as economic opportunity
- Make your brand a community engine, not a communications function



Global Business Trends Report 2026

26
TRENDS FOR
2026



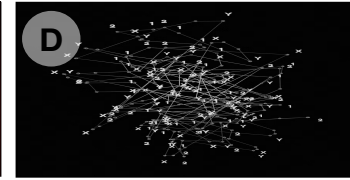
A
Algorithmic
Everything



B
Biofused
Living



C
Cognitive
Design



D
Decentralised
Networks



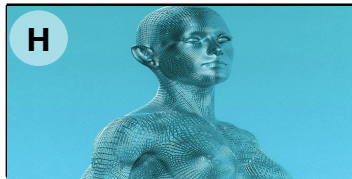
E
Emerging
Affluence



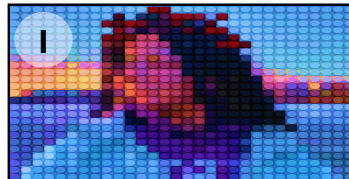
F
Fluid
Workstates



G
Green
Supertech



H
Human
Augmentation



I
Identify
Consumption



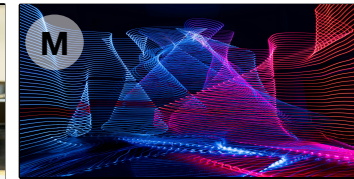
J
Joy
Tech



K
Kinetic
Cities



L
Liquid
Learning



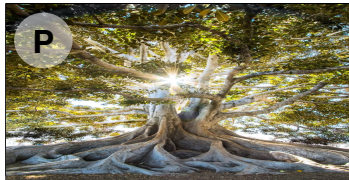
M
Market
Convergence



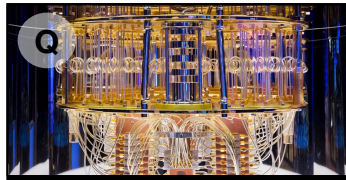
N
New
Middle



O
Optimised
Wellness



P
Positive
Business Models



Q
Quantum
Ready



R
Recommerce
Revolution



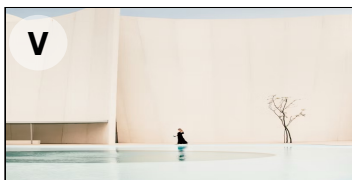
S
Small
Luxuries



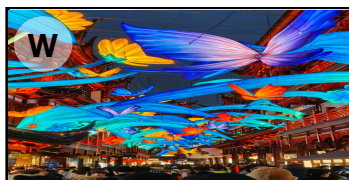
T
Time-Shifted
Living



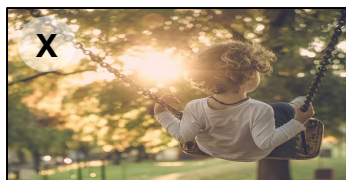
U
Unbundled
Choice



V
Value from
the Void



W
Weightless
Growth



X
Xenostalgia
Futures



Y
Youthquake
Dynamics



Z
Zero-Friction
Experiences





Trend 1: **Algorithmic Everything**

AI and algorithmic systems are the operational backbone across industries. Algorithms anticipate needs, optimise supply chains, orchestrate workflows, and personalise services. From healthcare to fashion, logistics to marketing, organisations embedding AI as a strategic foundation transform operations and decision-making.

Algorithmic mastery accelerates innovation, reduces human error, and generates predictive insights that redefine competitive advantage. Businesses converting AI into an enterprise-wide platform gain continuous improvement loops, operational resilience, and new business models.

Leadership **actions:**

Executives must prioritise AI literacy, integrate predictive intelligence into strategy, and align teams around human-machine collaboration. Decision-making increasingly relies on algorithmic insight.

Example: **Relativity Space (USA)**

Relativity Space uses AI-driven generative design and autonomous 3D printing to produce rockets. Each print cycle informs material science and engineering improvements, compressing timelines from years to months. Predictive maintenance, rapid prototyping, and scalable production illustrate how algorithmic intelligence transforms manufacturing and strategy.



Trend 2: **Biofused Living**

Biotechnology, materials science, and computation converge to create regenerative, circular systems. Products self-heal, biodegrade, or convert waste into resources, transforming production in food, fashion, construction, and energy. Bio-design enables sustainable, resilient operations and functional, ethical, ecological products that resonate with conscious consumers.

Living systems shift sustainability from marketing claim to operational strategy, driving circularity, efficiency, and long-term resilience. Companies embedding biofused processes unlock value while reducing environmental impact, bridging science, design, and consumer engagement.

Leadership **actions:**

Leaders should foster cross-disciplinary innovation, invest in R&D, and integrate sustainability into strategy as a source of growth and differentiation.

Example: **Bolt Threads (USA)**

Bolt Threads creates sustainable textiles using engineered proteins, including spider silk and mycelium leather. These materials are biodegradable, high-performance, and reduce environmental impact. By integrating bio-design into fashion, Bolt Threads demonstrates regenerative production while delivering premium, innovative products.



Trend 3: **Cognitive Design**

Consumer experiences increasingly combine neuroscience, behavioural design, AI, and sensory engagement. Experiences adapt dynamically to attention, emotion, and context, enhancing memory, engagement, and satisfaction.

Retail, hospitality, entertainment, and digital platforms optimise cognition while creating emotional resonance. Functional utility and experience blur, making experiences as valuable as products.

Organisations mastering cognitive design improve loyalty, retention, and cultural impact. Adaptive experiences turn routine interactions into personalised, emotionally meaningful journeys, providing differentiation in attention-fragmented markets.

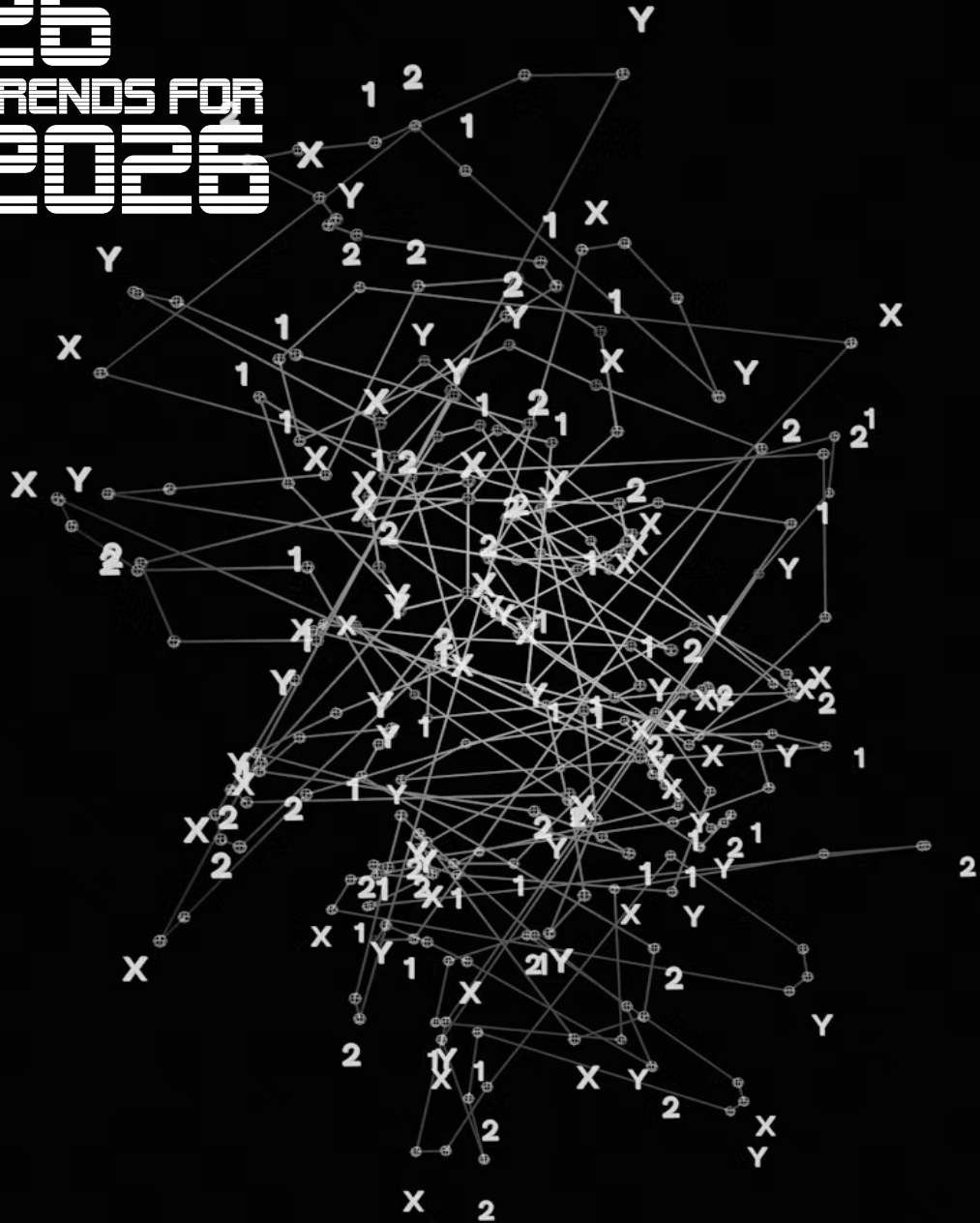
Leadership **actions:**

Leaders should integrate behavioural science into product and service design, invest in adaptive experience technology, and track emotional engagement as a KPI.

Example: **Calm (USA)**

Calm delivers AI-driven, personalised meditation and wellbeing experiences. The platform adapts content to users' stress levels, moods, and goals, blending neuroscience, behavioural design, and digital interface. This demonstrates cognitive experiences enhancing emotional and mental engagement while fostering loyalty.

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Trend 4: **Decentralised Networks**

Power, commerce, and value creation shift from hierarchies to distributed digital, physical, and hybrid networks. Peer-to-peer marketplaces, community platforms, and decentralised governance enable scalability, resilience, and co-creation.

Organisations acting as ecosystem orchestrators gain influence through network effects rather than command-and-control structures. Distributed systems empower smaller players, enhance participation, and foster innovation.

Businesses leveraging networks can access diverse talent, engage consumers directly, and unlock scalable growth. Distributed networks are reshaping commerce, work, and content creation.

Leadership **actions:**

Executives should embrace platform thinking, facilitate community engagement, and enable value creation through network orchestration rather than direct control.

Example: **Aragon (Spain)**

Aragon builds decentralised governance platforms using blockchain, enabling organisations and communities to manage resources and decision-making without centralised control. This empowers distributed collaboration, autonomy, and scalable ecosystems, illustrating how decentralised digital worlds redefine organisational structures.



Trend 5: **Emerging Affluence**

Rapidly growing middle and affluent classes in Africa, Asia, and Latin America redefine global consumption. Digitally connected, aspirational, and culturally influential, these consumers drive demand for accessible luxury, wellness, mobility, and fintech solutions.

Businesses must design offerings that respect local context while meeting aspirational expectations. Emerging affluence often leapfrogs Western models, creating opportunities for innovation in pricing, service, and digital infrastructure.

Companies that understand cultural nuance and income elasticity unlock sustainable growth while engaging diverse consumer identities.

Leadership **actions:**

Leaders should prioritise local market insight, cultural relevance, and scalable digital infrastructure to capture emerging middle-class demand.

Example: Mercado Libre (Argentina)

Mercado Libre provides e-commerce, payments, and logistics infrastructure across Latin America. By addressing middle-class needs for convenience, trust, and cultural relevance, it enables participation in modern digital economies. Starting as a marketplace like eBay, it now dominates fintech and e-commerce, illustrating how understanding local contexts drives growth.



Trend 6: **Fluid Workforces**

Workforces are increasingly modular, global, and hybrid. Talent flows between projects, companies, and platforms, supported by AI augmentation. Hybrid human-machine teams, freelancers, fractional executives, and automated agents provide agility, scalability, and resilience.

Organisations must manage dynamic teams across geographies while fostering purpose, autonomy, and culture.

Flexible workforces allow rapid response to market changes, cross-disciplinary problem-solving, and operational efficiency, redefining talent as a strategic, movable asset.

Leadership **actions:**

Leaders need to focus on culture, engagement, and ecosystem orchestration rather than direct oversight. Recruitment, retention, and upskilling strategies must embrace flexibility and autonomy.

Example: **Upwork (USA)**

Upwork connects freelancers with companies worldwide, enabling flexible, project-based work. The platform supports distributed teams and adaptive talent allocation, demonstrating how fluid workforce models drive agility, scalability, and market responsiveness.



Trend 7: Green Supertech

Climate innovation now relies on advanced engineering and science rather than incremental sustainability. Fusion energy, carbon capture, precision agriculture, renewable energy, and battery breakthroughs drive decarbonisation at scale. Companies integrate technology, infrastructure, and industrial capacity to deliver profitable environmental solutions.

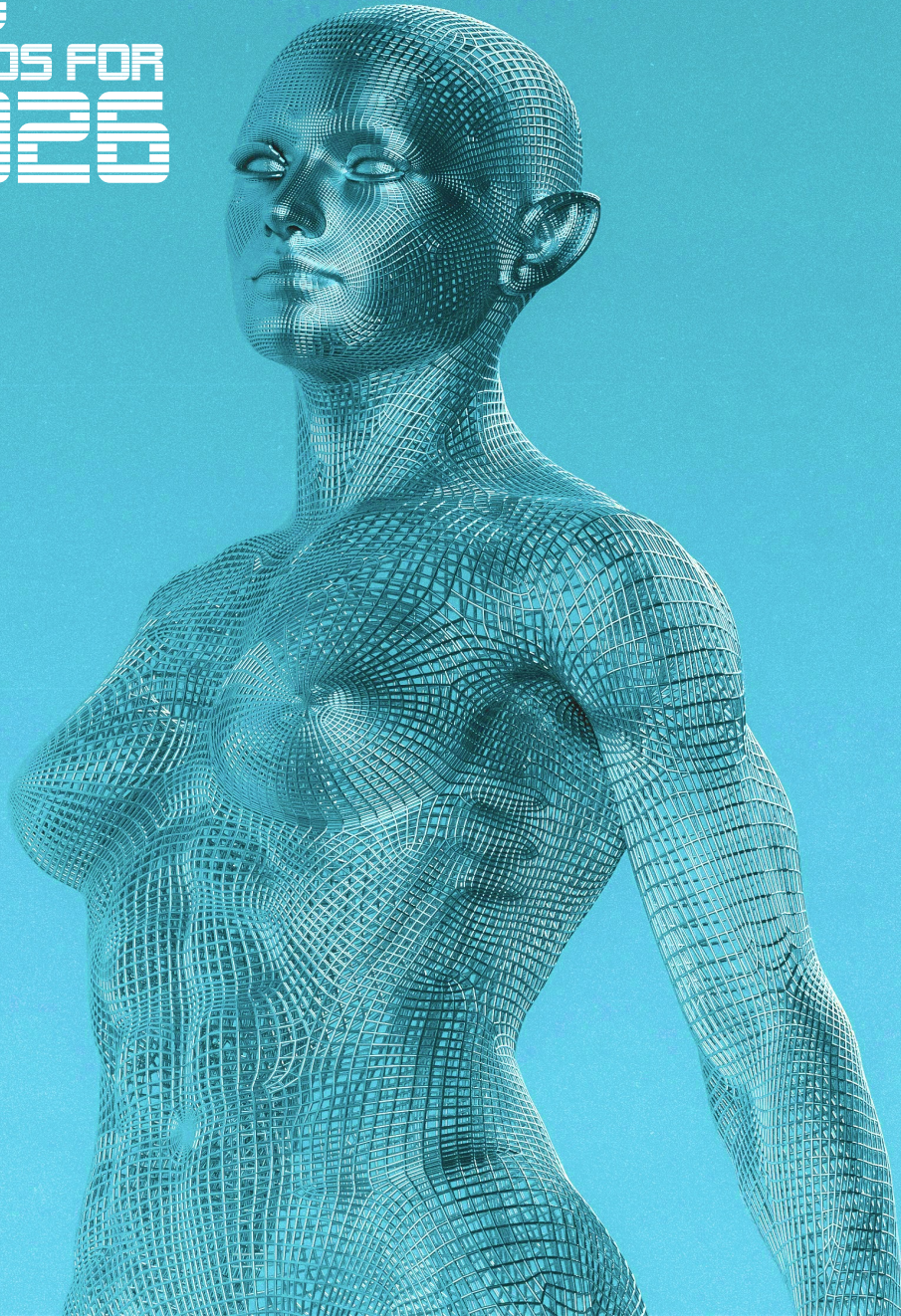
Green supertech turns sustainability from narrative to operational imperative, creating measurable environmental impact while generating new business models. Organisations mastering these technologies achieve competitive advantage, system-wide transformation, and long-term resilience in climate-conscious markets.

Leadership **actions:**

Executives must invest in frontier climate technologies, integrate sustainability into core strategy, and measure impact rigorously. Strategic adoption of green supertech defines market leadership.

Example: **Climeworks (Switzerland)**

Climeworks captures CO₂ directly from air and provides carbon removal services for businesses. Its modular technology delivers measurable impact while creating scalable climate solutions. Climeworks demonstrates how advanced environmental technology can combine profit with purpose, setting a benchmark for green innovation.



Trend 8: **Human Augmentation**

Technology increasingly enhances physical, cognitive, and emotional capabilities. Wearables, exoskeletons, neurotech, and AI-enabled interfaces improve productivity, performance, wellness, and decision-making. Human+ solutions extend lifespan, enhance skill sets, and transform work structures.

Companies embedding augmentation into products and services unlock new markets while improving quality of life. Ethical considerations—privacy, accessibility, autonomy—are central as augmented humans redefine societal norms, job expectations, and personal capabilities.

Leadership **actions:**

Leaders must balance innovation with ethics, invest in workforce augmentation, and prepare teams for hybrid human-machine collaboration.

Example: **Mizuno (Japan)**

Mizuno's Well-Aging programs combine wearable technology, mobility support, and social engagement for older adults. This initiative extends independence, resilience, and quality of life while creating a market for human-centric performance solutions

Trend 9: Identity Consumption

Consumers increasingly make choices reflecting personal, social, and ethical identity. Purchases convey values, lifestyle, and cultural affiliation. Identity-driven markets shape fashion, wellness, digital products, and sustainability.

Brands that authentically align with identity codes cultivate loyalty, advocacy, and emotional resonance. Social media amplifies expression, making identity a strategic asset. Understanding fluid, multi-layered identities enables companies to co-create products, services, and experiences that deeply engage consumers.

Leadership **actions:**

Leaders should prioritise authenticity, culture alignment, and personalised engagement strategies to capture identity-conscious markets.

Example: **NewJeans (South Korea)**

NewJeans blends fashion, gaming, and lifestyle collaborations to create identity-rich consumer experiences. Fans adopt products as self-expression, merging digital-native aesthetics with cultural relevance. The brand exemplifies how identity-driven engagement drives loyalty, advocacy, and market influence.



Trend 10: **JoyTech**

Technology increasingly provides emotional, sensory, and lifestyle benefits beyond productivity. Smart devices, entertainment platforms, and services are designed for delight, engagement, and wellbeing.

JoyTech integrates play, creativity, and emotional resonance into daily life.

Companies embedding joy into design capture attention, loyalty, and cultural influence. Emotional technology turns small, interactive moments into memorable experiences, differentiating brands in saturated markets and establishing long-term preference.

Leadership **actions:**

Leaders should integrate joy into product design, measure emotional engagement, and explore playful, sensory experiences as a differentiator.

Example: **Beat Saber (Slovakia)**

Beat Saber combines VR, music, and motion-based gameplay to deliver immersive, joyful experiences. Users interact physically and socially, blending entertainment with exercise. The platform illustrates how emotional, playful technology drives engagement and global cultural impact.

Trend 11: Kinetic Cities

Urban environments are becoming adaptive systems integrating mobility, energy, climate resilience, and digital infrastructure. Smart grids, autonomous transport, real-time optimisation, and responsive buildings redefine urban living.

Kinetic cities address congestion, pollution, extreme weather, and social equity while creating livable, resilient spaces.

Urban systems operate as continuous feedback loops, merging physical space with digital intelligence, unlocking new service and business ecosystems.

Leadership **actions:**

City leaders and businesses must invest in integrated infrastructure, coordinate across sectors, and leverage data for urban resilience and efficiency.

Example: **Uber Elevate (USA)**

Uber Elevate pilots electric VTOL aerial mobility integrated with smart traffic networks. By combining infrastructure, technology, and analytics, it demonstrates how kinetic systems can transform urban transport, accessibility, and sustainability.



Trend 12: **Liquid Learning**

Learning is continuous, adaptive, and embedded in daily work. AI personalises education, simulations replicate real-world scenarios, and micro-credentials create stackable skills. Learning flows across careers, devices, and contexts, enabling lifelong adaptability.

Organisations embedding liquid learning into culture and operations gain agility, resilience, and innovation capacity. Employees continuously upskill while performing work, turning knowledge into a strategic asset and preparing for rapidly changing markets.

Leadership **actions:**

Leaders should integrate learning into workflow, provide AI-enabled personalisation, and foster a culture of continuous skill development.

Example: **Degreed (USA)**

Degreed provides a platform that aggregates courses, articles, videos, and on-the-job experiences into personalised learning journeys. AI recommends skills to acquire based on role, career goals, and performance data, enabling continuous, just-in-time upskilling. Companies using Degreed embed learning into daily work, creating agile, future-ready team

Trend 13: **Market Convergence**

Market Convergence describes how once-separate industries, categories, and value chains increasingly overlap, collide, and merge. Boundaries between technology, finance, retail, healthcare, mobility, media, and energy are dissolving as platforms, data, and ecosystems connect multiple needs into unified experiences.

Consumers no longer think in categories; they expect solutions that combine services, products, and experiences seamlessly. Growth comes from recombining capabilities—payments embedded in commerce, health integrated into insurance, mobility bundled with energy. The winners are those who redefine markets instead of protecting them.

Leadership actions:

Map where your industry is converging with others and identify adjacent capabilities to integrate or partner with. Shift strategy from category defence to ecosystem design. Build collaboration muscle, platform thinking, and flexible governance to compete across blurred market boundaries.

Example: Ant Group (China)

Ant Group exemplifies Market Convergence by integrating payments, finance, commerce, credit, insurance, and lifestyle services into a single digital ecosystem. Originating in fintech, it expanded across retail, mobility, and everyday services, reshaping consumer expectations. Ant demonstrates how convergence creates powerful new markets by unifying fragmented needs into seamless platforms.

Trend 14: **New Middle**

Urban middle classes in Southeast Asia, India, and Latin America are reshaping purchasing patterns. These consumers value quality, affordability, convenience, and digital access. Emerging middle markets drive innovation in financial inclusion, mobility, healthcare, and retail.

Brands must combine local insight with scalable digital infrastructure to win loyalty and growth. Understanding income elasticity, aspirational consumption, and digital adoption is key for early market leadership.

Leadership **actions:**

Leaders should design culturally relevant products and services, leverage digital channels, and scale infrastructure to reach rapidly growing middle-class segments.

Example: **Jumia (Nigeria)**

Jumia provides online shopping, payments, and logistics solutions tailored to African middle-class consumers. By improving accessibility and affordability, it enables participation in digital commerce while building scalable infrastructure and market trust.

Trend 15: Optimised Wellness

Wellbeing is evolving into integrated systems combining mental, physical, emotional, and social health. Digital platforms, AI diagnostics, and personalised wellness services make holistic health accessible and measurable. Consumers and organisations expect proactive interventions and continuous monitoring.

Optimised wellness integrates performance, longevity, and emotional satisfaction, turning health into a strategic differentiator. Companies providing seamless, data-driven wellness ecosystems increase loyalty, engagement, and brand relevance.

Leadership **actions:**

Leaders should embed wellness into products, workplace culture, and digital services, measuring impact and engagement as part of strategic priorities.

Example: **Cerebral (USA)**

Cerebral provides mental health services via digital therapy, medication management, and continuous care. By reducing stigma and improving accessibility, it makes wellness habitual, personalised, and measurable, exemplifying scalable holistic health solutions.

Trend 16: **Positive Business Models**

Businesses are embedding ecological and social impact into core strategy. Operations, products, and supply chains are designed to restore ecosystems, enrich communities, and enhance planetary resilience. Circular design, biomimicry, renewable inputs, and ethical sourcing become standard.

Net positive business models balance profitability with stewardship, creating shared value for stakeholders, and enable companies to become platforms for good.

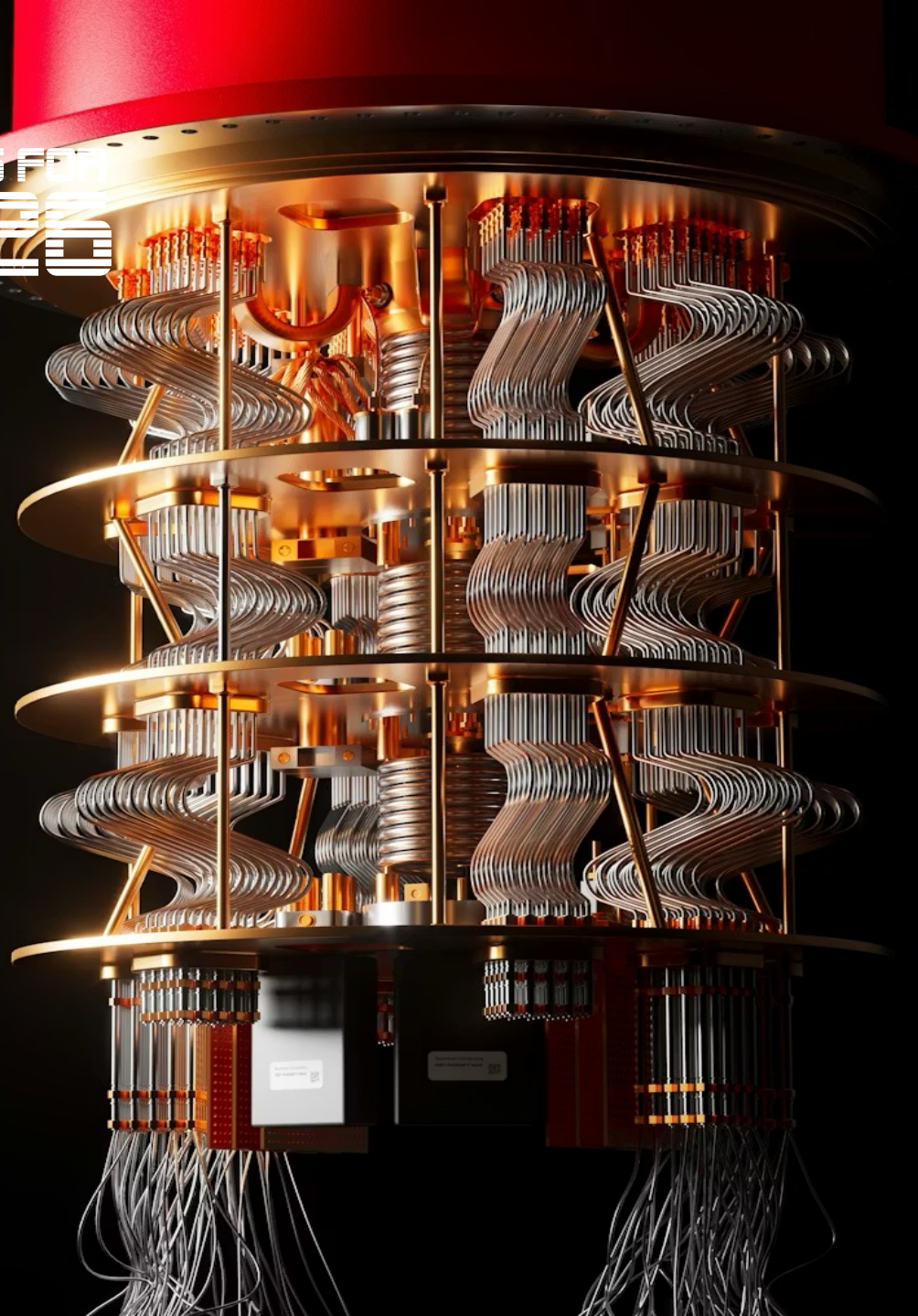
Companies adopting regenerative strategies redefine competitive advantage, aligning environmental and societal contributions with long-term business success.

Leadership **actions:**

Leaders should integrate regenerative practices into strategy, measure environmental and social impact, and communicate authenticity to stakeholders.

Example: **Interface (USA)**

Interface pioneers regenerative flooring, combining recycled materials, modular design, and biomimicry. Its operations achieve net-positive impact while maintaining profitability, showing how sustainability can drive competitive advantage and commercial success.



Trend 17: Quantum Ready

Quantum computing is moving from experimental labs to strategic applications. Early use focuses on optimisation, cryptography, simulation, and materials discovery. Organisations develop quantum-literate teams, hybrid workflows, and experimental algorithms to prepare for disruption.

Quantum-readiness accelerates innovation, reduces complexity, and provides first-mover advantages in logistics, energy, pharmaceuticals, and manufacturing. Early strategic exploration enables problem-solving capabilities beyond classical computing, creating competitive differentiation and future-ready infrastructure.

Leadership **actions:**

Leaders should invest in quantum R&D, train teams in quantum literacy, and explore hybrid algorithms for operational advantage.

Example: **D-Wave (Canada)**

D-Wave provides quantum annealing systems for optimisation problems in logistics, energy, and finance. Companies use D-Wave's platforms to experiment with quantum algorithms, accelerating problem-solving and operational efficiency. This highlights practical enterprise applications of quantum computing beyond theoretical research.



Trend 18: **Recommerce Revolution**

Resale, rental, and refurbishment are mainstream, driven by circular economy principles. Consumers demand convenience, trust, and quality when engaging with pre-owned goods. Recommerce spans fashion, electronics, furniture, and luxury, growing faster than conventional retail.

Platforms, peer-to-peer marketplaces, and authentication services facilitate engagement while reducing waste. Companies integrating recommerce unlock revenue streams, build community, and enhance credibility. Circular consumption becomes strategic rather than niche.

Leadership **actions:**

Leaders should design recommerce options, build trust through verification, and integrate circular principles into business models for growth and loyalty.

Example: **The RealReal (USA)**

The RealReal is a luxury consignment platform that authenticates and sells pre-owned designer goods. It provides trust, verification, and convenience, making high-end resale mainstream. This example shows recommerce can scale globally, combine sustainability with premium brands, and generate new revenue streams.



Trend 19: **Small Luxuries**

Consumers seek small, emotionally resonant indulgences that deliver status, pleasure, or wellbeing without extreme cost.

Small luxury spans boutique experiences, skincare, fashion, speciality foods, and personalised services. These products offer authenticity, sensory delight, and storytelling, turning everyday indulgences into identity statements.

Micro-luxuries satisfy aspirational desires while remaining accessible, amplified by social media visibility. Emotional resonance and narrative depth are essential for brand success.

Leadership **actions:**

Leaders should focus on craft, storytelling, and emotional design to create premium-feel experiences that engage aspirational consumers.

Example: **Sulwhasoo (South Korea)**

Sulwhasoo combines traditional herbal expertise with premium packaging and ritualised use. Its products create accessible luxury experiences, blending heritage, craftsmanship, and emotional satisfaction, appealing to aspirational global consumers.

Trend 20: **Time-shifted living**

Time-Shifted Living reflects how people reorganise life around flexibility rather than fixed schedules. Work, consumption, entertainment, learning, and wellness increasingly happen asynchronously—on demand, remotely, and across time zones.

Technology enables people to reclaim control over when and how they engage, breaking traditional boundaries between work and life. This shift reshapes cities, offices, retail, education, and media, rewarding organisations that design for flexibility, availability, and responsiveness.

Leadership **action:**

Redesign systems around flexibility and outcomes, not fixed schedules. Enable asynchronous collaboration, on-demand services, and modular engagement. Rethink performance metrics, customer access, and employee wellbeing to align with time sovereignty rather than traditional nine-to-five models.

Example: **Netflix (USA)**

Netflix epitomises Time-Shifted Living by enabling global audiences to watch content anytime, anywhere. Its on-demand model breaks linear scheduling, empowering users to control when and how they engage. This flexibility reshaped entertainment consumption worldwide and set new expectations for convenience, personalisation, and autonomy across digital services.

Trend 21: **Unbundled Choice**

Unbundled Choice describes the disaggregation of traditional products and services into modular components that consumers can mix, match, and pay for selectively. Rather than buying bundled offerings, people choose exactly what they need—features, access, time, or outcomes.

This trend reflects demand for transparency, control, and fairness. Digital platforms accelerate unbundling by reducing distribution costs and enabling customisation at scale. Industries from finance and education to media and mobility are being reshaped as value is atomised and reassembled around individual needs. For organisations, unbundling creates new revenue streams, sharper value propositions, and opportunities to serve niche segments. However, it requires clear articulation of what truly creates value.

Leadership **actions:**

Audit where value is bundled unnecessarily. Break offerings into clear, modular components and price transparently. Use data to understand which elements customers truly value, and design flexible models that allow recombination without eroding trust or coherence.

Example: **Revolut (UK)**

Revolut delivers Unbundled Value by offering modular financial services—payments, savings, crypto, insurance, and subscriptions—allowing users to choose what they need. This flexibility challenges traditional banking bundles and gives customers control, transparency, and personalised value within a single digital platform



Trend 22: **Value from the Void**

Value from the Void captures how scarcity, absence, and minimalism become sources of meaning and economic value. In an always-on world, emptiness—silence, space, simplicity, and restraint—becomes desirable. Brands create value by removing noise, features, or excess, offering clarity, calm, and focus instead.

This trend applies to design, digital products, wellness, luxury, and leadership itself. Less becomes more when it restores attention, energy, and purpose. Value from the Void challenges growth-through-addition models, replacing them with intentional subtraction. Companies that understand this create differentiation by knowing what not to do, not say, or not sell—transforming restraint into strategic advantage.

Leadership **actions:**

Practice strategic subtraction. Identify complexity that no longer adds value and remove it. Design for clarity, calm, and focus. Reward teams for simplification and discipline, and measure success not only by growth, but by reduction of friction and noise.

Example: **B&O (Denmark)**

Bang & Olufsen turns simplicity and emptiness into value through elegant, minimalist audio products. By reducing visual and functional clutter, it creates emotional and sensory impact, positioning luxury as both restraint and experience.

Trend 23: **Weightless Growth**

Growth increasingly comes from intangible assets such as brand, data, IP, and networks. Organisations focus on digital platforms, ecosystems, and content rather than physical expansion. Weightless growth reduces capital intensity while increasing speed and scalability.

Intellectual property, community influence, and software-as-infrastructure are primary levers. Companies mastering weightless growth capture value through relational and informational assets, enabling high-margin, networked expansion.

Leadership **actions**:

Leaders should prioritise intangible asset development, platform strategy, and network effects over physical scale to drive sustainable growth.

Example: **Spotify (Sweden)**

Spotify scales globally via curated playlists, algorithms, and community networks rather than physical assets. Its value derives from data, brand, and network effects, exemplifying weightless growth at scale.

Trend 24: **Xenostalgia Futures**

Xenostalgia merges nostalgia with forward-looking innovation. Products and experiences evoke past eras—retro interfaces, analog warmth—while integrating modern technology. This emotional anchoring provides comfort and cultural resonance, balancing novelty with familiarity.

Companies leverage xenostalgia to engage multiple generations, create storytelling depth, and differentiate products. Applied across fashion, tech, and media, xenostalgia strengthens brand identity while embracing innovation.

Leadership **actions:**

Leaders should combine heritage design cues with modern innovation to evoke emotional resonance while appealing to forward-looking markets.

Example: **Nothing (UK)**

Nothing blends retro-futurist aesthetics with modern tech through transparent hardware and minimalist design. Its products feel familiar yet innovative, exemplifying xenostalgia-driven design for engagement and differentiation.



Trend 25: Youthquake Cultures

Younger generations disrupt industries with digital fluency, creativity, and social activism. Sustainability, inclusivity, and identity fluidity shape aesthetics, behaviour, and products.

Youth-driven networks accelerate trend adoption, influence markets, and redefine brand relevance globally.

Authentic engagement enables co-creation, virality, and long-term cultural resonance.

Organisations tapping into youth movements gain energy, creativity, and advocacy while embedding themselves in cultural zeitgeist.

Leadership **actions:**

Leaders must authentically engage youth, foster co-creation, and embrace cultural experimentation to remain relevant and innovative.

Example: **TikTok (China)**

TikTok empowers young creators to produce, remix, and share content worldwide. Its algorithm amplifies creativity, cultural trends, and activism, illustrating youth-driven platforms' global influence on markets and culture.

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Trend 26: **Zero-Friction Experiences**

Experiences are designed to eliminate effort, delay, and complexity. Seamless integration of payments, mobility, smart homes, and services creates anticipatory, intuitive interactions. Ambient intelligence reduces cognitive load while enhancing convenience, speed, and trust.

Zero-friction design reshapes retail, finance, healthcare, mobility, and home ecosystems. Automation, AI, and connectivity allow services to feel immediate, personalised, and effortless, enabling people to focus on meaningful activities.

Leadership **actions**:

Leaders should integrate automation, AI, and service design to remove friction and enhance convenience, satisfaction, and loyalty.

Example: **Nuro (USA)**

Nuro uses autonomous vehicles to deliver groceries and essentials directly to consumers. Its AI-driven logistics remove barriers of time, transport, and human interaction, creating seamless, frictionless experiences that redefine service delivery.

Metashift 1: Consumption becomes cultural rather than transactional

The old logic of buying as a functional exchange based on price, convenience, or availability, is being replaced by a cultural logic built on identity, emotion, aspiration and belonging. People don't simply "purchase", they become who they are through what they choose.

Consumers increasingly seek:

- Narratives that reflect their values
- Products that express identity
- Brands with emotional resonance
- Experiences that feel meaningful, connective or status-enhancing

It's not just Gen Z. This shift spans generations. Consumption becomes a form of cultural participation. Fashion, food, finance, travel, mobility, even utilities are reframed through the lens of lifestyle, symbolism and self-construction.

This accelerates:

- The micro-culture explosion
- The rise of "meaningful premium"
- Purpose-led demand
- Local cultural fusion in global markets
- The revival of craft, personalisation and story-driven commerce

In this world, companies win by designing *for identity*, not just demand.



Metashift 2: **Technology becomes invisible, ambient and intelligent**

AI is much more than a useful tool, to drive efficiency and speed, it dissolves into the environment.

Intelligence becomes:

- Ambient — available everywhere
- Contextual — knowing preferences, anticipating intentions
- Collaborative — amplifying human capability
- Secure-by-design — trusted, governed and accountable

Consumers stop thinking about “using AI”. They simply experience smarter journeys, anticipatory interfaces, seamless automation and personalised worlds. Business becomes algorithmically tuned, from supply chains and pricing to creativity and customer dialogue.

This shift enables:

- Mass personalisation at affordable cost
- Dynamic business models
- Zero-friction services
- Predictive operations
- Hyper-resilient systems
- More imaginative human roles

Technology fades from sight but strengthens everything it touches.



Metashift 3: **Work becomes fluid, borderless and machine-augmented**

The workplace of 2026 looks more like an ecosystem than a company. Talent moves fluidly between projects, platforms and geographies. The best work blends:

- Human imagination, ethics, empathy and creativity
- Machine intelligence, speed, pattern detection and simulation

Employees expect autonomy, meaning, growth and wellbeing. AI becomes a partner rather than a tool. Organisations that resist this shift suffer talent drain and creative stagnation.

This shift fuels:

- The rise of talent marketplaces
- Poly-skilled careers
- Exponential productivity for small teams
- Human-only work becoming more valuable
- Continuous reskilling becoming cultural rather than remedial

The companies that thrive are those that build high-human organisations augmented by high-intelligence systems.



Metashift 4: **Business models shift from products to ecosystems**

The world is moving from discrete offerings to interconnected value networks. A business is no longer defined by what it sells, but by the ecosystem it enables. Ecosystems bring together disparate capabilities and reach across multiple markets, meaning that any individual player needs to do everything.

Not every company needs to orchestrate its own ecosystem, while others become ingredients in the ecosystems of other. Like a sports coach some will be good orchestrators and others will be good players

This means:

- Evolution from linear to circular systems
- Data-rich, multi-sided platforms
- Modular value chains
- Network economics replacing unit economics
- Partnerships replacing ownership
- Ecosystems expanding into adjacent sectors

Ecosystems enable faster innovation, greater customer lifetime value, richer insight cycles and defensible competitive advantage. They are the architecture of tomorrow's global winners.



Metashift 5: Brands become communities, citizens and cultural participants

Brands can no longer rely on messaging alone. They must *act* their values, *contribute* to society and *participate* in culture. The power centre shifts from companies to communities.

Communities don't exist because of companies or products. They exist because of shared identities, values, and aspirations. Companies shouldn't try to create new communities, but rather enable existing real communities to achieve more, physically and digitally.

Winning brands in 2026:

- Build belonging, not just awareness
- Represent movements, not markets
- Create participation, not passive consumption
- Signal values, not just benefits
- Contribute to social, cultural or planetary progress

From global giants to niche collectives, the brands shaping 2026 are cultural engines — shaping identity, supporting creativity, enabling self-expression and fostering shared experience.





So what should business leaders do now?

1. Reinvent value around meaning, wellness, identity and joy

People are buying experiences that enrich their lives emotionally, mentally and socially. Define your value proposition not around features, but around how it helps people feel, express, belong and grow. Shift from utility to significance.

2. Build ambient AI into products, processes and experience design

Move beyond AI tools to AI infrastructure. Make intelligence a default setting: powering personalisation, predicting demand, accelerating creativity, enhancing service and reducing friction. Invisible AI is the new competitive baseline.

3. Transition from linear businesses to ecosystems and platforms

Ask: what can we enable, not just what can we sell? Identify partners, data layers, communities and complements. Build multi-sided growth engines that unlock new revenues, reduce risk and scale faster than standalone offerings.

4. Design for fragmentation, micro-audiences, micro-cultures, micro-moments

Mass markets are dissolving. Segment by culture, not by demographics. Build portfolios of tailored propositions, dynamic content, adaptive pricing, location-specific formats and culturally attuned storytelling. Relevance now lives at the edges.

5. Elevate humanity: creativity, ethics, empathy, imagination

As AI automates more knowledge work, the human differentiators become more valuable. Build organisations where imagination thrives, ethics guide decisions, creativity is systemic, and empathy shapes product design. Human value becomes brand value.

6. Champion climate adaptation and resilience as economic opportunity

This is no longer CSR — it is strategy. Climate volatility is reshaping supply chains, insurance, energy, real estate and consumer priorities. Invest in resilience systems, low-carbon models, and climate-positive innovation. Profit lies in prevention and regeneration.

7. Make your brand a community engine, not a communications function

Shift from broadcasting to belonging. Build platforms for participation, spaces for conversation, and rituals that unite people. Act less like a corporation and more like a cultural catalyst. Brands that create connection will dominate the decade.

More about Peter Fisk



Peter Fisk is a global thought leader – a bestselling **author**, expert **advisor** and keynote **speaker**. He works with **business leaders** to reimagine their markets and strategies. He brings together the best in **strategy and leadership**, growth and innovation, business models and sustainability, brand and customer thinking to **make sense of change**, and **create better futures**.

He leads **GeniusWorks**, an innovative business accelerator, based in London, and is professor of leadership, strategy and innovation at **IE Business School** in Madrid, where he is responsible for executive programs. He also works independently and with other business schools, including IMD, Harvard and CEIBS in Asia. He was **Thinkers50** Global Director, founded the annual European Business Forum, and publishes the monthly "Fast Leader" magazine.

Peter's business career was forged in a superconductivity lab deep under the Alps, accelerated by managing high-flying **brands** like Concorde, shaped by working on strategy and innovation in companies in North America and Asia, evolved by leading a **digital start-up**, and formalised in his role as **CEO** of the world's largest marketing network. He then created GeniusWorks to work more flexibly with business leaders and their teams – from inspiring **keynotes** to strategy **workshops** for executives and boards, facilitating innovation **projects**, and much more.

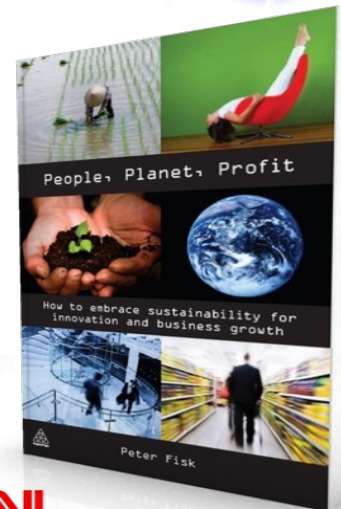
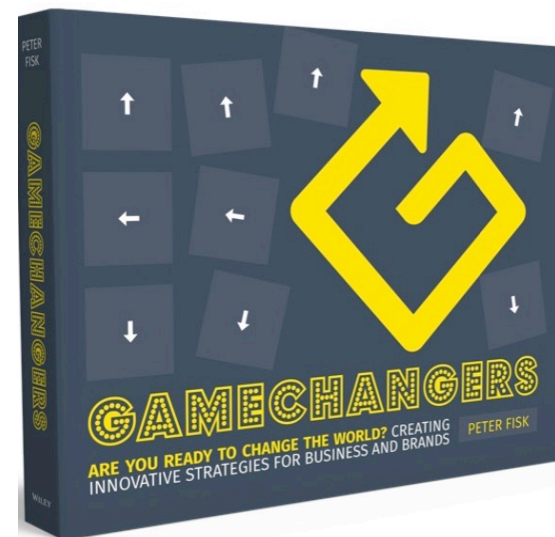
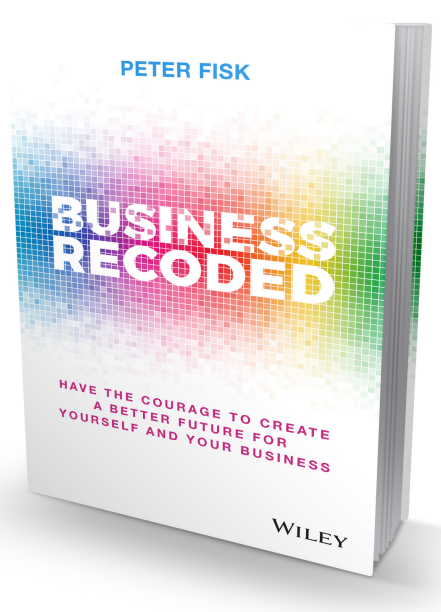
He has over 30 years of practical business experience, working with more than 300 companies in over 55 countries ... from **Adidas'** growth into new markets to **Asahi's** consumer-centric innovation, **Cartier's** redefined luxury with AI and **Coca Cola's** growth strategy with sustainability, **McKinsey's** leadership development to **Microsoft's** new approach to strategic innovation, **P&G's** direct to consumer strategy and Pfizer's future scanning, **Santander's** future bank vision and **Sompo's** digitally-minded insurance leaders, **STC's** strategic growth and **Suntory's** brand building, Takeda's patient-centric healthcare and **Tata's** growth as a global business, **UN's** sustainable innovation projects, and **UNSSC's** global leadership program.

His latest book "**Business Recoded**" challenges leaders to have the courage to create a better future, harnessing the opportunities of a post-pandemic world, through **7 shifts** built on deep dives with 49 of the world's most inspiring business leaders today. It is shortlisted for CMI Business Book of the Year, and was reviewed by the Financial Times with "Wow. The book you have to read now".

He has written **9 books**, translated into **35 languages**, also including "Business Genius" fusing the brains of Einstein and Picasso to ask how would they do business today. "Creative Genius" is inspired by the border-crossing creativity of Leonardo da Vinci, "**People Planet Profit**" focuses on how to innovate with purpose for positive impact, while the award-winning "**Gamechangers**" learns from the world's most innovative companies, big and small, to develop new strategies for growth.

More at peterfisk.com or email peterfisk@peterfisk.com





New ideas and insights



The ReInvention playbook



Rethinking strategies, innovation and leadership to thrive in an age of relentless change and unlimited opportunity

Peter Fisk

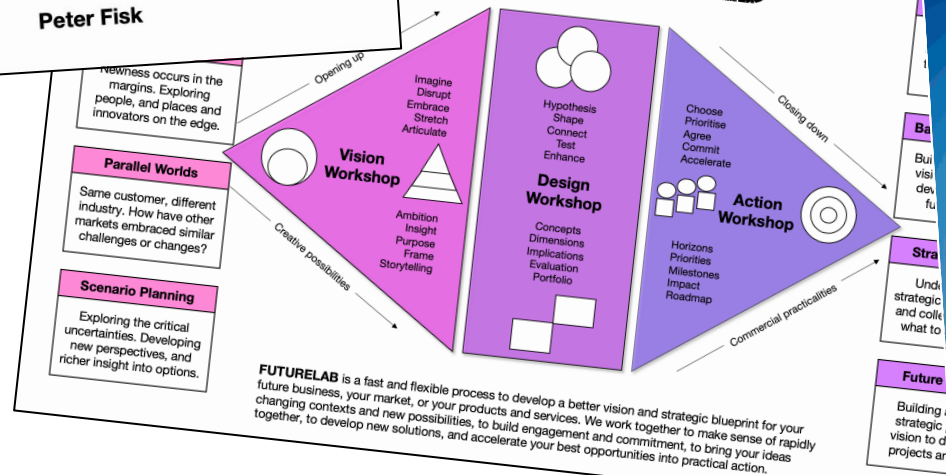
The New Growth Playbook™

Finding Growth	Designing Growth	Accelerating Growth
BOOK OF DREAMS Building a future-back, moonshot mindset ... Start with an imagined world, a bold and inspiring moonshot, ask "What future do we want to exist?", thinking future-back, then acting now-forwards. 	CULTURE CODING Brands enabling communities to thrive ... Contribute and enable communities to do more. Build cause, relevance, engagement. Community turns customers into advocates and movement. 	GROWTH LOOPS Unlocking assets and growth loops ... Multipliers turn growth from linear to exponential. Unlocking data and networks as growth loops, brands and relationships as multipliers.
SMART SPACES Framing market spaces beyond sectors ... Spaces transcend categories. Companies that reframe their playing field around human needs, not product lines, create entirely new possibilities for growth. 	HYPER INNOVATION Fast and experimental, enabled by AI ... AI-first companies don't just use AI as a support tool. They rewire the innovation cycle around it — running 1000s of experiments to find the few that scale. 	NEXUS SOLUTIONS Delivering better, connected experiences ... Growth multiplies when companies connect adjacent worlds and assets into one seamless, bigger, personal solution, across boundaries to solve problems.
DYNAMIC STRATEGY Purpose and direction, with agility and impact ... Strategy still matters, but not as a fixed, linear roadmap. "Permanent beta" is strategy in realtime, constantly anticipating and responding to change. 	REGENERATIVE SYSTEMS Creating circular, net positive impact ... Regenerative growth is not CSR or ESG, circularity, or net zero. Instead it creates a net positive impact, good for business and society. Business model of the future. 	ECOSYSTEM MULTIPLIERS Achieving more together ... Ecosystems bring together partners to do more, orchestration is about being the conductor, not the soloist, designing to do more, and thrive together.

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Megatrend 1. **EXPONENTIAL INTELLIGENCE**
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Megatrend 2. **GENERATIONAL REMIX**
 ... older, urban, more different and personal

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 ... economic shift to east, and volatility everywhere

Megatrend 4. **REGENERATIVE SYSTEMS**
 ... from climate crisis to net positive impact

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 ... geopolitical tension and the end of globalisation

Megatrend 6. **HUMANITY RISING**
 ... more purposeful, human, collective progress

Megatrends 2035



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Keynotes and workshops



Here are 5 examples of Peter Fisk's most popular topics for business leaders and managers - which can be customised to your industry, organisation, audience, and to focus on specific topics.

They can be a 60-90 min keynote, or 1-3 day executive program, depending on your needs.

Each builds on a bestselling book, enhanced with the latest concepts and new case studies from around the world.



Peter Fisk is a global thought leader, author of 8 business books, a business school professor, and 30+ years experience working with over 250 companies, in 50 countries.

Peter Fisk brings to life the key topics with deep insight and inspiration, building on practical case studies from around the world, and the best tools for implementation.

Email peterfisk@peterfisk.com

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MEGATRENDS ... From Margins to Mainstream



- Markets, megatrends, and metaverses
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 - Finding the opportunities of change
 - Creating strategy from the future back
 - Making better choices for value creation
- with new insights from Anthropic, Biontech, Jio, and SpaceX*

SUPER INNOVATORS ... Innovate like Da Vinci



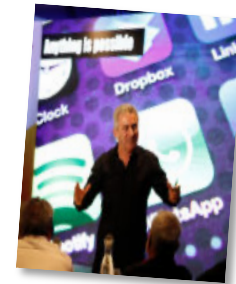
- Bolder dreams, and braver innovation
 - Exploiting today, exploring tomorrow
 - Innovation as smarter problem-solving
 - Business models that transform markets
 - Fast, agile, experimentation and design
- with new insights from BYD and On, PingAn and Siemens*

THE LEADERS LEAP ... Courage to lead the future



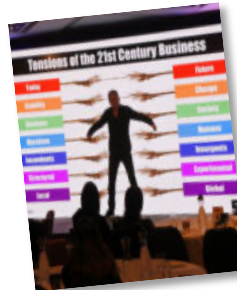
- The new “performer transformer” leaders
 - Leading through uncertainty and polycrisis
 - Being curious, creative and courageous
 - Agile collaboration and growth mindset
 - Building your flow, energy, and resilience
- with new insights from Canva and Lego, Microsoft and Netflix*

CX/OS ... The new customer operating system



- What is beyond customer-centricity?
 - Making the shift, mindset and practice
 - Liquid experiences that enable more
 - C2C not B2B2C, digital and social
 - Aligning your ecosystem to deliver
- with new insights from Alibaba, DBS Bank, Rappi, and Webtoon*

ROCKET SHIPS ... Accelerating your growth engines



- Exploring new opportunities to grow
 - Gamechangers: who, what, how, and why
 - Reframing to grow further and faster
 - Growth roadmaps for practical delivery
 - Unlocking the hyper-growth accelerators
- with new insights from Bolt and Lululemon. Nubank and Revolut*

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- Thinking handprints not footprints
 - Sustainable, circular and regenerative
 - Innovating to decarbonise and do good
 - Enabling others, multiplying your impact
 - Business as a platform for change
- with new insights from Blackrock, NotPla, Ikea, and Schneider*

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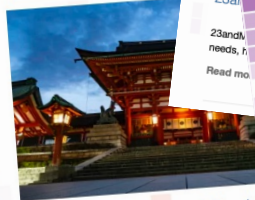
New ideas to download

Recode your business: Now
is the time to be courageous.



Builders of a better world ... cement creates 8% of global carbon emissions ... Brimstone's carbon-negative cement is set to revolutionise the construction industry

Cement production is responsible for about 8% of global carbon dioxide emissions and 5.5% of total global greenhouse gas emissions. Although several companies are exploring solutions, many only partially reduce emissions or end up with a product



Kongō Gumi, the world's oldest business ... how Korean immigrant carpenter Shigemitsu Kongō a 1400 year opportunity to build Buddhist temples in Japan

In 578 BCE, Japan's Prince Shotoku, three immigrant Korean carpenters built his country's first Buddhist temple, Shitenno-ji. Buddhism was growing in Japan at the time, however the Japanese had no experience of building Buddhist temples, so they looked overseas for

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250 Companies

% Arabica – Asian minimalism, African coffee roastery, and Arabic meeting place
“% Arabica is about my love for coffee, design, and seeing the world” says Ken Shoji, founder and CEO of % Arabica. Ken's story began in Tokyo, although I found him in Kuwait. “My father was the owner of a manufacturing and trading company, and together with his frequent business trips, they would take me overseas whenever possible – ultimately helping to inspire my love of multiculturalism, design, and architecture.”
Read more about % Arabica >

& Other Stories – Where women curate their own personal style
& Other Stories headquarters in Stockholm are surprisingly low-key. Located on a quiet street in a residential part of the city, it's a far cry from the vision of ultra-hip Swedish cool that H&M and its other brands seek to project on the world. Unlike Zara's portfolio of fashion brands that target different ages and attitudes, H&M's portfolio is more a collection of different lifestyle concepts. More interesting, and distinctive.
Read more about & Other Stories >

1Atelier – Personalisation becomes the new norm
1Atelier is reinventing the concept of personalisation. It's a place where you can create your own unique pieces of furniture, clothing, and more. It's a place where you can create your own unique pieces of furniture, clothing, and more. It's a place where you can create your own unique pieces of furniture, clothing, and more.

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100 Leaders

Alli Parsa – Creating Babylon's AI-enabled digital healthcare as “the biggest doctor's brain in the world”
Alli Parsa is founder and CEO of Babylon, the revolutionary artificial intelligence and digital health company. Babylon's mission is “to put an accessible and affordable health service in the hands of every person on Earth.”
Read more about Alli Parsa >

Andy Puddicombe – The English-born Buddhist monk who created Headspace, the world's leading mindfulness business
Headspace was created with one mission in mind: to improve the health and happiness of the world. Launched in 2010, it was one of the first meditation apps, and now reaches more than 65 million users in 190 countries. It is committed to advancing the field of mindfulness through clinically-validated research
Read more about Andy Puddicombe >

Angela Cretu – Leading a revolution in women's beauty by women
“We believe in a better world for women, which is a better world for all. We believe everyone is equal and we champion gender equality. We speak up and speak out on issues that matter to our communities; supporting causes that help women's health and wellbeing.”
Read more about Angela Cretu >

Anne Wojcicki – Decoding the human genome and recoding the future of personalised healthcare with 23andMe
Anne Wojcicki went from Wall Street analyst who realised that data was the future of healthcare, to healthcare entrepreneur who championed consumer DNA analysis to the point where personalised medicines are now possible. She is a pioneer in the field of genomics and industry regulation, she is transforming the future of healthcare, and helping us live

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