

## Economy

### Proliferation of customer-centric business models

Institute for Statistical Studies and Economics of Knowledge (ISSEK) HSE presents the results of a study of human potential trends. The research methodology includes methods of big data mining based on the iFORA system created at HSE ISSEK, as well as expert sessions and the Delphi survey with the participation of more than 400 leading foreign and Russian scientists in the field of human potential.

The project is implemented within the framework of the activities of the [World-Class Human Capital Multidisciplinary Research Centre](#) and the UNESCO Chair on Future Studies (UNESCO Futures Literature Chairs network). The full list of trends is available in a unique open-access database [https://ncmu.hse.ru/chelpoten\\_trends](https://ncmu.hse.ru/chelpoten_trends).

## Key subtrends

### ▶ Growing popularity of platform business models

Modern business models are customer-centric. They are determined by customers' desire to satisfy their needs as quickly as possible. The driving force behind the new business models is digital platforms. They bring supply and demand together by providing a platform for finding clients, customers, employers, and workers, thus creating a network of interacting players. Five of the world's ten companies with biggest market capitalisation (as of June 2022), namely Apple, Microsoft, Google, Amazon, and Meta (Facebook), are platforms; about 70% of the 200 unicorns (with market capitalisation in excess of 1 billion USD) use the platform business model.

Service economy implies the consumers get not just a product, but a solution to their problem ("product-as-a-service"). And since the manufacturer remains responsible throughout the entire product life cycle, they strive to ensure products' quality and durability and efficiently use resources in the course of production. Concept "as-a-service" exemplifies the move from asset-owning economy to result-driven one. This trend changes the structure of the global production system, labour market, and business models. E.g. in Japan 73% of the workforce is employed in the service sectors (2020); the relevant figure in the UK is 80% (2021), and in Brazil 62.9% (2021).

The proliferation of responsible consumption, along with such factors as growing income stratification, overcrowding of large cities, and overproduction contribute to the emergence

### ▶ Proliferation of service and sharing economy, growing popularity of crowd-based models

of sharing economy: when assets are not owned, but applied to meet the current needs. E.g. the shared mobility industry is expected to reach USD500 billion in gross bookings by 2040.

The population's involvement in companies' activities, growth, and promotion of their products and services is manifested in the proliferation of crowd models. These are based on crowd wisdom: crowd creation, crowd funding, crowd testing, etc. principles. During the pandemic demand for crowd models has increased; they are applied by businesses, public, and non-profit organisations alike. E.g. to obtain coronavirus response proposals, the Indian government has reached out to scientists, representatives of the business community, and the general public through crowd platforms.

Following the service and sharing economies, the experience economy is now gaining ground: when products and services are evaluated not so much by their actual properties, but by their symbolic meaning for the particular consumer. Subsequently it will be replaced by transformation economy, when acquiring a product would imply not just experiencing new emotions but changing the customer by providing them with new knowledge and skills and promoting their self-improvement. Such an economy is based on hyper-personalisation: the consumer becomes the brand, while products and services turn into brand maintenance tools.

### ▶ Transition from "experience economy" to "transformation economy"

## Key estimates

# 335 billion USD

will reach the sharing economy in 2025  
(15 billion USD in 2015)

# 154.8 billion USD

will reach the global crowdsourcing market  
by 2027 (9.5 billion in 2018)

## Trend's characteristics



**Impact on human capital<sup>1</sup>**

1

2

3



**Weak signal<sup>2</sup>**

Proliferation of voice assistants  
and chat bots



**Strongest manifestation period**

**2026–2030 гг.**



**Wild card<sup>3</sup>**

Full customer service algorithmisation



**Effect of COVID-19 pandemic**

Contributed to the trend



**Consequences of wild card**

Emergence of a multi-ecosystem  
environment (dominated by several large  
ecosystems)



**Level of occurrence in Russia**

Comparable with the global level

<sup>1</sup> 1 – weak influence, 2 – medium, 3 – strong.

<sup>2</sup> Weak signal is an event that has a low degree of significance (mention, popularity), but indicates a radical trend transformation in the future.

<sup>3</sup> Wild card is an unpredictable event, which, if realized, can have a significant impact on the trend development.

## Drivers and barriers



### Drivers

- Growth of human-centric economy
- Development of digital technologies
- Information becoming the main production asset
- Growing income inequality
- Growing customer mobility
- Proliferation of responsible consumption



### Barriers

- High product personalisation costs
- Overregulation of new business models
- Growing data vulnerability, including personal data

## Effects



### Opportunities

- Personalised consumer offerings, optimised product development, manufacturing, and marketing
- Growing competitiveness of companies
- Accelerated market entry rates
- Increased flexibility and efficiency of companies' organisational structures



### Threats

- Emergence of an oligopoly in the platform economy's product and service markets
- Algorithmisation of individuals' behaviour, consumer habits, social and cultural preferences