Creative &
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Hyper Smart Society

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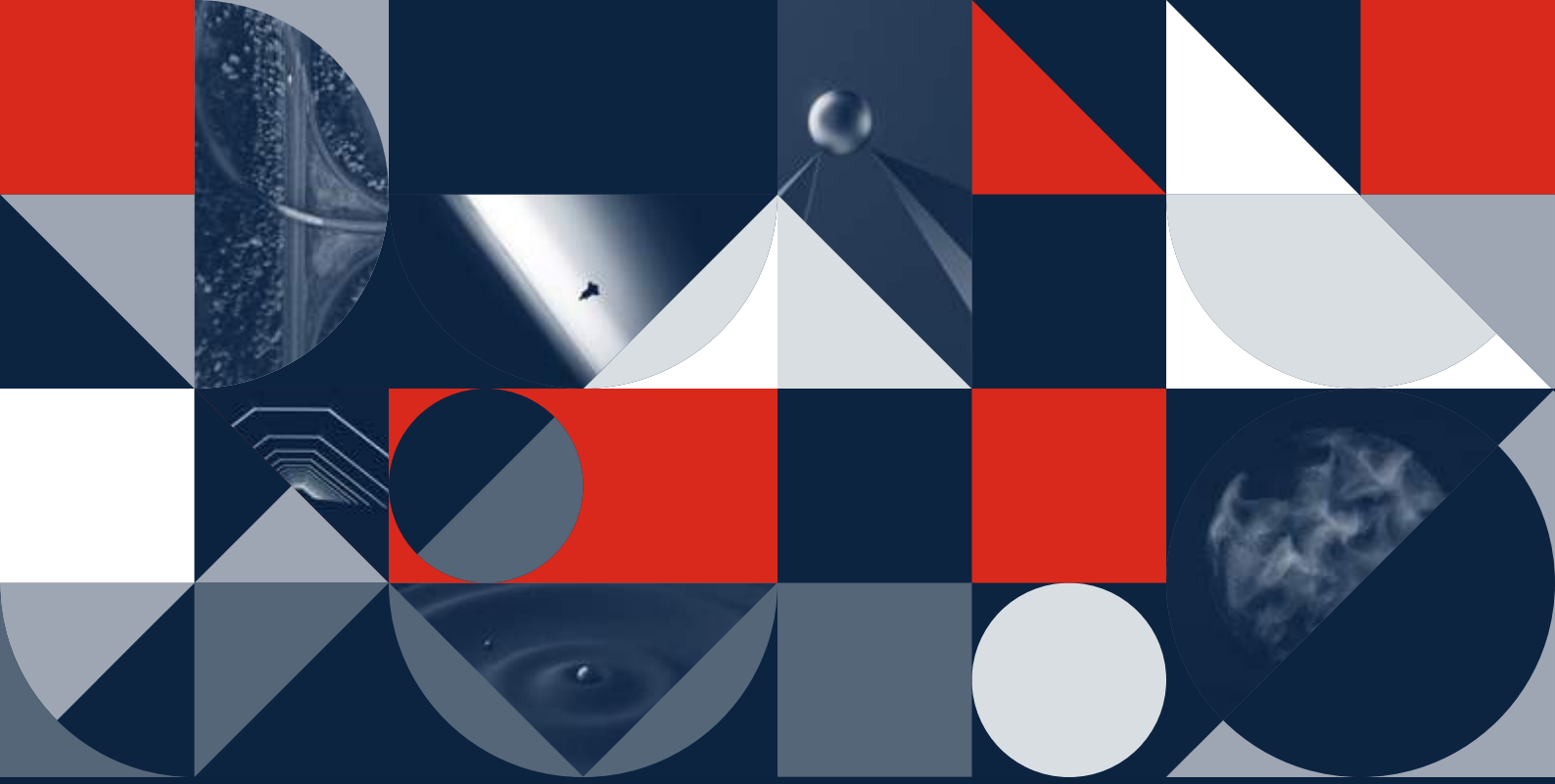
Content



What will our lifestyle be like in 30 years from now?

Introduction

Everything will be fluid, accessible, shareable, interactive and in a continuous flux.

What will our lifestyle be like in 30 years from now? We are unable to predict the future, but some answers are certain, or almost certain. For instance, we will not own a car. We will pay a subscription to a mobility and transport service that can be used when needed. In fact, we will own almost nothing, but when we need something, we will have easy access to it. Virtual reality will be «real». It will be a feature of any mobile phone. We will dialogue with all our electronic devices through a defined series of gestures, and all surfaces will be covered with interactive screens, each of which will promptly reciprocate our glances.

All aspects of our daily lives will be traceable and recordable, both by ourselves and by others. Robots and thinking machines will have taken our place in our previous jobs, but we will not be out of work as those very technologies will have created new jobs in the meantime.

We are experiencing the dawn of a new era in human evolution, in which artificial intelligence and vast data and knowledge networks will have permeated every aspect of human reality with knowledge. Everything will be fluid, accessible, shareable, interactive and in a continuous flux.

The technological forces that are reshaping society are already active. They are interdependent and, above all, unstoppable. It is pointless to opposing them.

We must prepare to welcome the complex and astonishing convergence of man and machine, a synergy that will break every national boundary and every law of economics. At times it might create chaos and discontent, but it will especially bring extraordinary individual and social benefits.

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It is essential to trace the origins in order to fully understand the present.

Social Evolution

From Society 1.0 to 4.0

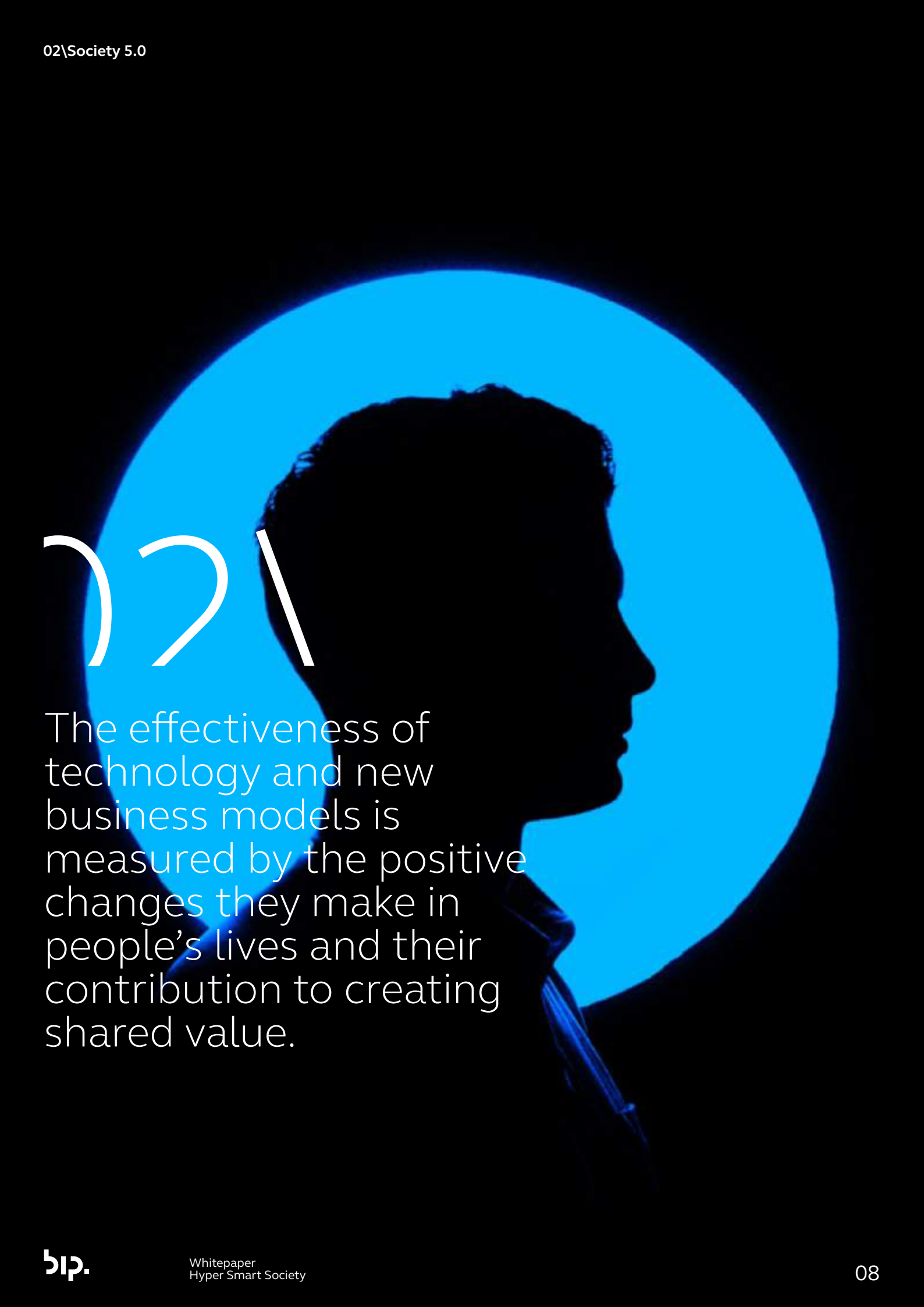
The history of mankind is marked by a long and intricate process of social evolution, which has influenced its development, identity and destiny throughout the ages, shaping the economic, social and cultural fabric.

It is essential to trace the origins in order to fully understand the present. The early nomadic hunter-gatherer tribes of Society 1.0, based solely on hunting and gathering, moved into Society 2.0 with the advent of agriculture. This led to more substantial food production, a greater division of labour and the formation of settled communities, which gave rise to more structured societies, culminating in the emergence of cities and states. Then came the Industrial Revolution, a milestone that wrought radical changes, defining Society 3.0 with the advent of technology, mass production, accelerating urbanisation and the growth of manufacturing industries, radically transforming the social structure. Today we are in the age of information, also known as Society 4.0, where digital technologies and global interconnectedness define the way we live, work and communicate.

Digitisation has affected every aspect of our lives, from industrial production to governance, culture and education. In particular, it has revolutionised the way we access information, enabling us to obtain more data and higher quality standards than ever before.

In this context of economic and social transformation, the advent of the Web democratised by the Internet era has promoted direct and participatory interaction between man and machine, redefining the way we work and interact in the digital world. In this scenario, the introduction of thinking technologies, such as artificial intelligence (AI), has marked a momentous turning point. AI, with its ability to learn and adapt, complements human intelligence, offering significant advantages and opportunities in various fields.

Mankind has always adapted and transformed itself throughout history to respond to challenges and opportunities, reflecting the human tendency to embrace innovation and change, which are the central drivers of its development. It is precisely this continuous evolution that leads us to seriously consider the prospect of Society 5.0 (Hyper Smart Society), in which collaboration between man and technology will reach unprecedented levels, opening up new frontiers in innovation and social progress.



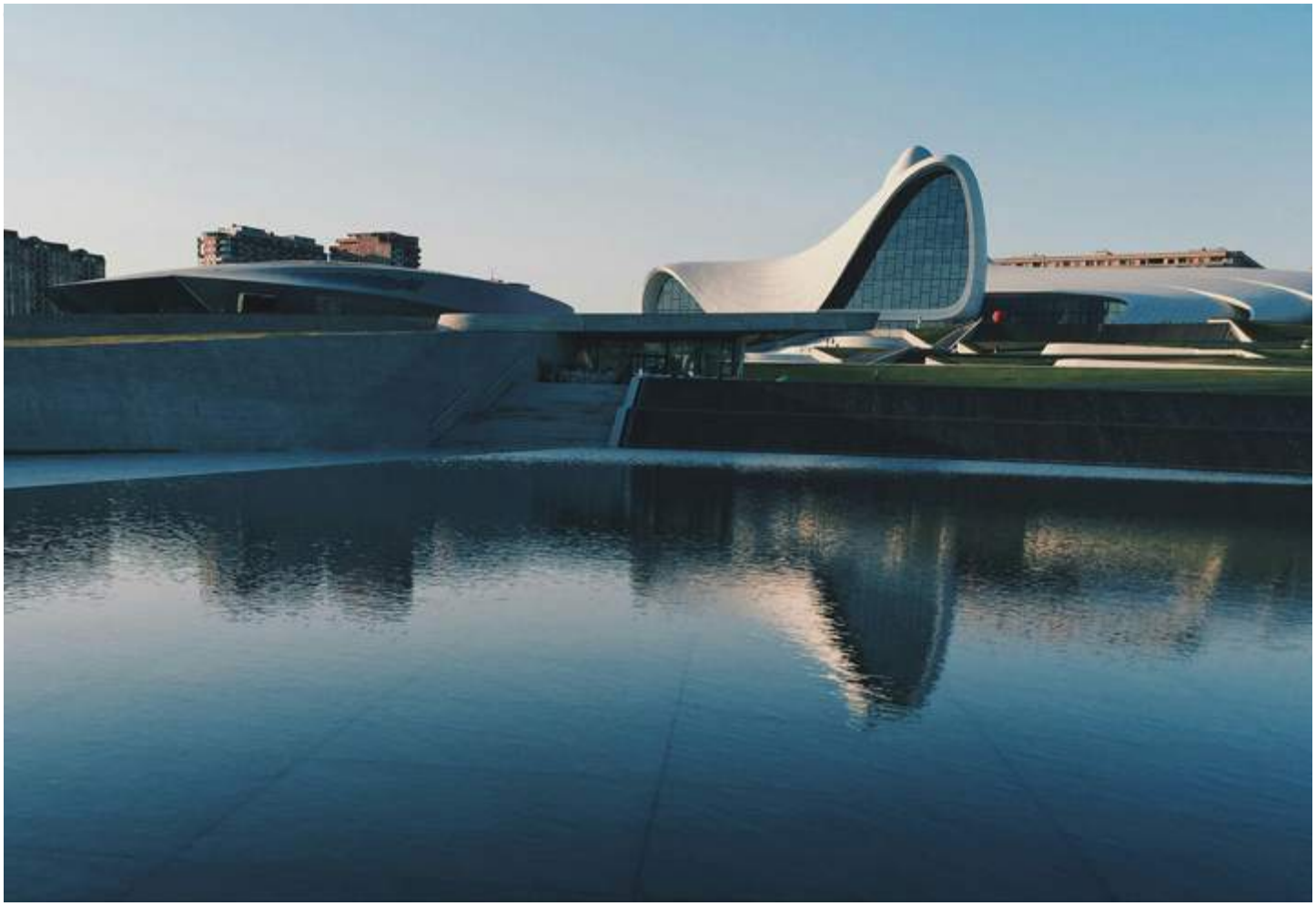
The effectiveness of technology and new business models is measured by the positive changes they make in people's lives and their contribution to creating shared value.

Society 5.0

The new stage of evolution

Focus will be on human: genuine technological evolution prioritises the well-being of people. This will be Society 5.0, which follows the hunter-gatherer society, the agricultural society, the industrial society and the information society. Digital will remain fundamental, but only if it underpins economic, environmental and social sustainability with positive effects on mobility, and by reducing pollution and inequalities. We can define it concisely as "Social Innovation". The effectiveness of technology and new business models is measured by the positive changes they make in people's lives and their contribution to creating shared value.

We are going through a crucial period in the evolution of human society, which is facing multiple crises with major impacts on both lifestyles and the ability to create economic value. The aftermath of the pandemic, which has not been fully overcome as yet, climate change, worsening socio-economic inequalities, the energy crisis and the return of war in Europe have triggered a domino effect, which will disrupt the technological paradigms on which modern society is based. Against this backdrop of major upheavals, there is a growing realisation that the various crises we are witnessing globally can and should be considered by innovation ecosystems as a great opportunity to stimulate the transition towards a "Super Smart" society, one that is more sustainable, resilient and human-centred, as a result of the application of new technologies.



The origins: Super Smart Society

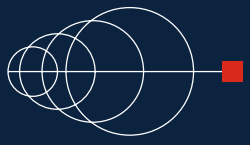
In Japan, Society 5.0 is also known as Super Smart Society. The first comprehensive formulation of Society 5.0 is contained in a document drawn up in 2016 by the Keidanren – Japan Business Association, and entitled "Toward Realization of the New Economy and Society".

Society 5.0 is a human-centred society that seeks to balance economic progress by solving social problems through a system designed to seamlessly integrate Cyberspace and Physical Space.

The concept of Society 5.0 addresses Economy but also, and above all, the citizen, thus promoting the concept of a Smart Society where Information Technology and Artificial Intelligence define the profile of a new super-intelligent society. Society will once again undergo many changes as a result of new subjectivities generated by modified man-machine configurations, which are among the main manifestations of the digital era. They put put disciplinary skills to the test in terms of methodology.

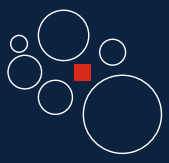
SUCCESS FACTORS

Vision



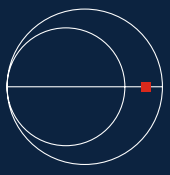
Inclusion and participation are important goals for the success of Smart Society programmes to avoid polarisation between urban elites and low-income areas.

People



Citizens should be empowered through active participation to create a sense of ownership and engagement. It is important to foster participatory environments that make it easy for businesses, the public sector and citizens to contribute to the process, and encourage them to do so.

Processes



Institutional coordination is crucial for the adoption of solutions across the portfolio of initiatives, and to ensure their integration.

It is also important for cities to participate in networks in order to share knowledge and experience, thus promoting their own initiatives, learning from others and laying the foundations for future collaboration.

The goals of Society 5.0 are also the goals of the Agenda 2030

1. Cities and Regions
2. Energy
3. Disaster Prevention
4. Healthcare
5. Agriculture and Food
6. Logistics
7. Manufacturing and Services
8. Finance
9. Public Services

The 2030 Agenda for Sustainable Development, adopted by all UN member states in 2015, provides a common model of peace and prosperity for people and the planet, now and in the future. The 17 Sustainable Development Goals (SDGs) are the core of the Agenda. They are an urgent call to action by all countries - industrialised and developing - in a global partnership. They acknowledge that ending poverty and other privations must be aligned with strategies studied to improve health and education, reduce inequality and stimulate economic growth, while addressing climate change and doing the utmost to preserve our oceans and forests.

With the goal of solving social problems by taking nature into account, Society 5.0 will contribute to achieving the UN SDGs.

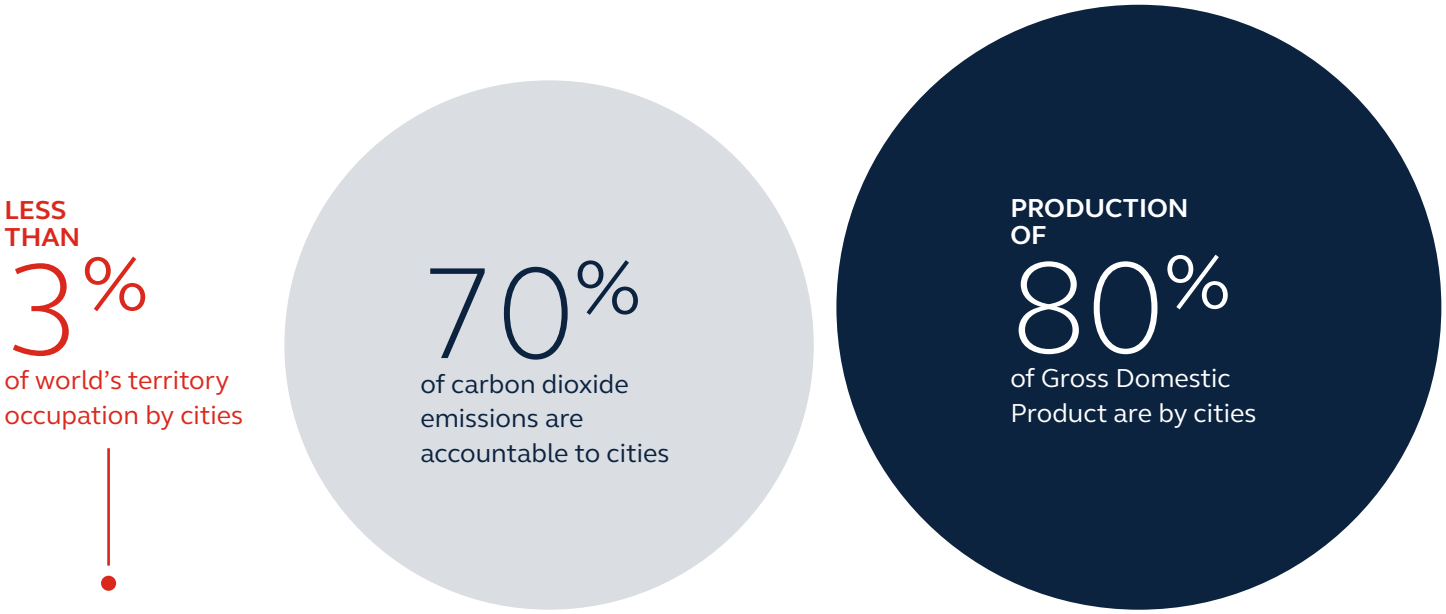
Promoting Smart City initiatives: solutions and good practices

According to UN estimates, the world population will grow from 8 billion today (2022) to 9.7 billion in 2050, peaking at almost 11 billion by the end of the century.

Urbanisation will develop further during this period. People living in rural areas were the majority until 2009, while about 55% of the world's population lives in towns and cities today. The UN expects their numbers to rise to 70% by 2050, especially in developing countries (i.e., Asia and Africa, especially China, India and Nigeria).

However, urbanisation processes require effective management by national and local authorities. Indeed, cities currently occupy less than 2-3% of the world's territory, but produce 80% of the Gross Domestic Product and 70% of carbon dioxide emissions[1].

[1] United Nations, World Population Prospects 2022.



Large scale urbanisation requires a new and innovative approach to manage the complexity of urban life. It requires new ways of dealing with the problems of overcrowding, energy consumption, resource management and environmental protection.

In this context Smart Cities emerge as an innovative approach for the future of urban life, and also as a key strategy to tackle poverty and inequality, unemployment and energy management. In the global profile of urban development, the Smart City is emerging as a pivotal solution for the future expansion of cities. India plans on spending euro 66 billion on developing seven smart cities along the Delhi-Mumbai industrial corridor by using a combination of public-private partnerships (80%) and publicly funded infrastructure investments (20%). China is also pursuing a Smart Cities strategy as part of its efforts to stimulate economic development and eradicate poverty.

Since poverty in China is largely a rural issue, the programme aims at attracting rural workers to smart cities, which can then serve as giant urban employment centres.

In 2010, the South Korean government established an IT Smart Korea plan designed to interconnect and improve the ubiquitous infrastructure developed through

the “U Strategy”. The aim is to connect the physical infrastructure, including broadband Internet and RFID technology, with a range of devices, software, platforms and network technologies. Japan is using ICT (information and communication technology) to address a range of issues, including the impact of a rapidly ageing society on healthcare, energy shortage, environmental challenges and public safety. Other emerging countries are developing smart cities from scratch. Some countries, such as Armenia, are now labelling their entire country a “Smart Country”.

Often the term ‘smart city’ is misused to describe the city of the future in science fiction terms by only highlighting technological features. Actually, a city is smart if it is able to adapt to the needs of its population, while promoting sustainable development. The smart city manages and provides public services, underpinned by new technologies (especially the Internet), to improve the experience of living in it. It acquires information and knowledge from various fields to improve efficiency and sustainability (i.e., environmental, social and economic). It does so by using both tangible (e.g., transport infrastructure, energy and natural resources) and intangible (human capital, education and knowledge, and intellectual capital of companies) resources and means. There is a high level of connectivity - at least ideally - in smart cities. Huge masses of data are collected (e.g., on traffic, air quality, geolocation of parking spaces, etc.) to improve services in real time and enable administrations to manage the urban fabric more efficiently. In smart cities, objects theoretically exchange information via the IoT (Internet of Things) with a gradually increasing use of Artificial Intelligence (AI). Moreover, there are large green spaces, mobility is based on sharing, and there is efficient waste cycle management in collection, treatment and recovery models.

Finally, the cultural and social fabric is enhanced by the participation of citizens, who are included in both the design and implementation phases of urban policies that involve them.

Why should the cities of the future look to the smart city model? What are the benefits of a smart city?

Efficiency
Analysing and collecting “big data” at urban level provides access to previously unattainable information. This allows the desired metrics to be monitored, besides anticipating any distressing situations.

Better services and infrastructures
For example, real time monitoring of urban energy consumption and the movement of citizens can enable real-time adaptation of public lighting and transport systems.

Reducing pollution and emissions
New technologies can become a valuable tool for reducing pollution and CO2 emissions.

Participation and inclusion
Breaking down the distance between citizens and public administration increases the population’s trust and involvement in “public affairs”.

Large scale urbanisation requires a new and innovative approach to manage the complexity of urban life.

Cities presenting low levels of privation and social exclusion are also cities where the crime rate is very low. Of course, there are also some controversial aspects such as, to name but a few, the issue of confidentiality and the use of the data collected, but also the possibility of marginalising some people, and the risk of widening the digital divide between tech savvy people who possess new technologies and others who neither possess such devices nor have the know-how required to use them.

From Smart City to Hyper Smart Society

Several Smart City projects around the world present a number of “scalability strategies” including replicability (repeating Smart City initiatives and strategies in other locations), extendibility of project scope (increasing the number of participants, allocation of resources, geographical footprint or offering broader services), and seeding the ecosystem (using Smart City initiatives as the starting point for an adaptive network of interacting initiatives). One approach is to gather good processes and practices to create global “smart city services”.

Four general findings emerge concerning the wider dissemination of Smart City initiatives.

First, the potential to expand the scope of existing projects or to duplicate projects in other geographical areas can be enhanced by strong governance, economic investment and the right mix of stakeholders. Second, citizens are important stakeholders in the initiatives of “smart neighbourhoods” and “participation platforms”; hence, they should have strategic roles in their development and

execution. Third, the participation of a private company as a key player alongside city authorities and local businesses may provide an institutional basis for downsizing, although this may also risk the accumulation of excessive market power in these companies. Fourth, cooperation between cities is needed to create common Smart City platforms for large-scale development and experimentation. **This Smart City ecosystem shapes a Hyper Smart Society that is further defined along six axes or dimensions:**

Smart People

People must be the focus of the smart society. They must be involved and heard. Indeed, we talk about active participation of citizens in decision-making processes. For this to happen, the population must be provided with access to data on which to base their decisions, along with the right tools to understand them (the role of education is, therefore, crucial);

Smart Governance

The administration must acknowledge the central role of knowledge, environmental resources, human relations and community assets;

Smart Economy

Urban economy and commerce must be driven by technological innovation. Technology is seen not as an end unto itself but as a means;

Smart Living

Well-being must be guaranteed for all citizens (health, education, safety, culture, etc.);

Smart Mobility

A society will be smart when it finds smart mobility solutions (low cost, reduced environmental impact);

Smart Environment

The key expressions of a smart society must be sustainable development, low environmental impact and energy efficiency.

These characteristics of Hyper Smart Society are enabled by the components, which can be conceptualised as the building blocks of smart society initiatives. They include technological factors, i.e., the technologies and processes of specific initiatives or standards adopted.

Since hyper smart society initiatives go beyond the development and application of technology - in attracting participants and producing impacts - we must consider human or social factors, such as education and social capital, or institutional factors surrounding the role of stakeholders and funders. Only thus can we achieve a workable conceptualisation of the relationship between components and characteristics.

The three key factors of Smart Society components

Technological Factors

Physical infrastructure

Intelligent technologies

Mobile technologies

Virtual technologies

Digital networks

Social Factors

Human infrastructures

Share capital

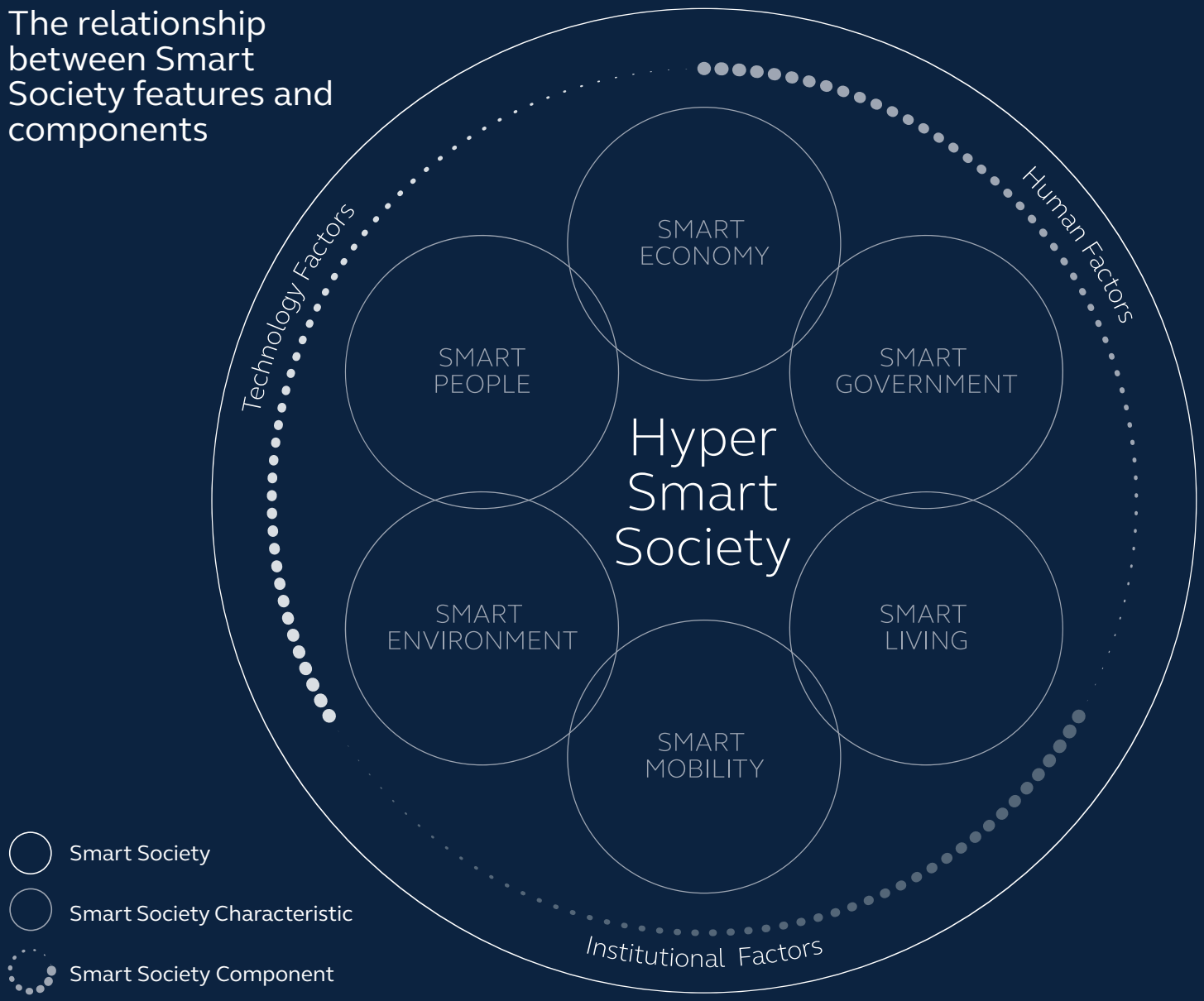
Institutional Factors

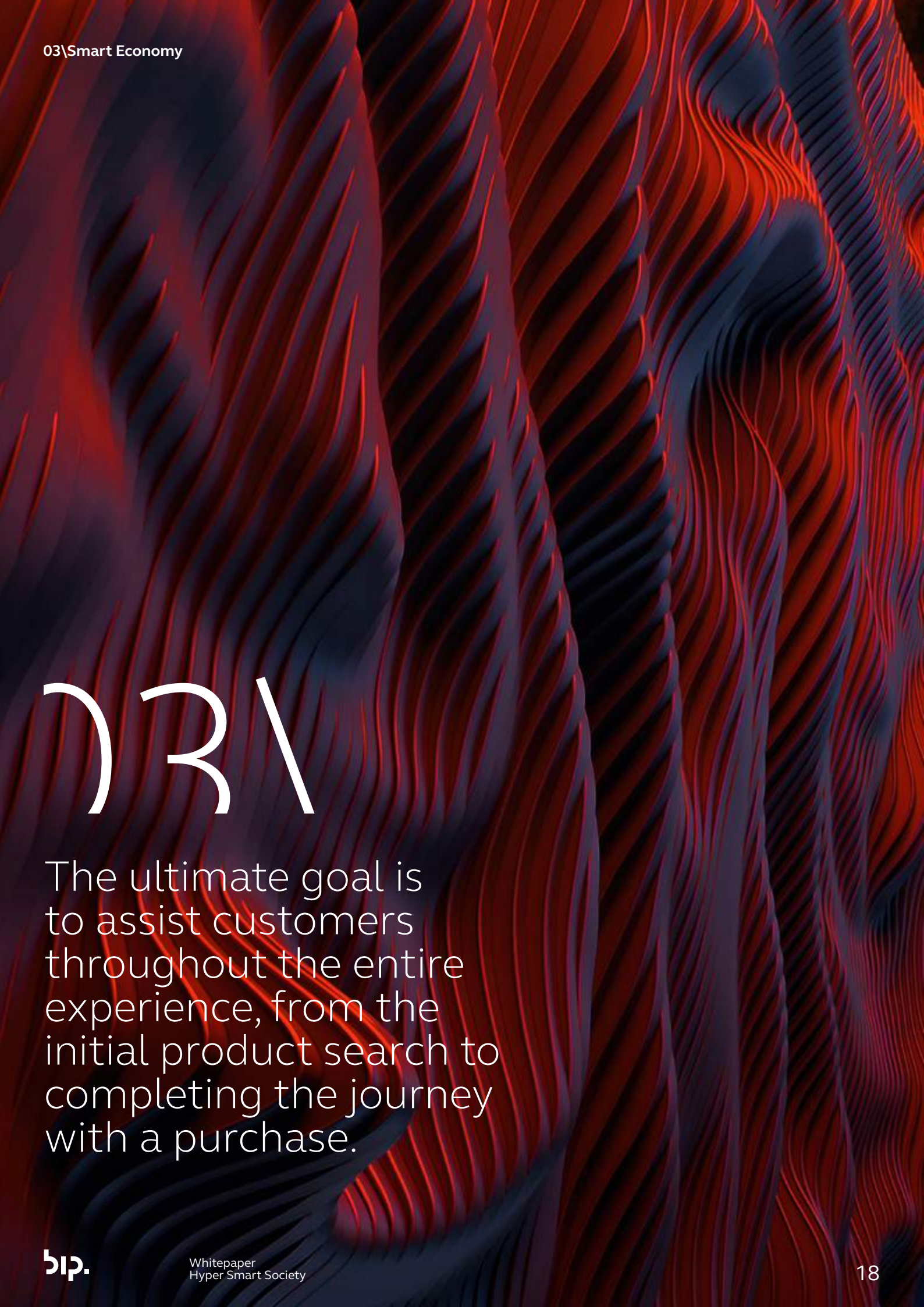
Government

Policies

Regulations and directives

The relationship between Smart Society features and components





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The ultimate goal is to assist customers throughout the entire experience, from the initial product search to completing the journey with a purchase.

Smart **Economy**

From the perspective of economic geography, it is interesting to consider the impact of new technologies not only in terms of sectoral dynamics increasingly characterised by the integration of online and offline consumption models, but also from the perspective of social inclusion/exclusion and the transformation of central urban areas. E-commerce has already shown its role in reconfiguring spaces and functional relationships, but digitisation of the consumer experience is also leading to an increasing use of a wide range of mobile tools and technologies. Such devices can make traditional retail outlets more attractive, while also improving the entire urban area in which they are located. In the face of the current consumer crisis, urban commerce is undergoing a transformation involving not only new modes of consumption focused on experience, uniqueness and emotion, but also new approaches to the use of retail spaces and of the surrounding urban space as a result of the opportunities offered by technology in cities, which are becoming increasingly smart.

Three essential elements characterise Smart Economy

Immediacy	Ensure that precise actions take place at a specific time;
Immersion	Involve the user extensively in the experience;
Interaction	Engage the user emotionally through an exchange.

While the amount of information exchanged between artificial agents and human agents is growing at an amazing rate, the amount of data transferred between artificial agents, without human involvement, is growing at an even greater pace, without most of us realising it.

Technology is the key tool to guarantee the existence of these elements and offer the user a unique interactive experience.

The shopping experience in central urban areas is emerging as the focus of strategies tailored to the needs of increasingly smart consumers. Mobile technologies have transformed the physical point of sale, along with the surrounding urban context, into a crucial node of a multi-channel interconnection designed to offer a frictionless and seamless consumer experience, i.e., based on smooth transitions from one channel to another. Smartphone and tablet applications, alongside information sharing on social media and social networks, are reshaping not only shopping experiences but also the places where they unfold.

Two dimensions of smart commerce emerge distinctly. One is closely related to experiential marketing and to how consumers interact in a point of sale, influenced by the innovation and digitisation of individual companies and their economic capacity to invest in new technologies. The other dimension relates to urban governance and the forms of associations that have sprung up in the central areas of cities to revive commercial attraction for tourists through new technologies, which sometimes fuel retail gentrification issues. In smart retail, customisation and the experience itself are the pillars that underpin innovative ways of using physical spaces, mediated by convergence with the virtual dimension. A personalised agency experience is one of the greatest opportunities offered by the advent of AI. The use of advanced algorithms allows stores to create personalised experiences for their customers or users. This approach opens up unprecedented scenarios in terms of customer engagement and retention, with a significant impact on business.

We are talking about the rise of **Agentive AI**, the branch of artificial intelligence that aims at ensuring a customised user experience through intelligent agents capable of acting autonomously, outlining decidedly new future scenarios.

Using the latest artificial intelligence technologies, these shopping assistants are able to analyse customer preferences, assess their needs and converse with

them naturally. The ultimate goal is to assist customers throughout the entire experience, from the initial product search to completing the journey with a purchase. A competent virtual sales assistant organises information in an orderly manner, distinguishes reliable data from unreliable data, and then, competently and authoritatively, provides the essential piece of information to complete a purchase to the customer's satisfaction.

The retailer's voice shopping function also allows customers to shop hands-free, using only voice commands to search for items and communicate with a virtual assistant who can answer specific questions, offer personalised product-related suggestions, and provide details on specific products.

With virtual assistants, banks can also establish a "one-to-one" dialogue with customers and play an important role in the smart economy by supporting the management of ordinary banking activities and collecting data to improve their services and propose new products. The constant aim is to provide users with a personalised approach. Customers can make transactions and payments, or apply for a loan by directly communicating with the bot.

While the amount of information exchanged between artificial agents and human agents is growing at an amazing rate, the amount of data transferred between artificial agents, without human involvement, is growing at an even greater pace, without most of us realising it.

Remaining in the banking sphere, the new frontier of in-store and online payments is Invisible Payments, which make transactions not only easier and faster, but also more secure for customers and merchants by eliminating the need for a physical device. These payments are based on biometrics, such as facial recognition or fingerprint scanning, thus enabling transactions to be carried out without either cash or payment cards.

These new developments in the shopping experience reach beyond the retail sector, revealing social and economic downfalls that cannot be ignored. The implications in terms not only of the surging invasiveness of increasingly sophisticated technologies, but also of the escalating exclusion and marginalisation of certain weaker socio-demographic groups, or of smaller commercial enterprises that cannot access digitisation of their services, should not be underestimated. Barriers and boundaries that, despite being produced virtually, also influence the modes of use of public spaces typical of splintering urbanism persist in the face of new modes dominated by non-material relations and flows, whose virtual nature nevertheless defines the very concrete fate of places.

Increased social exclusion/marginalisation fuelled by new technologies becomes particularly evident when it is not the individual point of sale that is smart, but an entire street or neighbourhood in which public space, from being open and democratic, may become increasingly technological, controlled and privatised. Indeed, so-called smart streets increase safety, liveability, accessibility and sustainability standards, but they also reflect consolidation of the advanced liberalism Foucault spoke of as early as 1978, and the desire for discipline, control and information retrieval, which narrow the boundaries of privacy.

Adopted to overcome the rampant crisis, while also being a tool of growing social inequity, smart commerce reveals potential for growth and development that enables physical points of sale to remain competitive with e-commerce and large scale distribution. It also prompts in-depth theoretical reflection on the steadily rising widespread - but uneven - diffusion of new technologies, an extension of neo-liberalism.

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These individuals adopt an innovative approach, valuing direct interaction in decision-making processes and shaping the future of communities.

Smart **People**

In the contemporary urban context, citizens emerge as key players who actively influence the environment through informed and conscious participation. Effective decision-making is essential to ensure fair and universal access to information resources. The concept of Smart People is central to such dynamics. These individuals adopt an innovative approach, valuing direct interaction in decision-making processes and shaping the future of communities. This approach can revolutionise social and economic dynamics, bringing possible benefits such as greater social cohesion and less inequality.

The affirmation of Hyper Smart Society depends on public acceptance. This challenge is complex as it involves sensitive issues concerning fundamental moral, ethical and philosophical aspects of the increasing interaction between human beings and robotic and artificial intelligence entities. In this context, politics has the task of removing obstacles and guiding the transition, while the scepticism typical of a considerable part of public opinion must be reduced with accessible activities that show the processes transparently. Smart people must necessarily be flexible and able to adapt, as those who do not adapt might be left behind. Overall, flexibility is a crucial skill that can help people navigate life's challenges and thrive in today's rapidly changing world. By embracing change and developing resilience, people can become more adaptable and better equipped to succeed in both their personal and professional lives.

Another important aspect is the advent of advanced technologies in the world of work. By introducing automation and artificial intelligence, they have improved efficiency and reduced costs for companies, also presenting workers with unprecedented challenges. So-called "technological anxiety", the fear of losing one's job due to the introduction of robots and algorithms, has generated a state of alarm in large sections of the population.

The new wave of automation differs from its predecessors as it threatens to affect not only manual jobs, but also intellectual professions, such as those of lawyers, designers, doctors, bankers, accountants and laboratory technicians. Large law firms already use algorithms and artificial intelligence programmes to analyse huge amounts of information. In the future, these systems may become so sophisticated as to enable these companies to dismiss personnel covering the same roles. In short, no one feels safe from the consequences of technological unemployment.

Some alarmism about technological unemployment seems exaggerated. Replacing a worker is by no means easy, given the complexity and diversity of the tasks performed by workers. Even just talking about direct job replacement due to automation is a problem as automation is often complementary by multiplying productivity per hour worked, rather than by direct job replacement. New technologies are specific assets, which means that they are scarcely reusable in other processes. Moreover, they are extremely expensive and, therefore, accessible only to companies with large financial capacity.

It should be noted that economy is a flexible system in which plummeting employment levels in one sector may correspond to the creation of jobs in other sectors. As British economist John Maynard Keynes argued, technological unemployment makes workers redundant only in the short run. Rather than focusing on the "end of work" as a result of the introduction of new technologies, we should discuss their consequences on the working conditions and wages of workers. The risk is that inequalities will increase in the short term, placing the social contract between institutions and citizens at risk. How can we stop these negative effects of automation?

When faced with these changes, we often feel overwhelmed by fate. Nothing is deterministic. Robots are not autonomous entities that decide when to step in and steal work. The decision to adopt a robot instead of a worker is made by profit-seeking entrepreneurs. "Robots are not coming for your work, Management is," Brian Merchant argued in an interesting article on the subject.

Policy must prevent this focus on profit from overriding workers' interests. We have only to consider the case of South Korea, which has the highest number of robots per population, And, yet, it is the country where the risk of worker replacement is among the lowest (conversely, Slovakia records the highest risk of replacement). Hence, technological unemployment is not a fate but a political choice, as is avoiding it.

Despite techno-utopian or techno-dystopian prophecies, it is clear that work will not disappear and will continue to be necessary to society. It is the responsibility of policy to take charge of workers who are being marginalised, and to address issues of social and labour reintegration, even in the short term.

This approach can revolutionise social and economic dynamics, bringing possible benefits such as greater social cohesion and less inequality.

Technology policy is a huge challenge that will define the future of our societies. Besides requiring the production and purchase of machinery, it also needs educational policies, refresher courses, guaranteed fair wages, and new forms of welfare to ensure that nobody is left behind. Ultimately, it all depends on who controls the processes and who “programmes” the robots and algorithms. If this is solely carried out by companies that decide the use of these technologies with their complex algorithms designed to fragment work and make it precarious, the future of work promises to be even worse than it is today. Instead, if citizens regain control of technology policy, we shall have the opportunity to use this wave of technological innovation to improve our living and working conditions

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Social cohesion, access to education, innovative and more agile health services, safety and cultural offerings [...] affect people's lives in a Super Smart Society.

Smart **Living**

[2] The number of children per woman of childbearing age [editor's note].

History already shows the extent to which technology permeates people's lifestyles and influences certain processes in society. From the perspective of Hyper Smart Society, this interweaving not only exists but also assumes an essential role in significantly improving people's quality of life, aiming for increasingly distributed equity in terms of access to the resources and opportunities provided by the surrounding urban environment. Social cohesion, access to education, innovative and more agile health services, safety and cultural offerings are some examples of factors that affect people's lives in a Super Smart Society.

Net of a digitised city, education and training have a direct impact on individual quality of life. In this sense, proposals in **education** are increasingly geared toward integration with high-tech solutions that aim to improve aspects of teaching that are aligned with inclusiveness and an interactive learning experience featuring less distance between the parties involved and more 'contamination'.

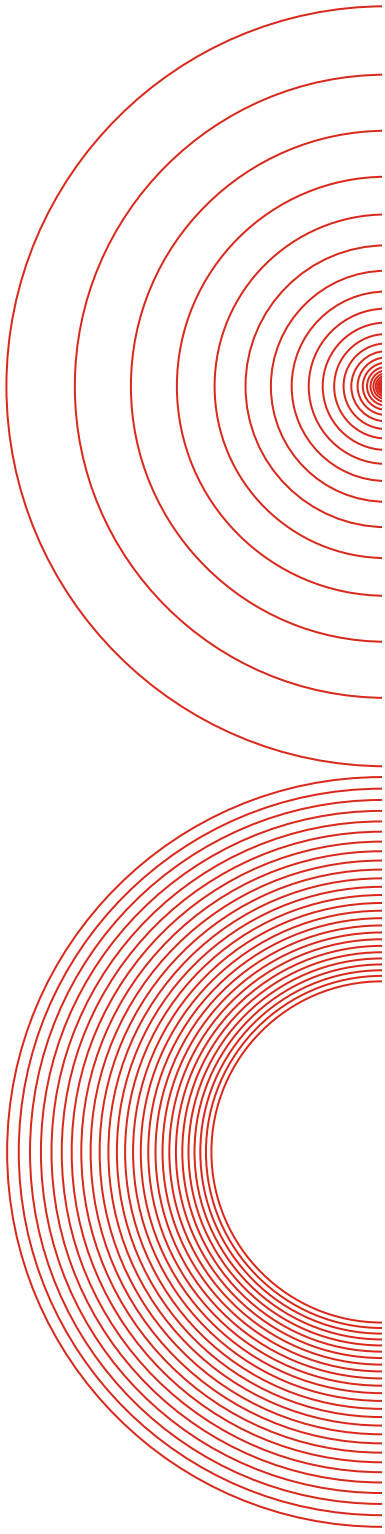
Another aspect that contributes to achieving Smart Living concerns **safety**. At a time when crime has reached prohibitive rates in many areas of the globe, prevention becomes a primary tool for countering such activities. In this sense, the resources and potential of IoT can be put at the service of the community by capitalising on data collected in cities and areas with high crime incidence. Numerous predictive software programs are already used today. Through AI, they process numerous incoming data from CCTV cameras, public transportation maps, and other touch points that can concur to provide real-time analytics, which are self-feeding by continuing to improve output. Besides prevention, present day technology also enables a more efficient response for solving incidents or investigative cases by leveraging solutions that allow entire areas to be mapped in a short time, thus creating searchable and interactive models. Autonomous vehicles also look set to take on an important role in the fight against crime. This technology, whether by deploying robotic police officers on the streets or by identifying likely crime hotspots to prevent crime, is supporting law enforcement by contributing to actively fight crime.

The concepts of prevention and resolution through the use of technological solutions also apply in the field of healthcare. Global society is ageing. According to the UN, life expectancy at birth is set to increase at an annual growth rate of 18%, extending the average life span to 77 years by 2050. This will lead to have at least one in every six people aged over 60 by 2030.

At the same time, the fertility rate[2] is set to decline by 3.1% per year, reaching an average of 2.2 children per woman worldwide in 2050. This is just below the replacement level needed for demographic stability. In light of these data, it becomes necessary for modern societies to start reasoning in terms of an "ultra-ageing society", and to question the strategies to be put in place to ensure healthy ageing and a fulfilling life.

18%

Increase in life expectancy at birth
PER YEAR



3.1%

Decrease in fertility rate
PER YEAR

To achieve these goals, innovation is already making huge strides in the medical and healthcare fields. Technologies such as Artificial Intelligence, 3D printing, virtual and augmented reality, nanotechnology and robotics are strongly contributing to the transition towards an increasingly predictive, preventive, customised, precise and patient-centred healthcare model.

Starting with Artificial Intelligence, the computational capabilities achieved by supercomputers and the algorithms on which Artificial Intelligence applications are based are opening up new opportunities in fields ranging from drug discovery focused on creating new drugs and therapies, cutting time and expense, to the development of personalised therapeutic models based on the analysis of medical records, genomic mapping, and diagnostics.

The application of Artificial Intelligence makes it possible to considerably reduce the margin of human error, such as so-called inattentional blindness, particularly in the latter field, thus greatly enhancing the efficiency of diagnosis with obvious benefits for the survival chances of patients presenting serious diseases.

Today, we are also witnessing overloaded healthcare systems. It is becoming crucial to proactively eliminate inequalities and make healthcare inclusive. Integrated and inclusive healthcare passes through digital innovation. Data interoperability, cybersecurity, automated process management and budget control are key actions to place the patient at the centre of the care process, and to improve the quality of services provided in the area. The technology infrastructure is an indispensable necessity.

In order to create an interconnected healthcare system, the first areas to be developed are undoubtedly telemedicine and teleconsultation. Essential during the pandemic period, they are now acknowledged as indispensable to strengthen support provided to patients and for constant monitoring of their state of health. This holds even more

true for chronic patients, who account for about one third of the population, and for more than two thirds of global health expenditure. Improving health service delivery also means developing a truly inclusive model that reduces - and possibly eliminates - inequalities. This can be achieved by offering locally managed care and prevention pathways in a systematic, modern and integrated manner. At the infrastructural level, it is necessary to create community houses and hospitals that redefine the role of the general practitioner. However, in parallel, with a view to creating proximity networks, one cannot overlook the way of managing the approach to care through new digital tools.

The chosen model easily connects patients in real time to a telematics system designed according to a holistic One Health vision, which integrates various disciplines, recognising that human health is the outcome of an extensive series of interconnected components, and that it makes little sense to analyse such factors individually.

However, implementing this complex model in practice will require considerable effort. One of the most challenging aspects is the definition of IT systems governance appropriate to a project of this magnitude. An enabling infrastructure should help healthcare companies focus their energies on primary objectives, such as the interpretation of data and the quality of healthcare delivery,in terms of both speed and effectiveness. If present-day IT systems enable companies in many industries to function around the clock daily, healthcare facilities should also achieve the same capacity. The aim is, then, to create an integrated system based on data that can be linked together for both the individual and common good.

In order to move towards common rules facilitating the interconnection of data, it would be useful, for example, to have a health file with standardised content and integrated clinical, administrative and financial data, all protected according to end-to-end logic. In this sense, a workflow management system advocated by many practitioners is also appropriate. Following a shared rationale between the worlds of public and private healthcare, this workflow avoids dispersion of information that is crucial for the health of patients.

Open source platforms have already shown their effectiveness during the pandemic crisis, and their enhancement will benefit the healthcare system. A continuous interchange of information, through big data, can foster the development of predictive systems, which allow patients to be managed with a decidedly innovative approach. Consider, for example, how to organise monitoring of the aforementioned chronic patients with appropriate care pathways. In this sense, huge amounts of data become crucial not only as a shared element, but as evidence of an elaboration process, which integrates information from various domains.

In terms of integration, an important role is also played by wearable technology. Data collected from patients using wearables will become an information resource, if appropriately placed in open source platforms, to be used for coherent therapeutic choices.

Healthcare 5.0 also involves rethinking healthcare networks, which must become secure and flexible to improve people's experience and enable the transition to new models of care.

Finally, new communication and digital technologies have many outlets in the field of **culture and tourism.** They facilitate communication and information about cultural events and initiatives, besides access to library or museum services, offering genuine new ways of enjoying art, music, cinema, reading and so on.

Today we need Model 5.0, a system capable of investing in both people and processes, to define the spaces and contexts in which digital technology can be inserted as an accelerator of results.

06\

Technology has the potential to reverse the entire sequence of risks we are taking.

Smart Environment

[3] https://www.cnnbrasil.com.br/nacional/calor-sufocante-com-623oc-rio-renova-recorde-de-sensacao-termica/

[4] WWF Italia, "Effetto Domino. Dalla scomparsa delle specie alla nostra estinzione, il passo è breve", February 2024.

Mankind continues to prosper while also running the risk of squandering the precious resources of the Planet, the place where everything was born and everything develops. Just as it has enabled progress through innovation and solutions intended to facilitate transitions between the various components of society, technology can play a key role in shaping Hyper Smart Society. In fact, every single aspect related to Hyper Smart Society unequivocally intersects with issues related to the health of our Planet. As a result, the relationship between technology and the environment can now develop in a new direction, where technology, in addition to being able to manage certain critical issues, can prevent new emergencies from arising. However, in order to better understand the potential of technology with respect to environmental issues and the crises of this mixture, the great environment-related risks to mankind should be defined.

The list is headed by climate change, one of the issues of the century. The progressive use of fossil fuels and the increase in greenhouse gas emissions are leading to melting glaciers, acidification of the oceans and an increasingly dangerous rise in global temperatures. An example of this is the sad record reached by Rio de Janeiro, in March, with peaks of 62 degrees perceived in some parts of the metropolis.[3]

Climate change is related to another major risk faced by society, namely the loss of biodiversity. Nature suffers these consequences and adapts, to the detriment of species that are increasingly at risk of extinction. The WWF has pointed out that the present era is at the core of the sixth mass extinction in history, with a rate that is 1,000 times higher than the natural rate of extinction of animal and plant species.[4]

Not only are natural habitats and animals living in the wild under threat. The role of intensive livestock farming and impactful methods of cultivating plant species or animal breeding is taking a heavy toll on the planet, and on the condition of precious resources, such as soil and water, mankind's Blue Gold. They are diminishing as the human population increases, thus extending the issue to the problem of overpopulation and the consequent high production of waste. Indeed, in addition to reaching into the very long-term, the latter issue is less manageable with the 'historical' methods adopted by central governments and local administrations.

In fact, every single aspect related to Hyper Smart Society unequivocally intersects with issues related to the health of our Planet.

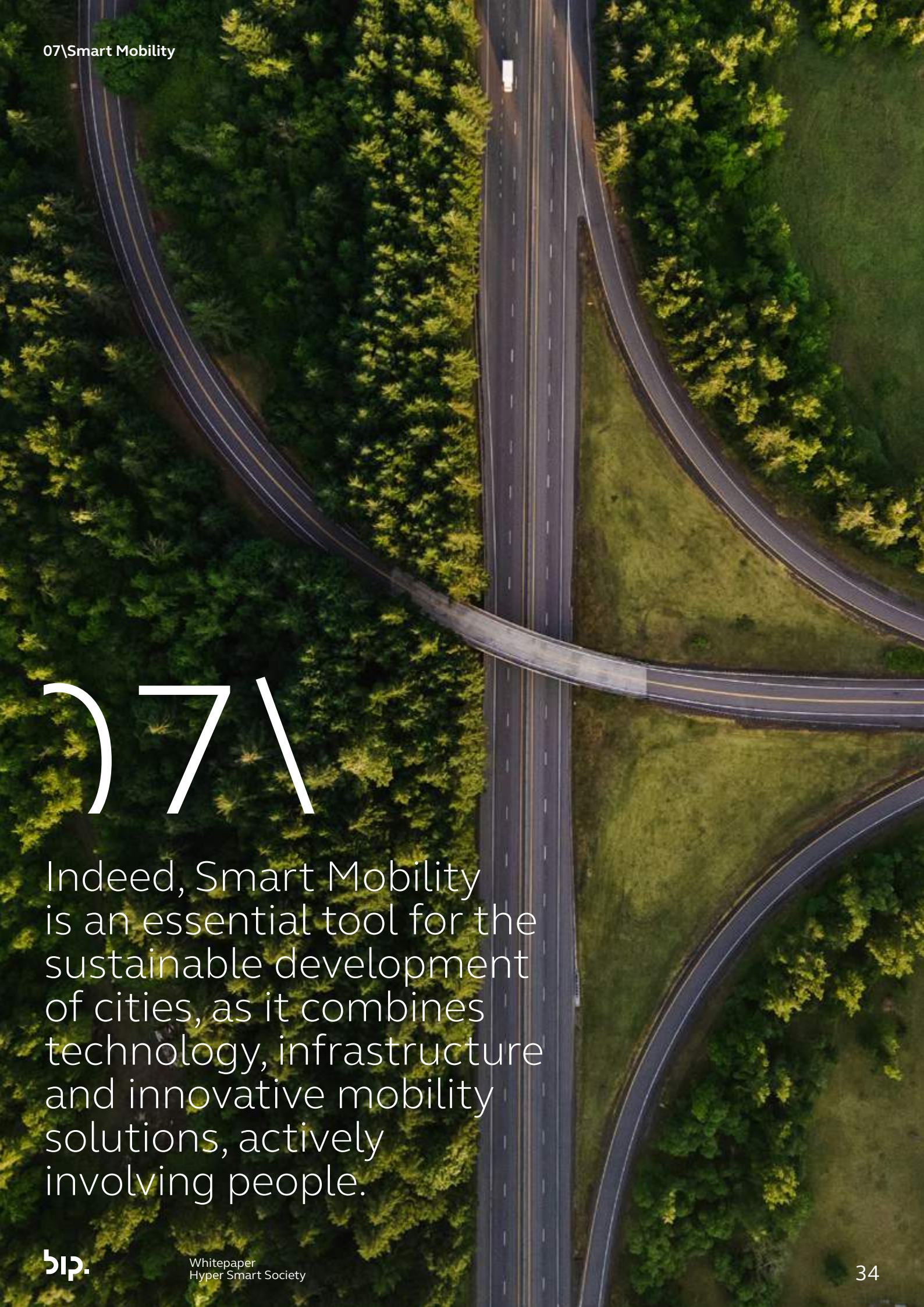
In this overview, technology has the potential to reverse the entire sequence of risks we are taking. Actually, technology can and should be channelled to target production and distribution methodologies - such as the advent of agritech or optimised management of energy logistics - or to revitalise and implement existing approaches, such as the smart waste cycle, sector coupling or the circular economy of scale. In addition, technology can also be used for prevention. Indeed, existing technological solutions can make it possible - if used on a large scale and with similar methodologies - to predict and manage climatic disasters, which are increasingly impacting the inhabited and productive centres of the planet.

The integration of technology and environment can thus create a new concept of environment, precisely that of a smart environment, a harbinger of solutions and not an amplifier of problems.

CURRENT EXTINCTION RATE IS

1000x

higher than the natural rate of extinction of animal and plant species



07\

Indeed, Smart Mobility is an essential tool for the sustainable development of cities, as it combines technology, infrastructure and innovative mobility solutions, actively involving people.

Smart **Mobility**

A new era in the way we move around cities has arrived, and it is called smart mobility. Business models inspired by sharing economy and digital technologies are promoting innovative ways of moving from one place to another; we can mention ridesharing and on-demand services, such as Uber or Lyft, or car-sharing or bike-sharing schemes. However, the technological solutions related to smart mobility are many and varied. The ultimate goal is to make movements and flows more efficient and less polluting, while smart mobility generates an immense amount of data that, if managed correctly, can optimise mobility itself but also enable new business opportunities.

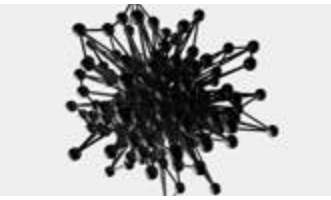
A smart society embodies the concept of smart mobility. A smart society must be able to offer mobility infrastructure (i.e., parking, charging networks, signage, vehicles) and mobility solutions including, for example, car sharing, bike sharing and scooter sharing.

We must also aim for green mobility, whether through electric cars or bicycle lanes. The ultimate goal is to reduce traffic congestion, abate pollution, create intelligent and seamless flows, and strengthen economies of scale to promote accessible mobility for all.

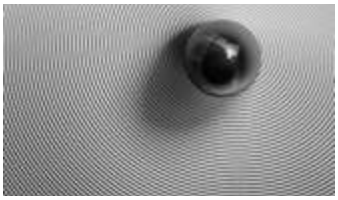
Indeed, Smart Mobility is an essential tool for the sustainable development of cities, as it combines technology, infrastructure and innovative mobility solutions, actively involving people. It offers an integrated, safe, flexible, on-demand and convenient mobility experience through the integration of new mobile technologies, improved infrastructure and shared transport services.

Smart mobility does not only mean alternative forms of transport. It is a broader and more complex phenomenon based on the following principles:

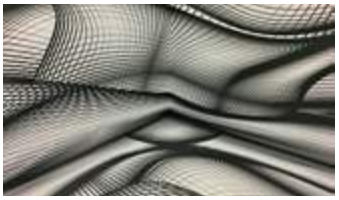
Principles of Smart Mobility



Flexibility
Multiple modes of transport allow travellers to choose which one is best in a given context;

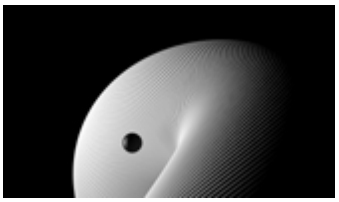


Efficiency
The traveller can reach his destination with minimum effort and in the shortest possible time;

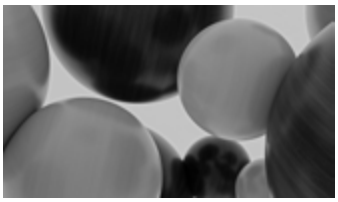


Integration
The complete route is planned without taking into account the means of transport used;

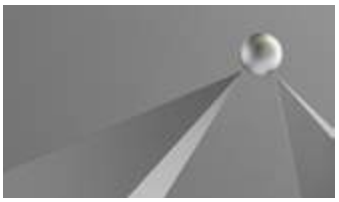
Clean Technologies
Moving away from pollution-causing vehicles towards zero-emission ones;



Safety
Deaths and injuries are drastically reduced;



Accessibility
Everyone must have access to different forms of Smart Mobility;



Social Benefits
Smart Mobility should contribute to a better quality of life.

Car sharing and on-demand services can help counteract the two phenomena. Four models of alternative mobility are listed below:

Ridesharing
(e.g., carpooling)
Ridesharing relies on an abundant but underused resource, i.e., empty car seats.

Car Sharing
Car sharing is also spreading around the world since technology has made it possible for companies and individuals to rent cars for hours or even minutes.

Bicycle Commuting Or Bike Sharing
The practice of bicycle sharing has grown in recent years, especially in Europe and in lowland cities featuring an extensive network of bicycle lanes and other infrastructure.

On-Demand Services
Companies like Uber and Lyft, which allow you to hail a hire car through an app, have caused a revolution in cities where their vehicles are allowed to circulate freely, as well as making the taxi market more competitive.

In addition to car sharing and scooter sharing, an emerging trend in urban smart mobility are electric scooters, hoverboards, skateboards and other means of micro-mobility, which offer environmentally friendly, quiet and agile transport solutions in traffic that are popular among the younger generations and workers.

The transition to smart mobility also includes the electrification of vehicles. An electric car works by using electricity for propulsion, eliminating the use of petrol or other fossil fuels typical of conventional cars. This not only helps reduce environmental pollution, but also offers savings on fuel costs. However, the widespread adoption of electric cars requires a range of infrastructure, such as charging stations for their batteries. Internationally, the electric car is still in its infancy and the number of models available on the market is limited, but its use is gradually spreading.

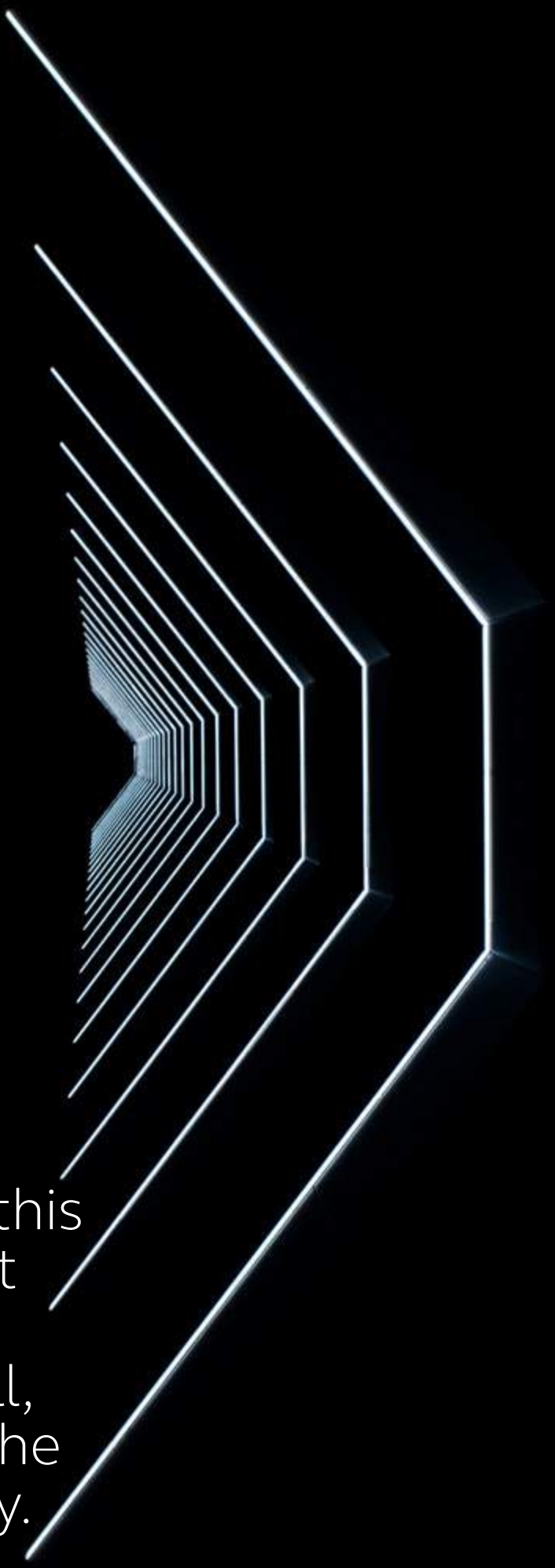
Self-driving vehicles are another innovation that will mark future mobility. Several players, from traditional car manufacturers to small technology start-ups, are testing self-driving cars. However, companies from different backgrounds are aiming at the same goal: to create an autonomous commercial transport service, which can be accessed by the customer via an app. This is precisely what Uber or Lyft currently do, but with one major difference: the absence of the driver.

All these forms of transport will merge into a new way of planning one's urban journey by booking all the necessary means of transport from a single platform, paying by subscription or lump sum, and receiving advice about the best vehicles and routes. We are speaking of Mobility as a Service (MaaS). After paying a monthly fee to the service provider, the user can plan their journey on a software platform that automatically proposes and allows them to book all the necessary means, both public and private (trains, buses, taxis, car and bike sharing), to make the journey. In addition to one's own destination, of course, depending on the options proposed by the application, each person can indicate preferences as to which means of transport to use and so on. The tool will then suggest the most effective and convenient combination by merging the different opportunities for movement an urban agglomeration can offer, from the public transport system to all the various services that can be found in cities (i.e., bike sharing, car sharing, etc.).

In practice, MaaS (Mobility as a Service) makes it possible to move from the concept of **mobility as a way of moving along a route to be personally organised**, managing each step individually, to an **all-inclusive service to be used as and when needed and possibly paid for on a flat rate basis.**

This is a new mobility system based on the subscription concept, or pay-per-use formula, which is spreading particularly in large cities.

Smart Mobility paths inevitably intersect with mobile payment. New technologies are already making payment services for public transport, parking, car sharing, electric vehicle charging and access to restricted traffic zones more accessible and efficient. In the near future, digitised ticketing and payment will further transform public transport services, enabling railways to adopt electronic ticketing systems similar to airline flights. In addition, we shall see an increasing spread of a "pay as you travel" system based on geographic location.



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The entire political landscape is being called upon to lead this transitional moment to make it scalable, usable and, above all, without impacting the mechanics of society.

Smart Governance

[5] https://opendata.london.ca/

[6] https://www.reach.gov.sg/Read/Our-SG-Conversation

The well-being that technology can bring to society inevitably passes through institutions at all levels, from central governments and confederations, invited to take on a challenge and legislative opportunity, to peripheral governments, which can best meet these challenges by revitalising both their own territories and the well-being of their communities. Indeed, the entire political landscape is being called upon to lead this transitional moment to make it scalable, usable and, above all, without impacting the mechanics of society. Talking about smart governance today is tantamount to discussing solutions with a high rate of digitisation linked to public administration, with a view to rediscovering the central role of community well-being, in which each member and each resource can express itself or be deployed in the best possible way.

In order to get to know one's own community, today an increasingly targeted use of data becomes essential. Each citizen, based on their own experiences, interactions with the urban environment and lifestyle choices, contributes to composing an increasingly faithful snapshot of the real needs of a city or nation. This mass of data is a valuable mine of information institutions can use to improve a city's primary services in an automated manner, without having to wait for a problem to be triggered or for the population to be negatively affected by evidence that was already traceable in the data. An example of this is the Open Data Policy adopted by the City of London as early as 2010[5]. This institutional openness allows citizens or third parties to have access to public data related to the city, thus enabling the information to be used to either create or innovate critical aspects of life in London.

While the high rate of automation could improve and make a governance system smart, a mindset must be implemented that reduces bureaucratic barriers and is inclined to establish an ongoing conversation with its citizens. An example of this can be found in the "Our Singapore Conversation" initiative launched by Prime Minister Lee Hsien Loong in 2012[6], encouraging citizens to leave feedback on services provided by the central government, such as smart transport developed throughout the territory, or automated waste management to keep the streets clean, or planned collection of household and business waste by taking actual needs into account.

These aspects, which are based on the effective digitisation of public administration and its applications, cannot be efficient without a concrete revitalisation of infrastructures, which today are increasingly subject to ageing, technological obsolescence and a growing perception of insecurity on the part of users and citizens. They can seize the opportunity of a new society, if cities and governments are ready and supported to face the challenges launched by the transition to Society 5.0.

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Our economy is also increasingly dependent on space, as space generates knowledge, new products and new forms of industrial cooperation.

Space for Citizens

The Role of Space Technology for Progress

Space activities and applications are vital to the growth and development of our society, and have a direct impact on the daily lives of citizens. Apart from exploration for purely scientific purposes, the convergence of technology and the space frontier is transversal to what has been identified in the context of Society 5.0 but is increasingly topical. Space technologies and studies can be widely applied in areas such as the environment, combatting climate change, public and civil security, humanitarian and development aid, transport and the information society. Our economy is also increasingly dependent on space, as space generates knowledge, new products and new forms of industrial cooperation. Space can be considered a driving force for innovation, and contributes to competitiveness, growth and job creation.

Satellite-based services (space services) have become an integral part of our daily lives. The range of applications based on space technologies is so vast that a malfunction or interruption of the space signal would dramatically affect our daily lives.

Optimising transport

A high level of accuracy in satellite positioning contributes significantly to a modern and reliable transport sector for cars, aircraft and ships, e.g., fleet management, ship tracking, collision prevention, speed control, etc.

Crisis Response

Satellites significantly shorten response times in emergency situations during natural or man-made disasters. Timely images of damages and assessment maps contribute to more efficient planning and delivery of relief efforts, thus helping to guide them.

Increasing efficiency in agriculture and fisheries

Satellite applications are used to improve the mapping of cultivated land in need of irrigation, harvest forecasting and fisheries control. This ensures better quality and food safety while protecting the environment.

Environmental Protection

Environmental monitoring helps us better understand and mitigate climate change by providing crucial information on vegetation, ocean currents and colours, natural resources, pollution, air and water quality, and changes in greenhouse gases.

Increasing national security

Satellite positioning helps to detect illegal immigration, prevent cross-border organised crime, and combat maritime piracy by monitoring ships.

Improving the health of citizens

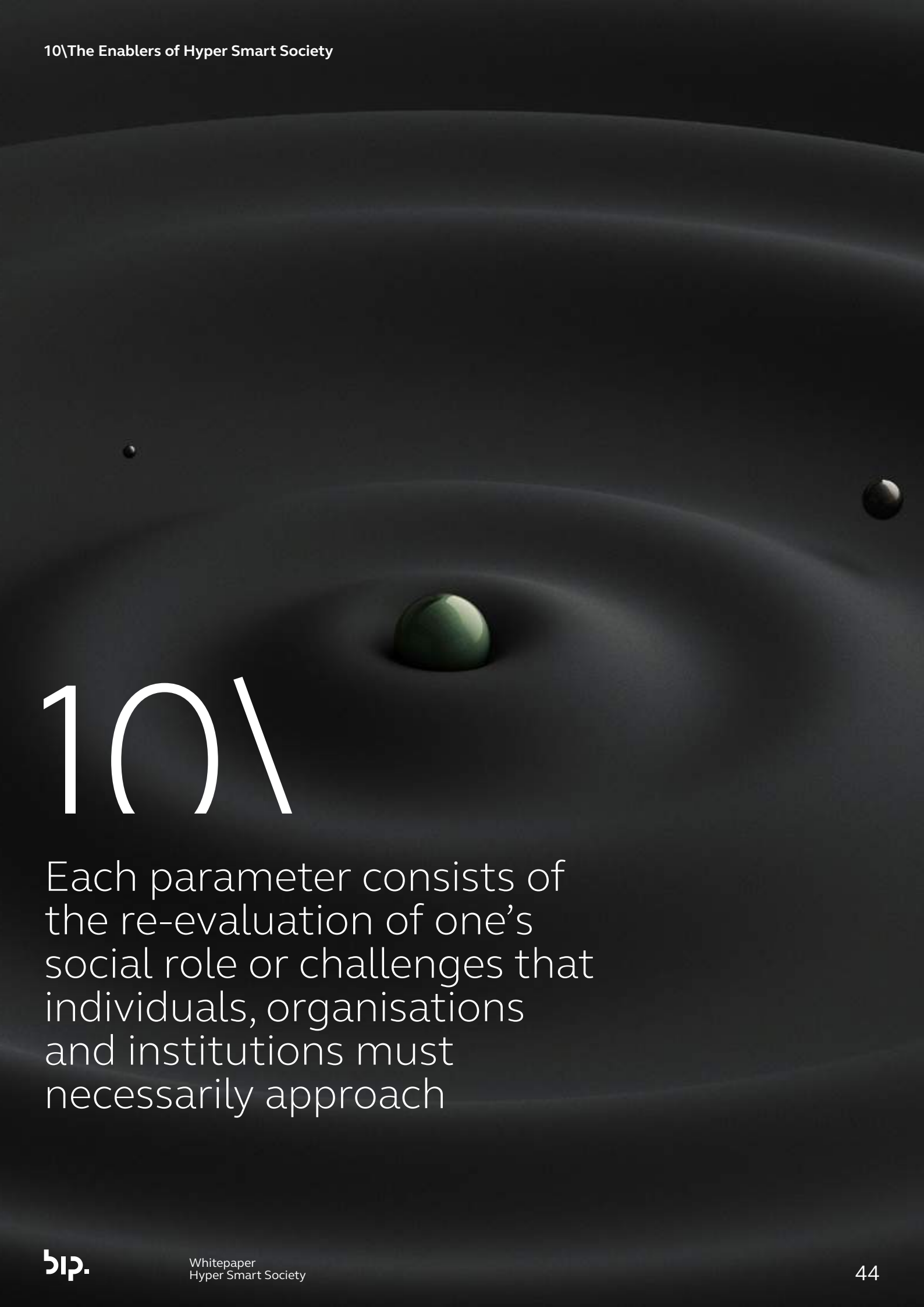
Satellites can significantly improve healthcare and health education of patients through remote medical support. They also help prevent and mitigate the risk of epidemics.

All this, inextricably, contributes to the establishment of a society that is based on the values of openness, inclusiveness, sustainability and a fair chance in participation.

This kind of virtuous integration of technologies and data is mainly enabled by a segment defined as 'down-stream', which encompasses all companies operating in the field of digital innovation, actually enabling space-based services on earth.

The growing expansion of this segment is documented by the Market Report developed by EUSPA in 2022. Earth Observation systems and GNSS solutions generated revenues of EUR 200 billion in 2021, and they are focused on achieving a milestone of EUR 500 billion within the next ten years. These projections are reinforced by data on the market deployment of such solutions, which are enabled by the adaptability of the technology used. More than 10 billion GNSS-based devices will be in use on a global scale by 2031.

While the growing expansion of the down-stream segment may seem like a futuristic scenario only in appearance, it is accompanied by a growing expansion of the upstream segment , i.e., dedicated to research, space production and ground activities preparatory to space activities, and of the 'midstream' segment, i.e., the set of infrastructures required to reach space and operate there. As proof of this, there are already cases of use in agriculture and space tourism, marking a path that is ready to be explored. All this, inextricably, contributes to the establishment of a society that is based on the values of openness, inclusiveness, sustainability and a fair chance in participation.



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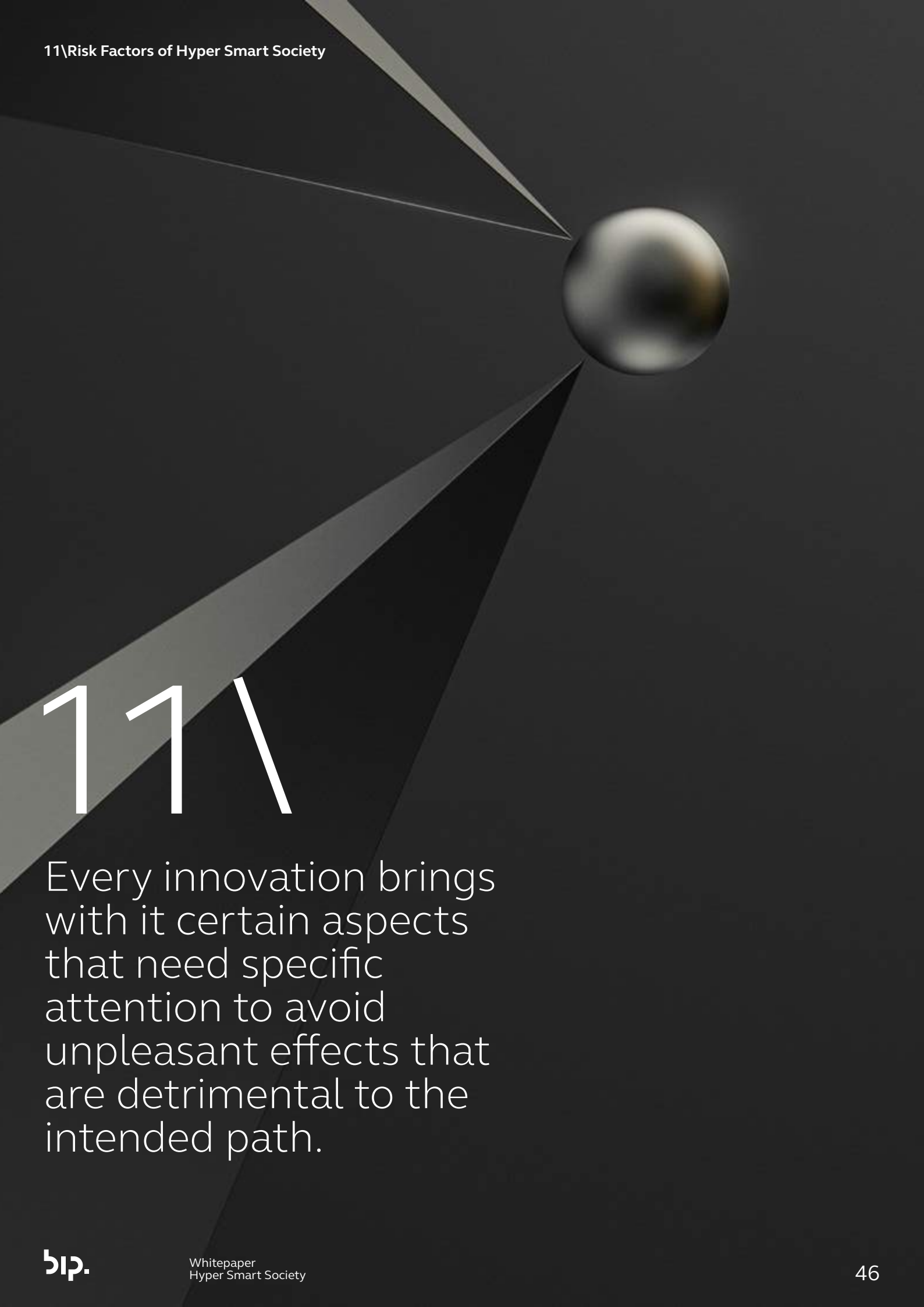
Each parameter consists of the re-evaluation of one's social role or challenges that individuals, organisations and institutions must necessarily approach

The Enablers of Hyper Smart Society

Hyper Smart Society, apart from the areas in which it develops differently, needs certain 'enabling' factors already prepared for a new role within society. In fact, each parameter consists of the re-evaluation of one's social role or challenges that individuals, organisations and institutions must necessarily approach in a functional manner to prepare for the evolution that is, in practice, already underway.

Technology	As discussed above, Technology is central to all areas of interest of Society 5.0. Preparing to progressively reduce structural divides by contemplating solutions that are already oriented towards Hyper Smart Society principles is preparatory to the success of the new model the company can refer to.
Data interconnection	Today, data is a multifaceted resource available for numerous uses. Connecting entire databases and making them communicate with each other by exploiting their potential makes it possible to provide solutions and outputs that are faster, more in tune with reality, and more compliant with the solutions in which they can be used.
Less pressing bureaucracy	inevitably, data management and a high rate of digitisation make it necessary for the public administration to rethink the concept of bureaucracy, and to progressively reduce its impact on the timeframes and procedures defined by society today.
Policies	if the rate of bureaucratisation has to be reduced, central and peripheral policies also have to change their approach. Greater legislative readiness can be a driver for technological innovation preparatory to the action areas of Hyper Smart Society.
Public acceptance	Scepticism has always characterised the innovations, which have marked human history. Every new development or proposal that has had a major impact on society has experienced moments when scepticism was palpable. The acceptance of new forms of integration between the human sphere and technology can lead to a breakthrough in the history of mankind, bringing significant progress in terms of openness to the other and inclusion.



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Every innovation brings with it certain aspects that need specific attention to avoid unpleasant effects that are detrimental to the intended path.

Risk Factors of Hyper Smart Society

Every innovation brings with it certain aspects that need specific attention to avoid unpleasant effects that are detrimental to the intended path. In the context of Hyper Smart Society, these risk factors are inevitably linked to technology and its impact on areas such as employment or the environment. However, factors of this kind should not act as a deterrent, since an appropriate approach can both solve the criticality and turn into a further opportunity for improvement.

Ethics and Control	The massive integration of data and technology inevitably affects safety. The ethical use of certain technological solutions is, however, possible.A concrete example can be found in the AI Act enacted by the European Union; it is the first example of good governance practices and insights on technologies such as Artificial Intelligence.
Cybercrime	The increasing technological rate of a society raises more than a few questions with respect to cyber-space, identified as the fifth domain in which conflicts can be consummated. Cyber crime innovations and related increases in crime in this context are not a fragment of imagination but require specific and scalable measures.
Technological unemployment	With the rise of new skills comes the demise of certain tasks, which are supposedly repetitive and subject to mechanisation and automation. This can reshape economies in some geographical areas, and have a strong impact on the global workforce, which needs legislative support and practical solutions in this regard.
Crisis of the Planet	Technology is not exempt from harmful emissions for the Earth, considering that the Information Technology sector risks being the most impactful on the Planet. However, technology itself can provide solutions that optimise and preserve key resources, such as water, soil, and, not least of all, biodiversity. Contemplating its use with a view to sustainability, and prioritising aspects already enunciated by the ESGs may be an opportune path to enable Hyper Smart Society with low impact.
Transition	Periods that straddle two eras risk experiencing fundamental splits resulting in a social divide. Knowing how to approach and govern sensitive issues, such as the technological divide, can enable a transition phase that is not only fast but also smooth for all age groups and geographical affiliations, none excluded.

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In any case, neither dystopia nor utopia is our goal. Rather, technology is leading us towards “protopia”.

Actually, we are already there.

Cyclical, Inexorable, Prototypical Change

A world without inconvenience would be utopian, but it would also be static. A world that is totally correct in some respects may be terribly wrong in others. A utopia has no problems to solve but neither does it have opportunities.

However, none of us needs to worry about these utopian paradoxes because they never work. Every utopian scenario contains internal flaws that will corrupt it.

Instead, dystopias, the exact opposite, are much more interesting and easier to imagine. Who could not conceive an apocalyptic future as the last person on the face of the Earth, or a world ruled by supreme robots, or a mega-city-planet that slow degradation turns into slums, or, the simplest of all, a nuclear armament? There are endless possibilities for the collapse of modern civilisation, but the mere fact that dystopias are more dramatic, scenic and easy to imagine does not make them more likely.

The flaw in these dystopian narratives is that they are not sustainable. It is really hard to cause the disappearance of a civilisation. As a matter of fact, the greater the disaster, the faster the chaos will die out.

In any case, neither dystopia nor utopia is our goal. Rather, technology is leading us towards "*protopia*". Actually, we are already there.

Protopia is a condition of becoming rather than a true destination. It is a process. In the prototypical state, today is better than yesterday, even if only to a small degree. It is an incremental improvement or slight progress. The suffix «pro» derives from the notions of process and progress. It is an advancement that is neither striking nor shocking, but which easily goes unnoticed because it generates almost as many new benefits as new problems. The success of past technologies created the current problems, and technological solutions to present day problems will create those of the future. It is a cyclical expansion of both problems and solutions, which can mask the continuous accumulation of small net benefits in the long term. Since the Enlightenment and the invention of science, we have always managed to create something more than what we destroyed each year. But this small positive percentage difference has been capitalised over the decades into what we might call civilisation.

It is hard to notice protopia because it is a process of becoming, constantly changing as everything else changes, while simultaneously changing itself, growing and evolving. It is hard to rejoice for a gradual process that changes shape; however, it is important to recognise its presence.

Today, we have become so aware of the negative aspects of innovation and are so discouraged by the false promises of past utopias that we find it hard to believe in a tenuous protopian future in which tomorrow is a little better than the current situation. We find it hard to imagine any kind of future we desire. Can you name a single sci-fi future on this planet that is simultaneously plausible and desirable?

There is no happy future with flying machines waiting for us. Unlike the last century, no one wants to project themselves into a very distant future; instead, they are afraid of it, which makes it more difficult to take it seriously. This is why we are stuck in a short-term future with no generational prospects. In this regard, some have espoused the belief in a Singularity, according to which it would be technically impossible to imagine the future a hundred years from now. This has blinded them to future events. This blindness could be, simply put, the condition that inevitably afflicts the modern world due to the stage of technological advancement and civilisation we have reached, which makes us part of an eternal present without either past or future.

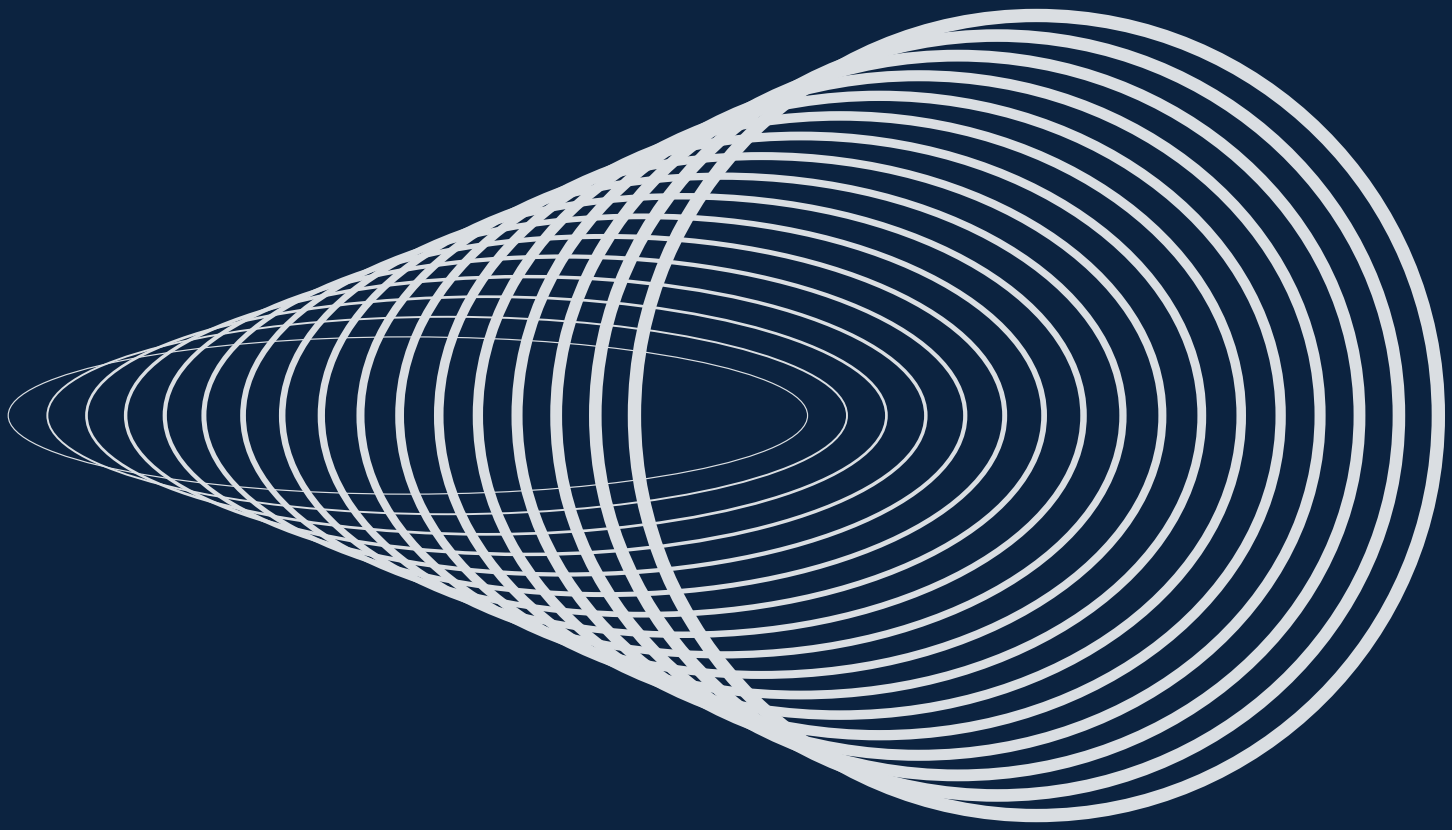
Utopia, dystopia and protopia disappear, and only the «blind present» remains.

There is no point in remaining blind to this ongoing process, especially since the speed at which change is taking place is unprecedented. This is one of the reasons why we have been caught off guard. However, now we are aware that we are and will always be eternal beginners.

Change is inevitable. Hence, we can understand that everything is mutable and subject to change, even if many of these alterations are imperceptible. The highest mountains are slowly eroding beneath our feet, while every animal and plant species is transforming into something different at a very slow pace. Even the eternal shimmering Sun is vanishing according to an astronomical timetable, though we will be long gone by the time the process is over. Human culture, as well as biology, is part of this imperceptible shift towards something new.

At the centre of every significant change in our lives today is a technology of some kind. Technology is the accelerator of mankind.

We can understand that everything is mutable and subject to change,



even if many of these alterations are imperceptible.

Change is


inevitable.

Creative & Production

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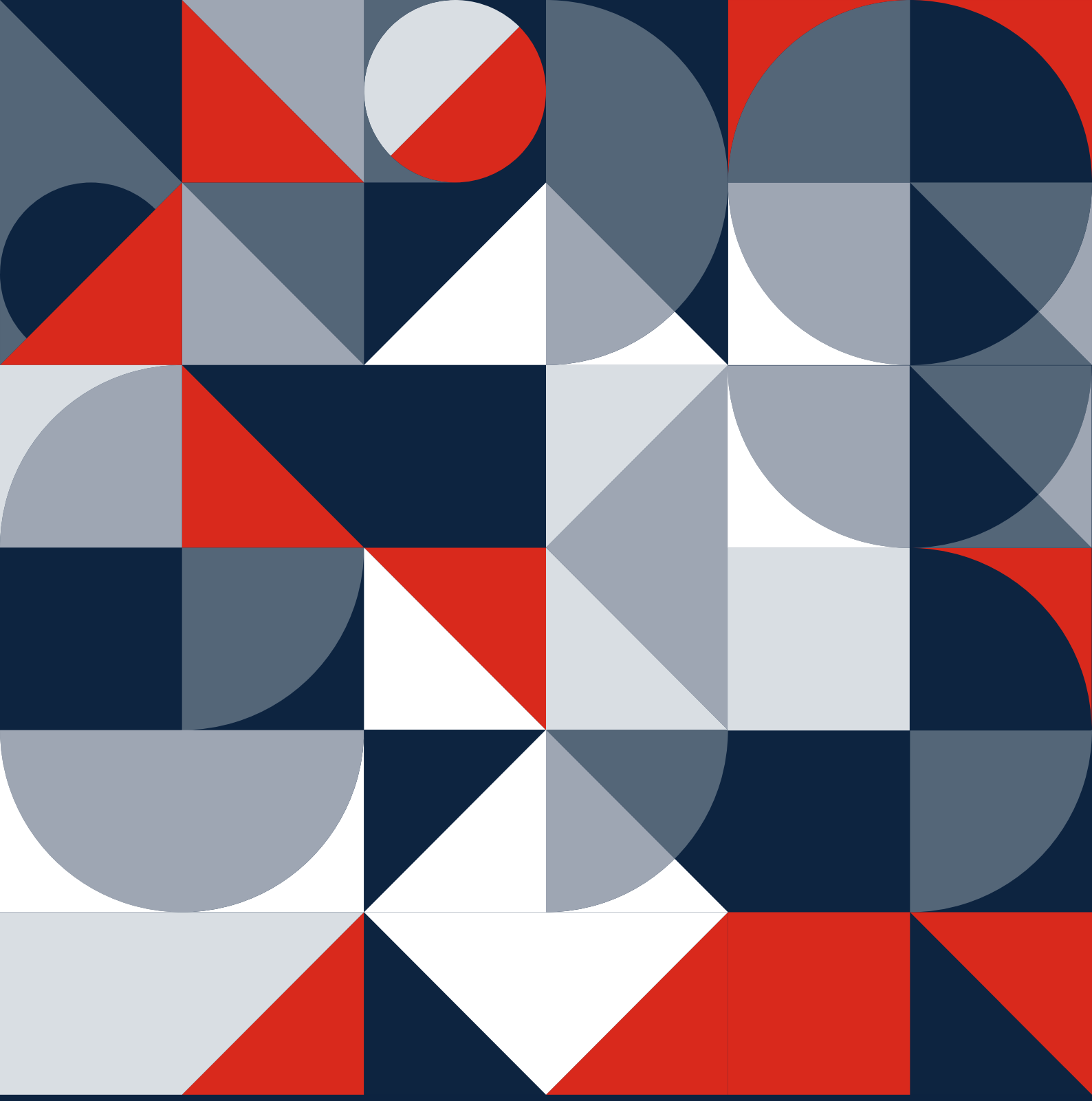
The Creative & Production team observes, analyses, listens, thinks and creates.

Above all, it creates.

Articles, podcasts, studies, documentaries, and more besides. We always start from the content and never from the container, from the company's philosophy and never from the editorial calendar for its own sake.

For us, content can never ignore value: data, numbers and words travel together. We value BIP's heritage of dissemination, guiding people and businesses from strategy to execution through the creation of a dissemination ecosystem.

We contribute our know-how, you promise to follow us.



BIP Group
Milan, Italy

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Whitepaper n01

BIP is a 21st century international consulting firm. One free from a technological legacy that would force us to impose complex products and skills that are no longer needed. Free from a professional tradition accustomed to separating strategy from execution. Free from a cultural model that requires doing more and for longer, while we want to work better and quicker.
Free to dare