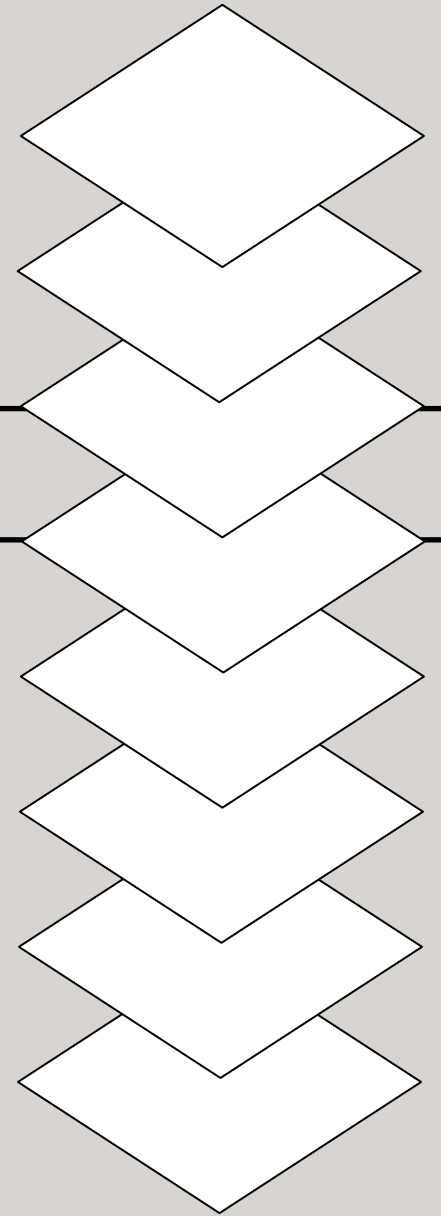


What got us here won't get us out of here.

From Existential Care to Universal Basic Planetary Services:
Exploring pathways toward a More-Than-Human-Centered
Public Design.

A research field book for practitioners, activists, and citizens who
want to create a better public.



Hybrid City Lab

In midst of the crises changes of our time, the practice of local administrations, urban organisations, and civic actors often precedes the theoretical and methodological concepts of a contemporary governance.

A new level of interconnectedness calls for practical and systemic responses in our cities, communities and organisations – and can bring about innovative and resilient strategies to move ahead and shape a planet that allows for everyone to live with it, now and in the future.

This paper attempts to classify some of these strategies, to look for traces of a future governance to expect, and to propose practical guardrails for future action.

The following insights have grown out of our own work, of previous publications – most recently a collaboration with the Institute for Future Studies and Technology Evaluation (IZT Potsdam), and the Wuppertal Institute, funded by the German Ministry for the Environment – and discussions with partners and colleagues.

They integrate learnings from workshops and conferences, among others the World Urban Forum 2022 in Katowice, and the 2022 summer school of the Faculty for Social Design of the University of Applied Arts, Vienna, and are rooted in systems thinking, foresight, and design methodology. They serve as an open learning journal that explores the questions and answers we explore in our work at the [HybridCityLab](#).

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Beyond Existential Care: How does a planet care for itself? Taking stock and understanding the paradigm shift toward a world of dynamic interconnectivity and complex crises: to act, govern, and design responsibly, we need to apply a new Mental Model to our organisations: A self-reflecting stance of embracing both, the Ego <i>and</i> Eco.	Hybrid Thinking: Elemental categories for Future Basic Services. An application to explore how elemental categories for universal basic services can be reviewed. And a forage to look for existing traces and weak signal of these new categories in our present day practice, experience, and imagining of future questions.	Designing Doubts: Six Principles for a More-Than-Human-Centered Public Design. A proposal for a future practice that aims to think systemically, responsibly, and humbly toward a future that is equitable, fair and regenerative for everyone and everything involved. And an invitation to partake, test, and debate with us to keep learning together.
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Beyond Existential Care

How does a planet
care for itself?

How does a planet care for itself? Existential Self-Provision

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The German word for Universal Basic Services is ‚Daseinsvorsorge.‘

Taken literally, it refers to the provision of a society to ensure it can exist with dignity – an “existential provision”. It while it was coined about a hundred years ago, long before the bigger challenges of today’s climate and socio-ecological tipping points were grasped and felt by public administrations,. And still it provides an extremely fitting frame to capture the questions at hand that our cities, our communities, and our organisations are facing today:

- What kind of existence do we consider dignified?
- What services, infrastructures, and institutions do we need to ensure it?
- And how do we build up the capacities to answer and deliver on these questions?



How does a planet care for itself? A New Perspective

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What makes these questions even more challenging is the observation by Danny Hillis (2016), that today, 300 years after the *Age of Enlightenment*, which taught us to compartmentalize, analyse and strategize the world around us, we have entered an *Age of Entanglement*:

It becomes increasingly impossible to disentangle the many connections, dependencies, and mutual causalities that shape the planet around us: Formerly constitutive categories like [public | private], [human | nature], [digital | analog] tend to blur, and one side becomes genuinely unthinkable without the other.

What we need is a new perspective on a planet that is itself deeply interconnected, interdependent, and dynamic. And so do our institutions, if they are to manage, design, and shape the provision of a dignified existence for all of us.

**What we need are Universal
Basic Planetary Services.**



Fig: Brand, Stewart. Whole Earth Catalogue
via - <https://doorofperception.com/2014/06/stewart-brand-the-whole-earth-catalog/>

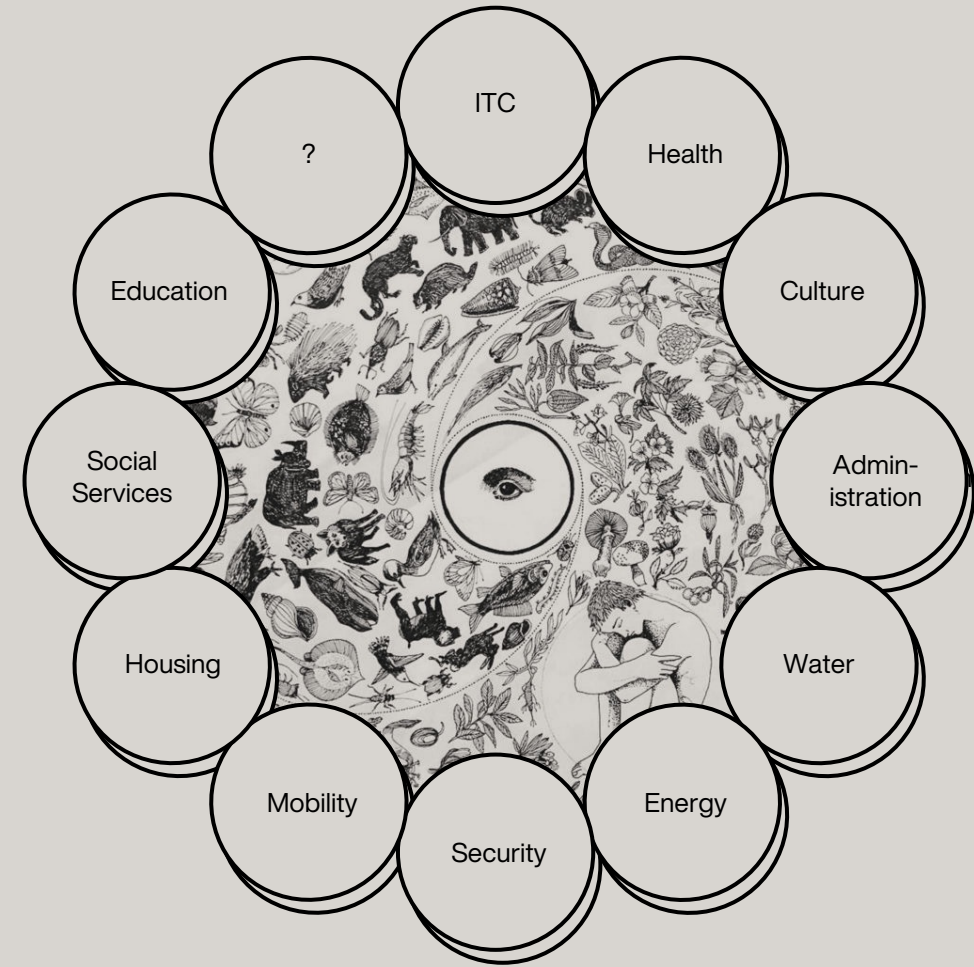
How does a planet care for itself? Universal Basic Planetary Services

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Accordingly, while classical understanding of universal basic services point to issues like mobility or energy, education or health care, housing or security, it seems fit to expand that scope a bit further. And to include all the other living systems around us that provide a necessary environment for us to thrive: plants and forests, oceans and animals, carbon cycles and technological systems.

How can we, as a society, as a planet, ensure we can all live a life of dignity, today and tomorrow? How can we ensure mutual existence in a world of limited resources and imbalanced power dynamics? Simply put:

How does a planet care for itself?



How does a planet care for itself? Shaping Mental Models

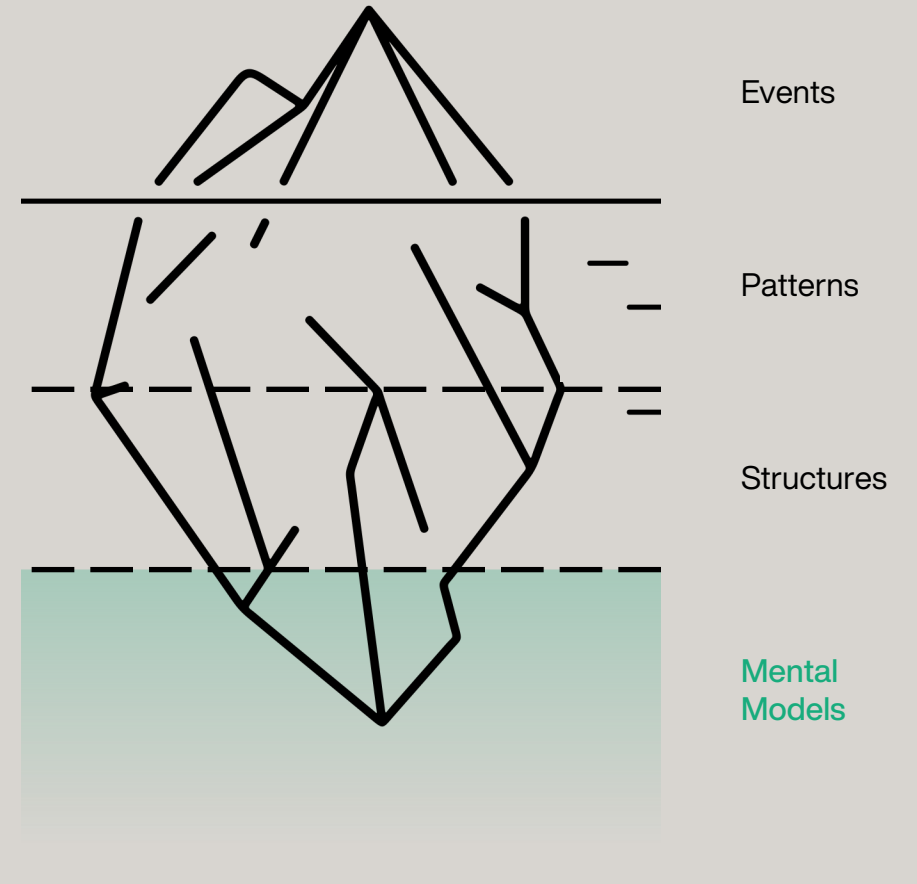
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Chances are we'll have to change a few things to make that happen. The IPCC (2021) agrees, for one. And so do millions of people around the world, rallying for climate justice, social justice, for better public services and new, regenerative ways of living.

However our institutions, our organizations, and our communities are still built around a world with clear-cut boundaries: They are wrapped up in the many-fold events of shock and avoidance, in patterns of short-term prioritization, and structures of selective decision making, that caused many of the crises we're facing today in the first place.

Put differently: What got us here won't get us out of here. If we want to live on a changing planet, we need to change ourselves – and move beyond the problematic but recurring patterns that shape our policies, administrations, and strategies today.

These patterns tend to re-emerge, no matter the initial conditions, and prove to be themselves robust and inert. Some have called them programs, Mental Models, or Eigenforms – we call them ripe for change.



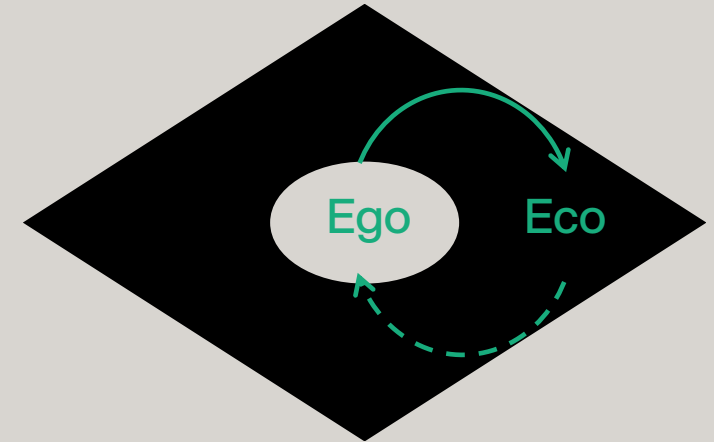
How does a planet care for itself? From *Ego* to *Eco*

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The problem is that changing a system's mental model is an incredibly hard task, especially so if that system is a complex organization or a multi-layered international institution. Change as we all have come to experience usually occurs in states of irritation, crisis. But while we do live in a world of manifold crises, many negative consequences of our practices are not felt (in the place or time) where decisions occur

If crises drive change, what do we do if those crises are not felt, experienced, or paid for, by those who cause them?

We have managed to shift repercussions, responsibilities, and cost so far away from where we take our decisions, that they barely seem related. They are externalised from the *Ego* to the *Eco* and treated as disconnected – physically, locally, temporally (cf. Scharmer and Kramer 2018). That is an impressive and dangerous feat of our society. Impressive because it allows for incredibly complex and efficient social organisation. And dangerous, because it is risky: After all there is no *Ego* without *Eco*. To transition to new collective mental models that encompass the *eco* as mutually constitutive is the true challenge we're all facing.



How does a planet care for itself? Hybrid Thinking.

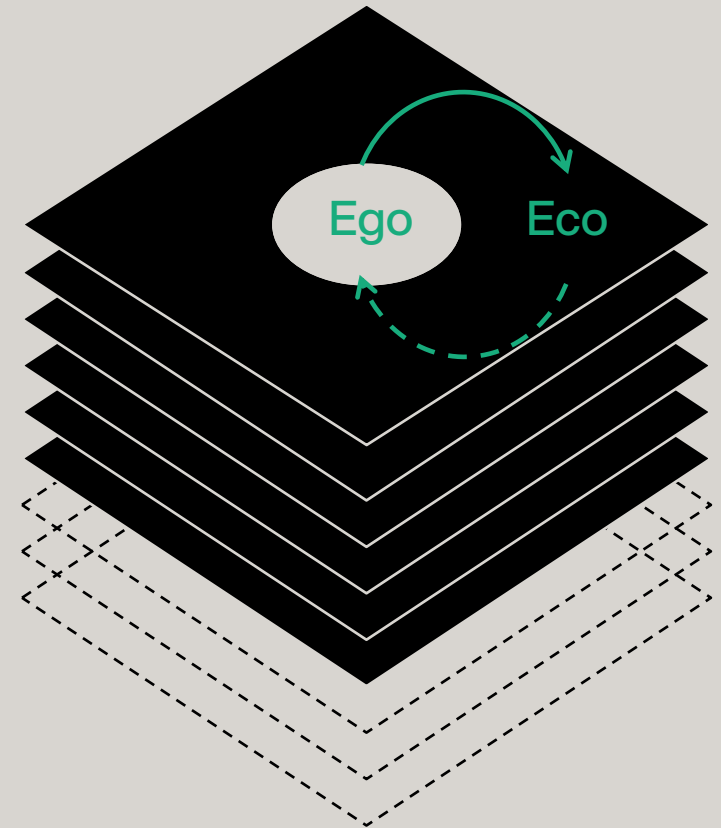
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Shifting collective mental models to account for the context of the many systems we're entangled with can be a challenging exercise. It helps us, however, to reflect on the values we're orienting our strategies and decisions around. While one side (the *Ego*) is obvious – it is often only implied how we would call the other side (the *Eco*), and what we really think of it.

In our research we've tried to identify some of these sides in the form of categories to provide universal basic services. Many of these categories are being treated as distinct, discrete, or even unrelated. They range from [Human | Nature], [Digital | Analog], or [Individuum | Collective] to [Sovereignty | Dependency], [Present | Future], or [Public | Private].

Rather than “switching sides” and now prioritising the other side (say Nature over Human), we call to mind the boundary, how permeable or disputable and constitutive it really is, and learn to see the both sides as two sides of one coin. It's a form of reflection that learns to deal with Hybrids as a New Normal. It's a move from either-or to both-and (cf. for a logical calculus of hybrids: Spencer-Brown 1969).

This thinking not just requires new action, but new tools, new organisational structures, and even a new language: a thorough shift of our cultures and business models, our public administrations and economies..



Hybrid Thinking

Elemental Categories
for Future Basic
Services.

An Exercise in Hybrid Thinking

A Typology

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Hybrid Thinking is a skill that many of our organizations inadvertently already have when dealing with paradoxes and trade-offs. To re-design and re-establish them deliberately, it helps to recognize and identify them for what they are. A *Typology of Hybrids* can help in doing so. The following list is non-extensive and in reality shows many overlaps on combinations of types (cf. von Kibéd & Sparrer 2018: 78ff).

**From either-or
to both-and and
neither-nor.**

Compromise — Establishing a spatial distribution of two sides at the same time or aside one another.

Iteration — Establishing a temporal mediation of two sides in the same space (first-this-than-that).

Apparent Opposition — Reconstruction of a dilemma to discover seemingly mutually exclusive combinations.

Shifting Thesis — Refining our initial hypotheses or assumptions to allow for more nuance or differentiation.

Paradoxical Connection — Connecting two opposing poles to re-evaluate choices as wrongly right or rightly wrong.

Shifting Premise — Changing the way *how* we approach a challenge to account for new ways of combinations – or to focus on new categories entirely, suspending old ones.

Oversummative Connection — Combining two sides in the sense of a synthesis as being more than the sum of its parts.

Fuzziness — Accepting a blurry range or an overlap around the boundary of both sides.

Multivalency — Achieving flexibility through shifting goals, priorities, visions, or constraints over time.

Systemic Ambiguity — Recognizing the genuine difference of both sides as mutually constitutive of a shared unity.

Context Separation — Ascribing both sides to different social, political, economic, etc. contexts.

Absorption — Recognizing one side as a partial or constitutive reality of the other.

Hybrid Basic Services

Translating theory to practice and back

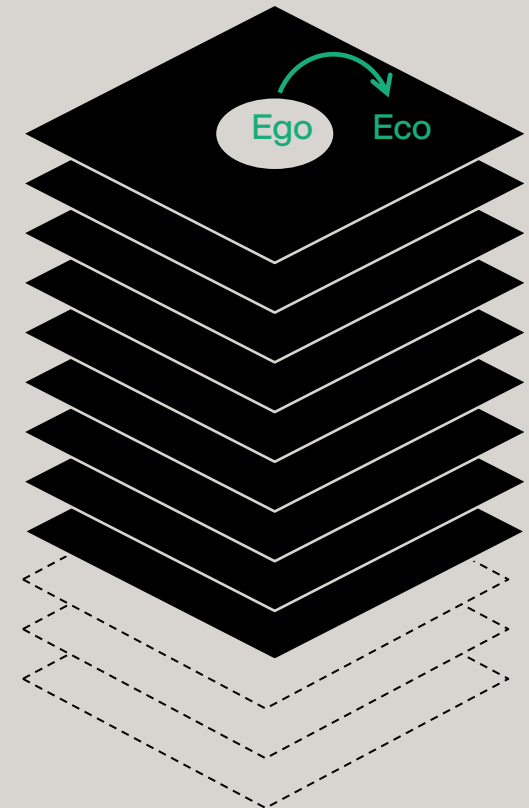
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What happens if we start thinking of our world as hybrid?

How does this translate to practice? In the following, we selected eight areas to explore how elemental categories of Universal Basic Services co-constitute themselves.

We looked at what new hybrid forms emerge as a result, and how they are already being dealt with in practice in various initiatives and organizations.

- 01 – Location — Connection
- 02 – Human — Nature
- 03 – Individual — Collective
- 04 – Sovereignty — Dependency
- 05 – Digital — Analog
- 06 – Information — Interpretation
- 07 – Present — Future
- 08 – Public — Private
- ⋮
- nn – ever present blind spots



Networked Subsidiarity

Location | Connection



- 1 Beyond Existential Care
- 2 **Hybrid Thinking**
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The principle of subsidiarity, prioritizing local capacities over super-regional, is increasingly reaching its limits. It is being replaced by a situational assessment process that reflects on contextual challenges and opportunities and repeatedly reviews their current relevance for the achievement of individual goals. Deliberate design of capable networks that mediate location and connection becomes a key design element.



Networks of cities that think and act beyond their own borders are already demonstrating how local-global interdependencies can be linked with municipal and individual interests: Initiatives such as the [eurocities network](#), the [Global Parliament of Mayors](#) or thematic communities such as the [Cities Coalition for Digital Rights](#) function as "communities of practice" in which common challenges are identified, experiences shared and concrete projects initiated.



Future Questions

- How can a local government actively influence the guarantee and design of supra-regional infrastructure? What new political, regulatory and technological decision-making and control levels are needed for this? And who sets these up?
- Which new, often absent actors become relevant for questions of municipal services of general interest? And how can they be addressed and responsibly integrated into local planning processes?
- Where is the boundary between relevant and irrelevant global developments? How can a new sensitivity be learned together locally in detecting, critically examining and jointly drawing this line?

Inner Ecologies

Human | Nature



- 1 Beyond Existential Care
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Future organisations will have to move beyond the famed “Human-Centered design” paradigm. Today, design and governance is increasingly a matter of extending care and basic services to non-human, natural systems. It is high time to understand ecological externalities for what they are: intrinsic systemic risks for our own organisations, our own political programs, our own administrations and communities.



Concepts such as [planetary stewardship](#) show how the step from externalizing sustainability to integrating regeneration can be taken. This thinking goes beyond just focusing on the functional achievement of sustainable climate goals (such as net-zero emissions), toward a fundamental redesign of the human-nature relationship beyond the classic boundaries of the city, the state, or the community.



Future Questions

- How does the state's mandate to provide for and care for the public expand against the backdrop of a regenerative understanding of politics? Can there be a duty of care for animals, plants and ecological systems? Who has to fulfill this mandate and how can corresponding programs look like?
- How does the concept of a basic right to a dignified life change if it is to include ecological systems and organisms? What implications does this hold for our regulatory framework around former externalities?
- What possibilities do stewardship models open up for shaping a regenerative human-environment relationship in communal settings? And how can these perspectives be translated into national administrative law or European regulation?

Collective Self-Organisation

Individual | Collective



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The clear distinction distinction between the individual and society turns out to be problematic in the 21st century. Like all the great narratives of the last century, it fails in face of the multiplicities that are constantly re-making themselves in the form of temporary collectives, social movements and hyper-local networks. They are the new recipients, producers and mediators of a sustainable provision of public services.



We need to collectively re-evaluate what we mean by “basic” services in light of emerging social, technological, biological networks. This calls for new ways of analysis, decision-making, allocation, and adjustment. Participatory bottom-up formats can help in doing so – and help re-think universal services like health, and welfare, education and digital information.



Future Questions

- Which new, relevant constellations of actors besides the state will emerge as providers of a future service economy?
- What can more flexible, time- and context-dependent service offerings look like? How can they continuously adapt to a dynamic social development of the urban population?
- Who decides how decisions are made? What new participation and design mechanisms play a role in weighing future decisions regarding the catalogue and scope of services of general interest? How can digitalization and civil society self-organization be effectively integrated and used here?

Deliberate Dependency

Sovereignty | Dependency



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We have never been sovereign. This is to be understood in explicitly planetary terms: Given global supply chains and a historical exchange of knowledge, culture, languages, technologies, viruses and, most recently, digital goods, the thesis of a fully autonomous and sovereign nation-state has become untenable. Rather, we must develop an understanding of how to consciously shape the many dependencies we live within.



It makes sense to re-view the concept of sovereignty and to speak more soberly of collaborative co-creation of mutual dependencies and support relationships. This does not mean giving up the claim to social and digital self-determination. Rather, it is now a matter of actively and strategically understanding and co-determining one's own dependencies.



Future Questions

- How must the goal of national or organisational self-determination be renegotiated in view of a society that is structurally characterized by dependencies?
- Which dependencies can and should be consciously entered into - which ones consciously minimized? Who can decide about this and how?
- What new categories emerge for a public service that learns to think and act post-sovereignly? How can concepts like systemic responsibility, control or autonomy be rethought and implemented here?

Post-Digital Basic Services

Digital | Analog



- 1 Beyond Existential Care
- 2 **Hybrid Thinking**
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The process of digitization in our society has progressed to a state where it is no longer possible or feasible to make a clear distinction between purely digital and purely analog processes. The focus on the digital transformation - the introduction of computers into almost all areas of society - distracts from the fact that this introduction is in large part long behind us.



Digitization, understood as the shaping of everyday interaction with computer technology, is first and foremost a very analogue activity. Digitization projects are therefore not plans for the future, but rather lived practice in our public institutions today. Post-digital universal basic planetary services are and will remain financial, organizational, legal and thus ultimately a cultural tasks.



Future Questions

- What remains of today's Digital Universal Basic Services when it is no longer about the computers and software or the networks and technologies, but exclusively about what they enable us to do in our everyday lives? Does the term "digital services of general interest" still need to be used at all - and what does it refer to? What would a post-digital public service look like?
- What new questions, perspectives and budgets of public administration would come to light if digitization were not thought of as a project but as a framework condition?

Data and Context

Information | Interpretation



- 1 Beyond Existential Care
- 2 **Hybrid Thinking**
- 3 Designing Doubts



Absolute truths can less and less be considered as the ultimate basis for action for public institutions. This applies to health data just as it does to political proportionalities in climate protection. The call for experts is as loud as the criticism of them. While it helps to differentiate between information on the one hand and interpretation on the other, it's rarely a matter of finding the unambiguous truth. More important becomes the constructive discourse and the experimentation itself.



The pandemic, with dashboards, numerous regional rule adjustments, and collective learning experiences, has shown what this experimentation, testing, and perceiving can look like. A crucial competence that starts with the transparent identification (which data do we consider relevant?), collection (how and where do we find it?) and communication (what results do we draw and what do they mean?) of data. The joint co-production of planetary information and interpretation is a basic service in itself.



Future Questions

- What new principles can an organisation that aspires to be transparent and evidence-based learn to use to deal with volatile ambiguous data?
- What might new formats for shaping new and old data look like? What role can data trusts, data commons, or data stewardships play in this process - and how can the transfer of classical models be shaped in the maintenance of the public information budget?
- Who will produce, interpret, distribute and delete public data in the future? And what new responsibilities does this imply for local government? Also, what data are we not seeing, and why?

Post-Digital Care

Present | Future



- 1 Beyond Existential Care
- 2 **Hybrid Thinking**
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The computer has progressed so far that it is no longer possible or feasible to make a clear distinction between purely digital and purely analog processes. The digital has become an integral part of the analog world and vice versa. And both require a new look form that have long been here: the digitally organised protest movement, the online mail-order, and the use of Google Maps app to bypass the traffic jam are genuine digital-analog hybrids.



This insights shifts our perspective from a fixation on new technology or infrastructure to include the people, organisations, administrations, and cities that work with them today. Digital Transformation projects are therefore not plans for the future, but rather lived practice in our public institutions – even and especially if the handling of them takes place reluctantly. Innovating post-digital basic services will remain an organisational, financial, regulatory, and thus ultimately a cultural task.



Future Questions

- What remains of Digital Basic Services when it is no longer about the computers and software or the networks and technologies, but exclusively about what they enable us to do in our everyday lives?
- Does the term "digital basic services" still make sense at all - and what does it refer to? What would a post-digital public service look like?
- What new questions, perspectives and budgets of public administration would come to light if Digital Transformation were not thought of as a project but as a framework condition, an infrastructure, or a mental model?

Common Cities

Public | Private



- 1 Beyond Existential Care
- 2 **Hybrid Thinking**
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Government investment and private innovation have long been intermingled. A sustainable administration is proactively seeking hybrid constellations that can combine the advantages of a socially legitimized, regulated and subsidized provision of basic services with the flexibility and scaling potential of private sector initiatives. The intertwining of private and public investments and services should be reconsidered in this light.



Formerly private activities, like the volunteered maintenance of open source software, are now the focus of a public interest as a "critical base technology" – and publicly provided infrastructures, such as broadband internet coverage, are addressed by international corporations. Even more relevant here than the public/private distinction is the assessment of democratic co-decision-making, power dynamics and network effects, as well as regulatory potential.



Future Questions

- Which new hybrid formats for guaranteeing, in particular, digital services of general interest are promising against the background of digital platforms and networks?
- What new funding programs and incentive systems can be used to organize services of general interest collectively in the sense of a decentralized but coordinated mission-oriented municipality?

Designing Doubts

Six Principles for a More-Than-Human- Centered Public Design

Designing Doubts

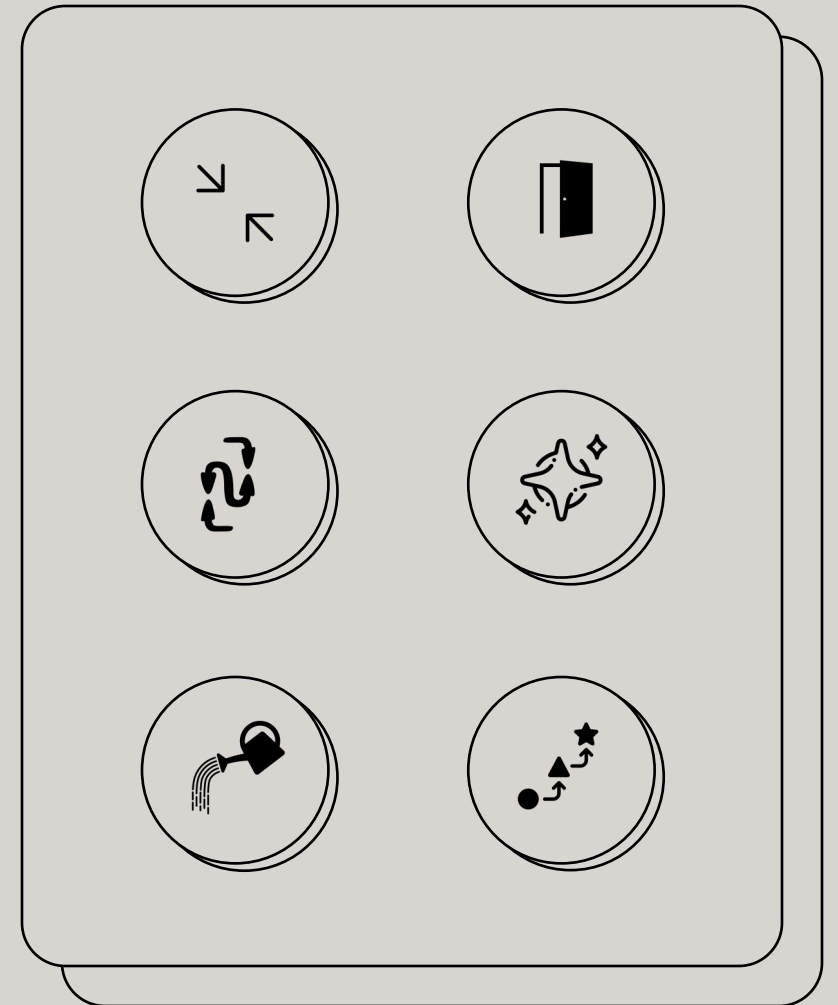
The designer has (to) become post-heroic.

- 1 Beyond Existential Care
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- 3 **Designing Doubts**

If this sounds overly complex that's because it is. Complexity reduction is a luxury our organisations necessarily provide—but always at the cost of filtering out the complexity of the world, and risking to overlook a decisive element while doing so. Where do we go from here? Is there even a way to move ahead without falling into the same fallacy of shifting risk again?

Lucius Buckhardt (2020) puts it best: When in doubt: yes! Doubts point us to the fact that we might have overlooked something, might be wrong, might be too absorbed with one side of the coin, and yet still decide to move on—for now. Maybe the destiny that met the manager a few years ago, now is waiting for the designer—and with them, all of us: The designer and their institutions have (to) become post-heroic.

To translate these insights into more practical terms, we compiled six principles of future design work that attempt to move beyond the ego- or Human-Centered patterns that got us here. prove some orientation.



Designing Doubts

The Smallest Possible Intervention

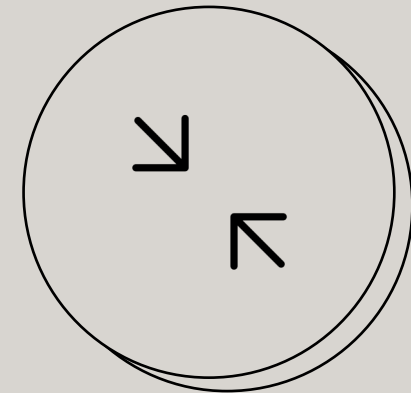


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If we acknowledge that our decisions are full of systemic risks, we should ask ourselves what a minimal extent of interference would look like before designing a fully fledged service, product, or policy program. Not as a prototype—but as the actual result of our work. At least for now. As Lucius Burckhardt (2020) points out, this allows us to minimize potential future costs of planning fallacies in the past (car-centered cities, anyone?). We might even go as far as deliberately not plan anything until a certain point in the future.

In a classic example, the nature conservation sign alone leads to “the tree, the flowering plant, the circling bird of prey [...] suddenly [being] perceived from the perspective of their beauty, worthiness of protection, and naturalness” — without any costly intervention of building fences, re-routing traffic, or anything else. Awareness as a deliberate design intervention is powerful tool—even more so in an attention economy.

Interfere as little as possible



Interfere as little as possible

Designing Doubts

Multi-Perspectivity and Collective Blindspots



- 1 Beyond Existential Care
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The proven and best way to address any group’s blind spots is to increase its diversity. To constantly ask and re-ask who is not in the room when decisions are being made, but might be affected by them, helps address that. We can design with this diversity built in – from communities, to groups in the supply chain, to future users or citizens. While this will likely increase friction and dispute, keep in mind that “Dissent is the core of social self-determination”, as Erich Fromm puts it.

Dissent is the core of social self-determination. But in a planetary society we would have to go even beyond that, and ask: How do you represent, account, or argue with a forest? How do you collaborate or [organize yourself](#) with a non-human collaborator? What’s in its interest? You better find out, it might be in yours, too.



Designing Doubts Talking Futures




- 1 Beyond Existential Care
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- 3 **Designing Doubts**

Real power is always implicit. To have honest and open-ended conversations with ourselves as a diverse society, means to explicitly share our thoughts, hopes, goals, and questions—and to make power addressable. As designers, but also as public administrators or citizens, by learning to paint ambitious and desirable images of the futures we’re working toward, we make our selves vulnerable—and provide for the much needed opportunity to address our own assumptions before they led to costly decisions and programs (see 1).

Good thing is, this is a skills to learn and to teach. A classic set of questions to ask can look somewhat like this:

- Vision:** Why do we want to change the present to achieve what kind of better future?
- Mission:** What social progress are we committed to?
- Goals:** What jointly definable, politically legitimized purposes are we pursuing?
- Intention:** What do we want to achieve with these goals?
- Criteria:** By what do we measure ourselves?
- Projects:** What projects and measures at the municipal level follow from this?

Formulate Deliberate Futures



Formulate Deliberate Futures

Designing Doubts A Common Future

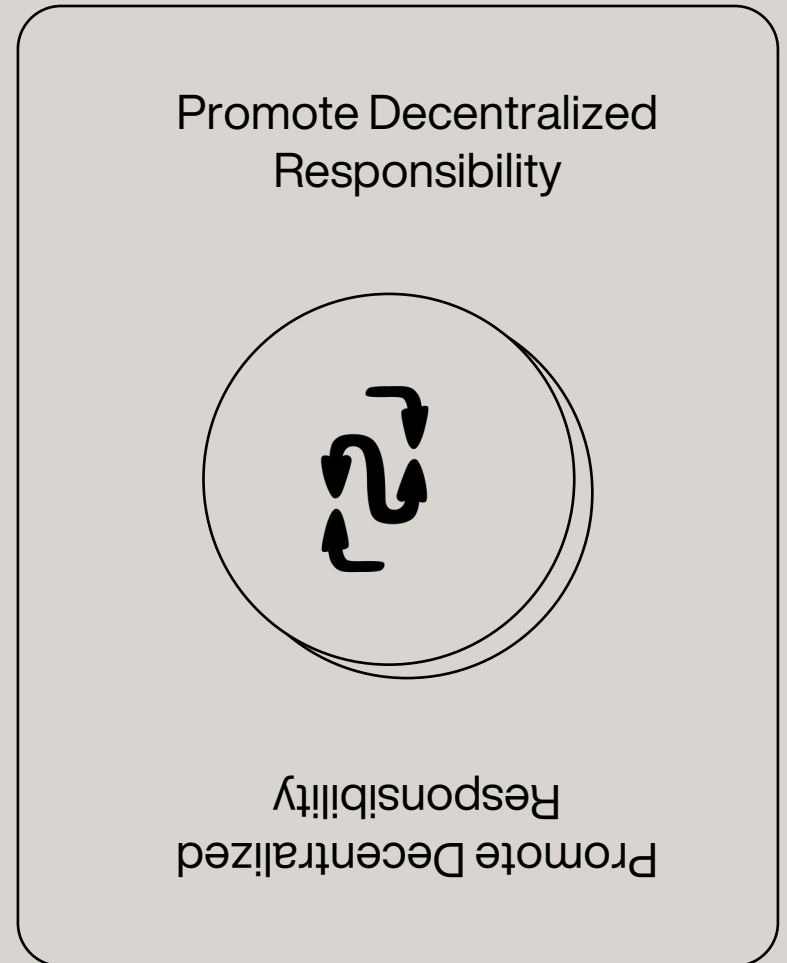


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Decentralization is another proved way to mitigate critical risks. It's trade-off usually is efficiency, when it comes to decision-making. But it's worth it. Especially when talking big, systemic risks — decentralized (public) infrastructures, decision-making processes, or resource-allocation mechanisms safely out-perform single points-of-truth.

Decentralized, collective forms of organization include concepts such as commons-public partnerships (CPPs) that take the classic public-private partnerships of the 1990s a step further. Examples are plenty and reach from voluntary fire brigades to assistance with the integration of refugees by private individuals and volunteer structures.

Building upon this [calls for better infrastructures](#) for communing are timely — while so-called “protocol cooperatives” are being developed — by the P2P Foundation, among others — to organize the collaborative management of central infrastructures of general interest and to involve all affected and contributing actors fairly and [“by-design”](#). Here, design becomes organizational design, marking the shift from the what to the how of design.



Designing Doubts

Designing is Gardening



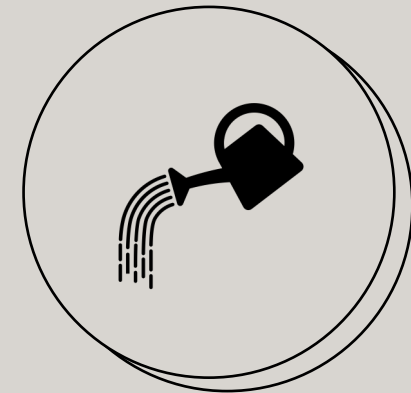
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To design can mean to discover, too. Shifting the role of practitioners and decision makers to that of a curator that carefully selects, promotes, connects, and supports existing solutions from within and without the current context is a promising new skill. Designing then becomes almost a type of gardening that requires careful attentiveness, openness to accepting new or unforeseen connections, and a way of co-living of many diverse ideas on how a system should operate, grow, or faded out.

Especially in crisis situations, it is not easy to keep track of existing substitutes and initiatives within the system you're working in. Again, building infrastructures might help: Designing programs that support the establishment of routines and processes for the regular identification and evaluation of relevant contributions to the bundle of relevant services of general interest is a public and collective asset in and well beyond a crisis.

Vehicles such as the [Prototype Fund](#), for example, are such "sensing devices" into relevant civil society communities and networks, that allow for the curation of desired public innovations from civil society. We wonder: what would a municipal Prototype Fund that seeks to identify civil society projects to guarantee services of general interest look like?

Curate, Nurture, Garden



Curate, Nurture, Garden

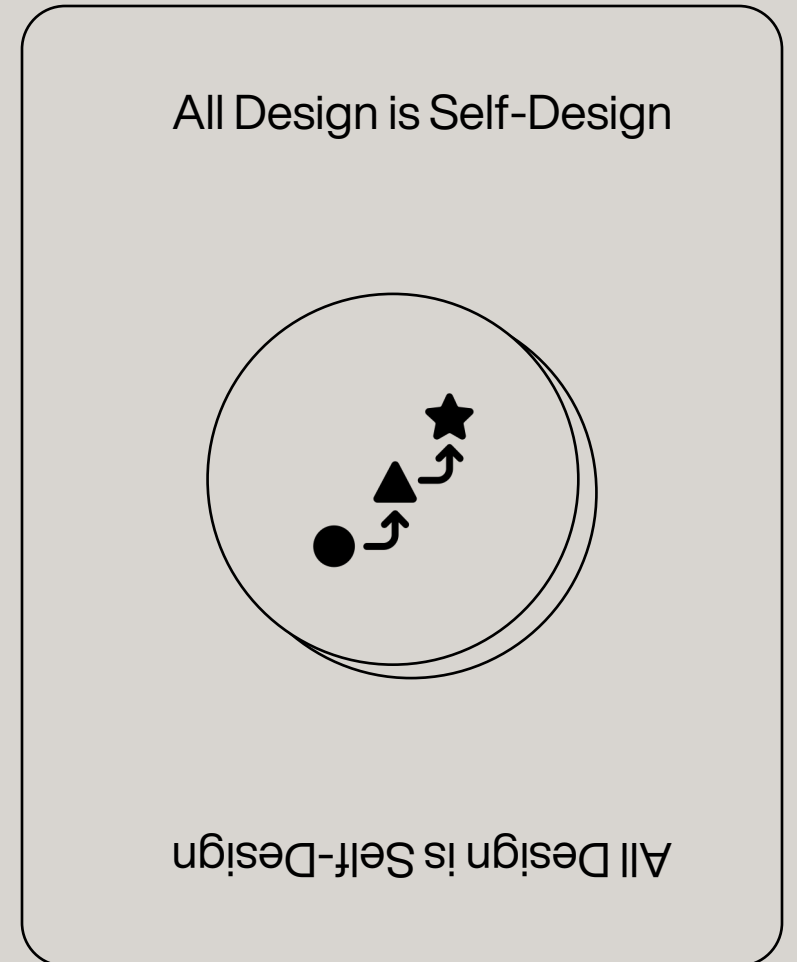
Designing Doubts Learning to Learn



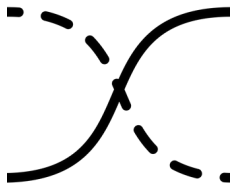
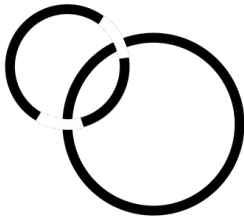
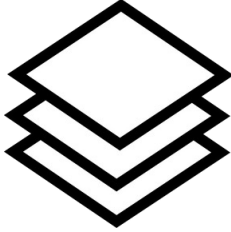
- 1 Beyond Existential Care
- 2 Hybrid Thinking
- 3 **Designing Doubts**

Changing a system that you're part of yourself inevitably leads to changing yourself. Self-Reflexion, learning, and growth should thus be integral parts of any complex design endeavor as it allows to account and make likely the fact that things (including yourself) change. Its a way of designing design that needs to be grasped and fostered as an on-going and permanent, 2nd order reflexion layer .

Especially for public institutions this implies an unconditional mandate for self-transformation: the much-vaunted agile administration™ is not a project for consultants that can be externalized, but rather the core task of a public organization that must find its own specific cultural response to the challenges of our time — and must do so in close cooperation with its citizenry. Maybe even simply [by employing that citizenry internally.](#)



The **Hybrid City Lab** is a public research and strategy studio. We work with cities, companies, and civil society actors to create fair public futures for everyone.

<p>A</p> 	<p>B</p> 	<p>C</p> 
<p>We build provident strategies.</p> <p>We help you formulate clear and robust long-term visions and strategies for fairer cities, organizations and communities, building upon systemic design and foresight methodologies.</p>	<p>We design fair services for the greater good.</p> <p>We help you design digital and analog services that make for fair, inclusive, and regenerative public systems for everyone.</p>	<p>We conduct deep research and analysis.</p> <p>We help you understand the world you're operating in. We conduct explorative research, systems mapping and trend analysis – be it a segment, a city, or an ecosystem.</p>

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