

Perspectives on the Future and Its Current Implications

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The Five Forces of Change

1. Science & Technology

2. Redefined Media Landscape

3. Skeptical & Empowered Consumers

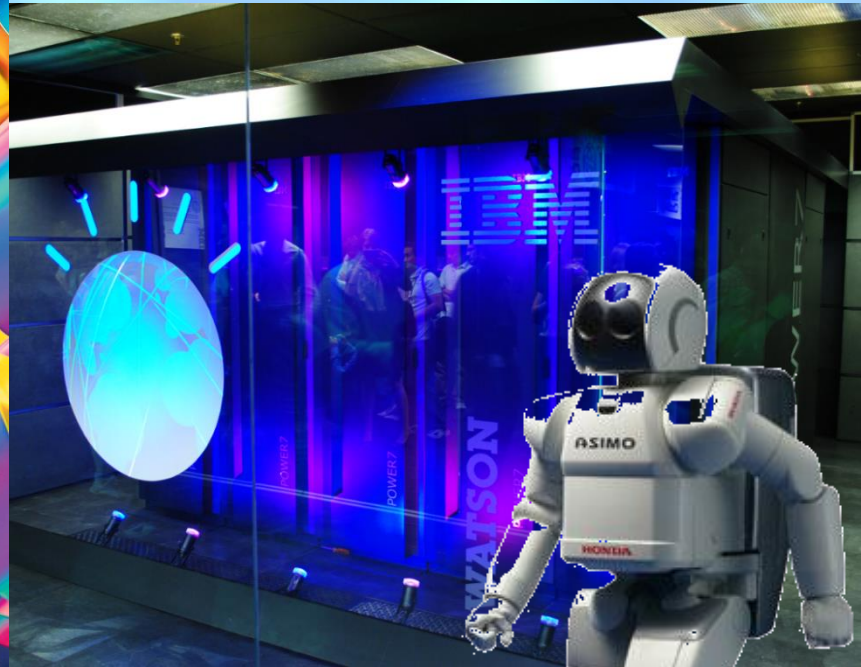
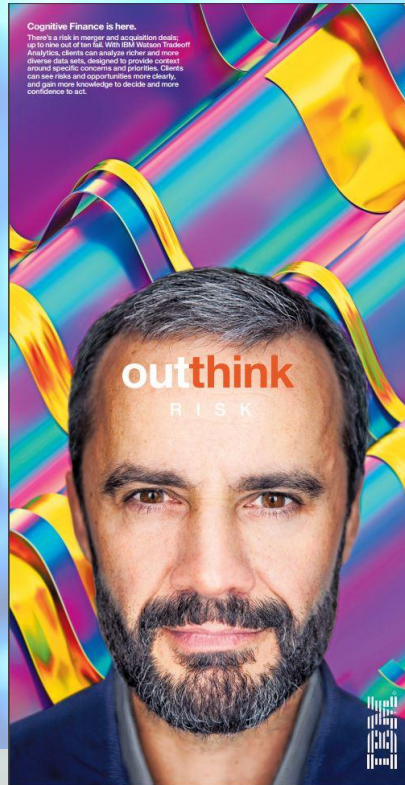
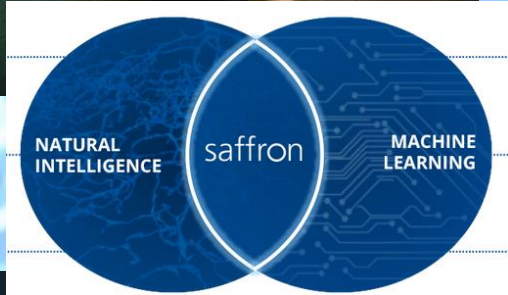
4. Demographic, Cultural, Socio-Economic, Geo-Political and Competitive Environments

5. New Business & Revenue Models



Artificial Intelligence, Cognitive Computing and Robotics...

↙ ↘ **Cognitive Finance is here.** There's risk in merger and acquisition deals; up to nine out of ten fail. With IBM Watson Tradeoff Analytics, clients can analyze richer and more diverse data sets, designed to provide context around specific concerns and priorities. Clients can see risks and opportunities more clearly, and gain more knowledge to decide and more confidence to act.



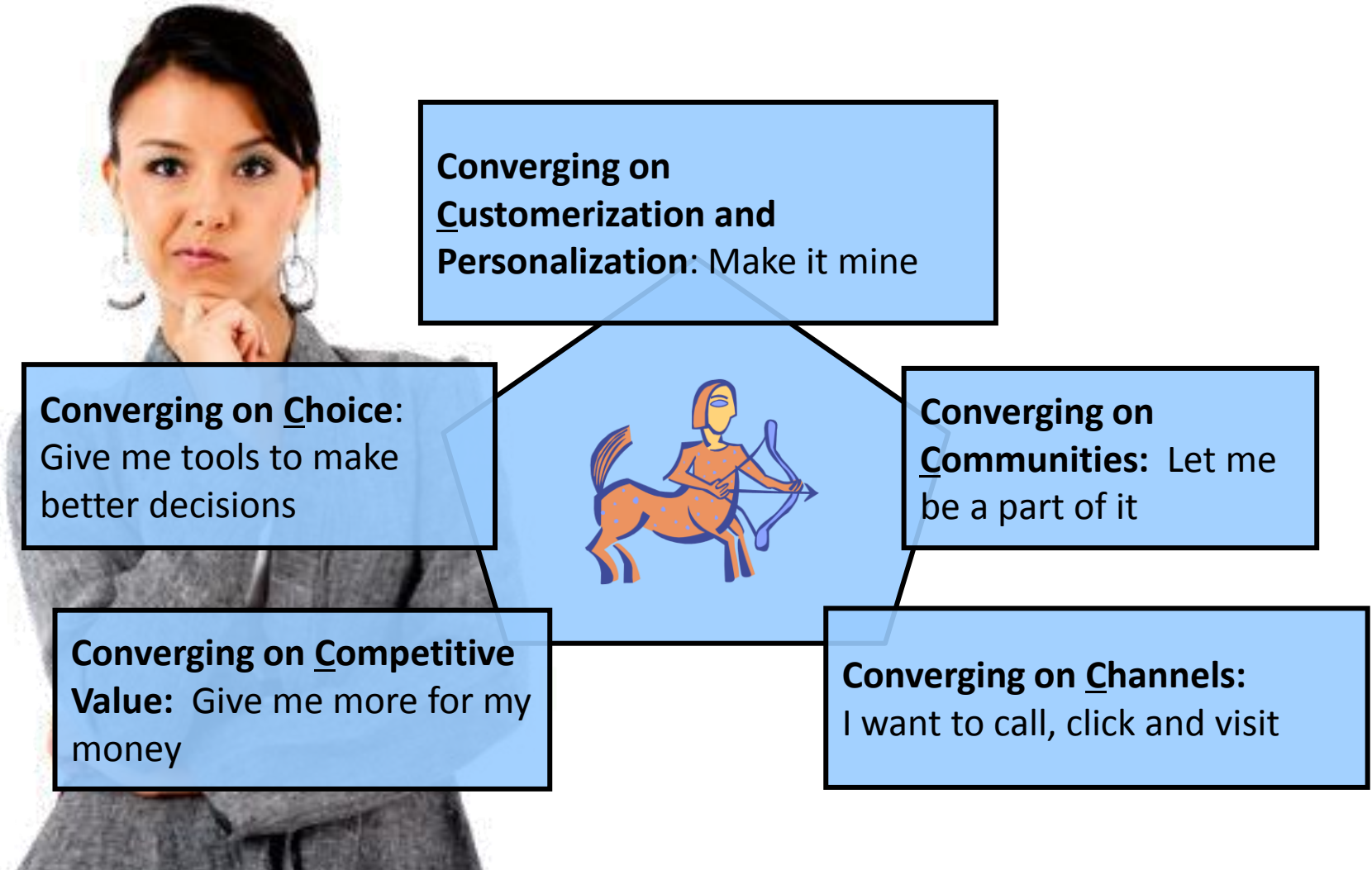
Dark Blue Labs



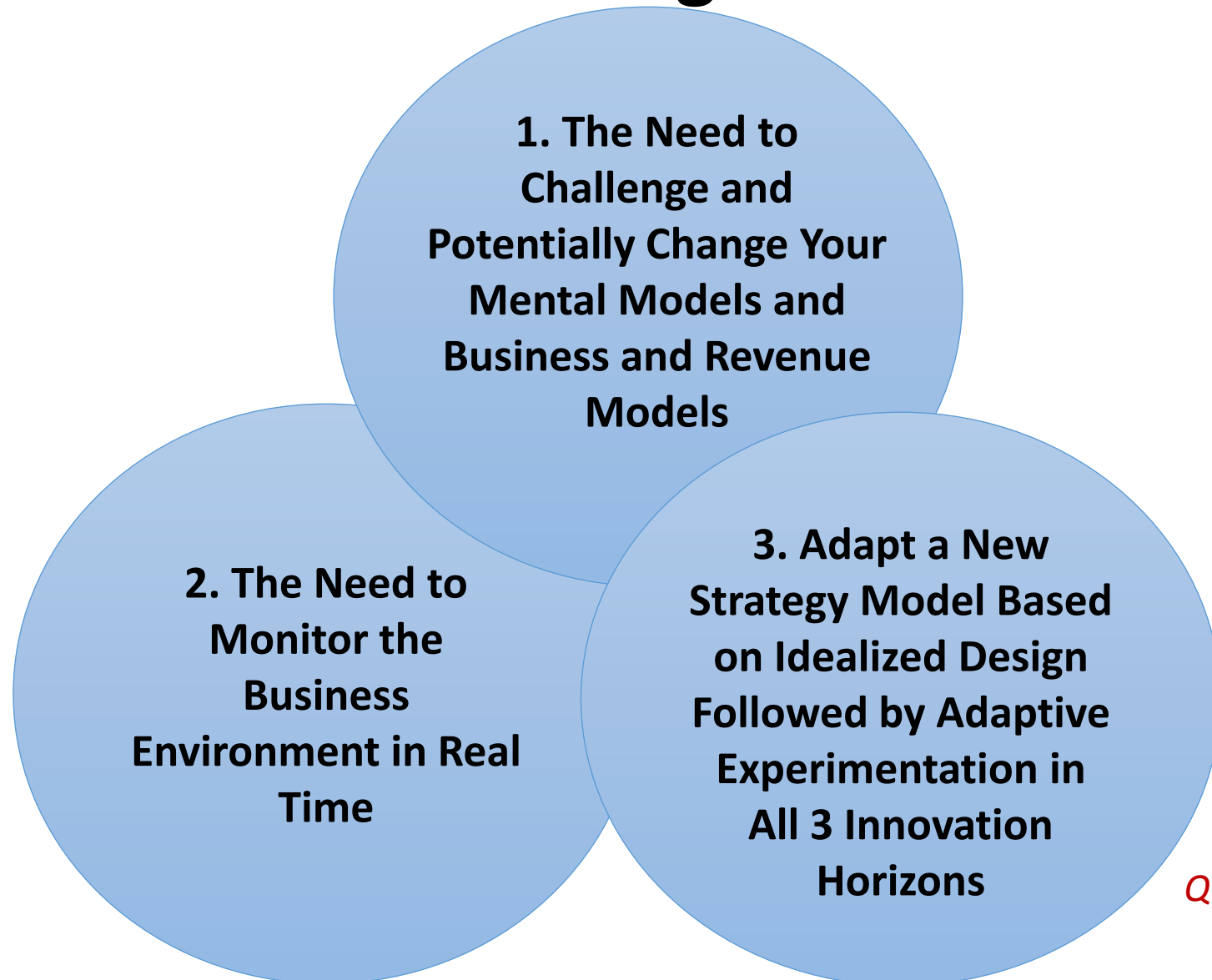
Will newbie associates be replaced by Watson? 35% of law firm leaders can envision it



Consumers are more **skeptical** and **empowered** than ever before.



Current Implications of the Five Forces of Change



Questions?