

# EXPERT OUTLOOK 2016: MOBILE MOMENTS

---

A summary of perspectives outlining what to expect in 2016.

This report explores how VR will change the way we book holidays, why we'll soon be WhatsApping our favourite brands, and how time has become the ultimate luxury.

CANVAS8

# INTRODUCTION

## EXPERT OUTLOOK

### 2016: MOBILE MOMENTS

---



Last year in 'Joined-up Thinking', the 2015 Canvas8 Expert Outlook, we spoke to over 30 experts about how they thought emerging innovations will impact how we live, shop and work. And indeed, as predicted, the smartest brands *have* made the glittering possibilities of new technology feel familiar and everyday – from hailing a cab at the touch of a button to paying for your groceries with the swipe of your wrist.

As a result, people expect speedy and seamless services that fit exactly into their lives as standard. In 2016, the brands that meet and surpass these great expectations will be those that offer an 'ooh moment' – something that surprises and delights even while doing the most mundane of tasks. Whether it's being able to request a refund for a pair of trainers on WhatsApp or splitting a bill with friends on your mobile bank. Successful brands will be those that understand their customers' preferred platforms and can infiltrate their daily routines.

As you leaf through the 36 key trends our experts highlighted, we invite you to visit the [Library](#) and explore each idea in more detail.

We hope you find these insights useful as you plan for the year ahead.

Jo, Sam and the Canvas8 team

“ Smart innovators will be those that understand their customers' preferred platforms and can infiltrate their daily routines.



**Jo Allison**  
Commissioning Editor  
[jo@canvas8.com](mailto:jo@canvas8.com)



**Sam Shaw**  
Head of Insight  
[sam@canvas8.com](mailto:sam@canvas8.com)

#### EXPLORE THE LIBRARY

The Canvas8 Library is an unrivalled resource of 15,000+ articles on global consumer behaviour. It is available exclusively to members at [www.canvas8.com](http://www.canvas8.com)

Please get in touch with [Olly](#), Client Services Director, to learn more.

#### BESPOKE SOLUTIONS

From ethnographic research to strategic planning workshops, we offer a range of solutions tailored to enhance your understanding and inspire creativity.

Please get in touch with [Nick](#), Strategy Director, to learn more.

# THE CANVAS8 EXPERTS

## FOOD & DRINK



### AUTHENTIC EATS

**Stefan Cosser**

Chef director at Food Innovation Solutions (FIS)



### GUILT-FREE FOOD

**Karen Barnes**

Editor of *Delicious*



### NUTRITIONAL NUDGES

**Brian Wansink**

Director of the Food and Brand Lab

## HEALTH & BEAUTY



### BEAUTIFULLY AGED

**Tracey McAlpine**

Founder and editor of *Fighting Fifty*



### LIFESTYLE FIT

**Julie Fredrickson**

Founder of *Stowaway*



### PRETTY PRODUCTS

**Daniela Morosini**

Beauty journalist

## LEISURE



### EXTREME STAYS

**Goof Lukken**

Leisure and tourism trendwatcher



### UPCYCLED LIFESTYLE

**Julie Bonnar**

Editor of *Craft Focus*



### VIRTUAL PASTIMES

**Henry Stuart**

Co-founder of *Visualise*

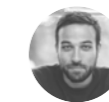
## TECHNOLOGY



### TIME IS MONEY

**Tom Chatfield**

Author, broadcaster and technology theorist



### IDENTITY MARKERS

**Matt Hussey**

Editor-in-chief of *The Next Web*



### THE NON-SHIFT

**Daniel Booth**

Group editor of *Web User* and *Computeractive*

## MEDIA & ENTERTAINMENT



### DREAMS OF STREAMING

**Zack O'Malley Greenburg**

Senior editor at *Forbes*



### INDIE GUYS FINISH LAST

**Barry Hertz**

Film editor for *The Globe and Mail*



### TELLY ADDICTS

**Alan Wolk**

TV industry futurist and analyst

## COMMUNICATIONS



### SOCIALLY DIVERSE

**Mitch Joel**

President of *Twist Image*



### CUSTOMER FIRST

**Tamsin Fox-Davies**

Senior development manager at *Constant Contact*



### PERSONAL SPACE

**Pamela Rutledge**

Director of the *Media Psychology Research Center*

## LUXURY



### DIGITAL STORYTELLING

**Alastair Laidlaw**

Founder and CEO of *Lux Worldwide*



### FINE LIVING

**Alex Cheatle**

Founder and CEO of *Ten Group*



### SEXY SUSTAINABILITY

**Emma Hart**

Creative director at *PUSH PR*

## SHOPPING



### SPEND ANYWHERE

**James Dion**

Retail consultant and founder of *Dionco Inc.*



### PEOPLE PARTICIPATION

**Paul West**

Strategy director at *Dalziel & Pow*



### SMALL AND MIGHTY

**Graham Soult**

Owner of *CannyInsights.com*

## MONEY



### CONTEXTUAL WALLETS

**Chris Skinner**

Chairman of the *The Financial Services Club*



### ZERO EFFORT

**Jonathan McMillan**

Pseudonym of our industry insider



### SHARED LEDGERS

**Duena Blomstrom**

Fintech and digital experience specialist

## HOME



### URBAN RETIREES

**Alex Ely**

Founder of architecture practice *Mæ*



### UNCERTAIN TIMES

**Philip N. Cohen**

Sociologist and demographer



### HOME COMFORTS

**Emma J. Page**

Commissioning editor at *25 Beautiful Homes*

## GETTING AROUND



### HANDS FREE

**Dr. Ryan Chin**

Managing director of *City Science* at *MIT Media Lab*



### SHARING THE ROAD

**Michael Kodransky**

Global research manager at the *ITDP*



### DATA DRIVEN

**Dr. Oded Cats**

Assistant professor at *Delft University of Technology*

## CITIZENSHIP



### CIVIC SENSIBILITIES

**Andy Thornton**

CEO of the *Citizenship Foundation*



### MASS PARTICIPATION

**Tomas Diez**

Urbanist and co-founder of *Smart Citizen*



### OUTSIDE INFLUENCE

**Jonathan Simmons**

CEO at *Zone*

# FOOD & DRINK OUTLOOK

With the growing popularity of street food, the likes of pig blood cake or trotter nugget are no longer so intimidating. Our obsession with 'fat is good, sugar is bad' will continue, and will be reflected in growing sales of avocados, courgettes and brassica vegetables.



Street food is always on the menu in 2016 (Kabuto Noodles, 2014)

“ The message that’s being given to young people is that they should feel guilty about food. But the problem is we’re all confused about which foods to feel guilty about

Karen Barnes



## AUTHENTIC EATS

**Stefan Cosser** is the chef director at Food Innovation Solutions (FIS)

The popularity of street food has led people to want authentic experiences. Regionality comes under this ‘authenticity’ trend. Whether it’s Mexican or Chinese, people want to experience local flavours that you can’t get anywhere else. Typically when people talk about Chinese food, it’s crispy chili beef, but in reality it’s much more than that. The Sichuan region has very spicy food and if you look at the far west, they’re making kebabs more akin to Middle Eastern food.

There are lots of restaurants introducing regional cuisine we haven’t seen before in London. Bao sells Taiwanese steamed buns, Nanban does Japanese comfort food and Black Axe Mangal is a Turkish restaurant selling kebabs in a very different way.

Casual dining has been going on for a few years, but next year restaurants will get more informal. People are comfortable eating at communal tables with all different types of people, so restaurants are opening with them and breaking down barriers. There are no rules for what or how restaurants should serve food anymore.



People want to eat local and authentic dishes (Bao, 2015)



## GUILT-FREE FOOD

**Karen Barnes** is the editor of *Delicious*

Making food ‘good’ and ‘bad’ is a trend – and it’s a trend I don’t like. I’ve seen so many books in the past six months that have the words ‘guilt-free’ in the title. The message that’s being given to young people (to all of us, actually) is that they should feel guilty about food. But the problem is we’re all confused about which foods to feel guilty about. No food should be demonised – as long as it hasn’t been packed full of artificial additives. Moderation is the way forward, rather than banning entire food groups.

I have sympathy for businesses trying to produce good quality mass market food. For years the obsession has been on eating less fat, so manufacturers were loading in sugar and salt to balance the flavours. Now fat is okay again, and the new focus is on cutting down sugar and salt. The man or woman on the street is not sure what they’re supposed to eat. People of a certain age have grown up being told eating too much butter is bad for your heart and to use margarine instead. It’s hard to get that out of your psyche when you go food shopping.



## NUTRITIONAL NUDGES

**Brian Wansink** is the author of *Slim by Design: Mindless Eating Solutions for Everyday Life*

In 2016 people will give up on the idea that they can become slim by willpower. People are going to embrace the idea that there are a lot of small changes that they can make to become ‘slim by design’.

People will start to change their houses so they eat a bit more fruit and a little less chocolate. They’ll replace the cookie dish with a fruit bowl, or put all their snacks in one cupboard instead of keeping them in five different cupboards. Cafeterias will be set up so they guide people to pick up a salad instead of fish and chips.

Parents who add a vegetable to dinner – frozen, canned or fresh – are rated by their family as more thoughtful. Birds Eye is going to be making leaps in 2016 by emphasising to parents ‘don’t serve vegetables because they are healthy, serve them for selfish reasons. They’re going to make you look like a better cook, but also they’re going to make your kids think you love them more’.

# HEALTH & BEAUTY OUTLOOK

Will older women be rightfully represented in the beauty world in 2016? Or will social media 'it girls' continue to take centre stage? As life gets more hectic, beauty brands that offer the best solution will be the ones that people carry in their handbags.



How will beauty ideals transform in 2016?  
(Aldo van Zeeland, 2014)

“ People aren't looking for a cure; ageing is not a disease. Ageing is a process we all have to go through, and we all just want to go through it looking and feeling the best we can

Tracey McAlpine



## BEAUTIFULLY AGED

Tracey McAlpine is the founder and editor of Fighting Fifty

The beauty industry is just waking up to the fact that they don't market well to older people. Brands should talk about how they can keep us looking and feeling healthy. People aren't looking for a cure; ageing isn't a disease. SpaceNK did a brilliant campaign where it used models with a 30-year age difference. Whether you're in your 30s or 60s, the brand's got products for you.

The fitness industry is also tailored towards 20-year-olds. Sports clothing manufacturers don't want to be associated with older people, but seniors are wearing sportswear. They're spending a lot of money on trainers because they're so comfy to walk in. Nike or Adidas could easily have a range that targets this demographic in a cool way.

The Abnormal Beauty Company is an exciting brand. It has a range of really targeted products under its Deciem label, which are completely unisex. The beauty industry often forgets how many men want to have great skin. Men are spending money, but they're doing it in a subtle way.



## LIFESTYLE FIT

Julie Fredrickson is the founder of Stowaway

There's going to be a lot more focus on lifestyle fits in 2016. Luxury is increasingly about time and not over-indulgent packaging or other traditional signifiers. As a result, more brands are asking what kind of treatments are most effective? How can its cosmetics fit into your daily routine? It's not about how much you spend, it's about how much time you get back.

I'm interested to see where the sampling box battle goes considering that Birchbox is increasingly losing ground to Ipsy. Everyone loves free make-up and it's always a delight to get something in the mail, but I think it actually shows more about modern lifestyle trends. People prefer something that fits into their purse and makes them mobile.

We're seeing some original players in the space of convenience. Stiks Cosmetiks is interesting; it creates portable lipsticks that can be applied with one hand in under five seconds. This idea of products designed to go with you is circulating across all different types of brands.



Giving nail varnish a luxury edge  
(Smith and Cult, 2015)



## PRETTY PRODUCTS

Daniela Morosini is a beauty writer

Thanks to people posting 'shelfies' on Instagram – pictures of bathroom shelves, cabinets or dressing tables – products themselves are increasingly in the limelight. Even though having a product in jar isn't good for its longevity, people love it because it looks luxurious. Smith and Cult is an American brand giving nails a luxury edge. It's made the bottles beautiful to look at. They're real statement pieces.

As well as shelfies, selfies aren't going anywhere. People are going to be wearing more make-up to ensure they're camera-ready, but they want zero traceability of it. 'It girls' on social media are going to be more influential. Highlighters (used for strobing) were the biggest selling product of 2015, and that's come from these influencers.

Online shopping for beauty is going to change. At the moment, people like to see the quality of products and experience the smell and overall feel. My Beauty Matches might change that. It asks customers to fill in a questionnaire about preferences and skin type. It connects consumers with products without going in-store.

# LEISURE OUTLOOK

In 2016 accommodation will go extreme. People will go 'bamping' in the wilderness one month and stay in a hot-air-balloon-themed-room the next. And while VR is set to change how we experience live music, traditional crafts will become increasingly popular.



Virtual reality is set to change the way we spend our leisure time (Heinrich-Böll-Stiftung, 2015)

“ People want to create a story to share on social media, even if they're only going on a short trip

Goof Lukken



## EXTREME STAYS

Goof Lukken is the founder of Vrijetijdskenis

There will be more extremes in the leisure industry in 2016. You have 'glamping' on one side, and 'bamping' on the other. This is the most basic camping, really wild and in nature.

People are looking for unique accommodations, such as sleeping in a train, a rescue boat, or in a hot air balloon-themed room. People want to create a story to share on social media, even if they're only going on a short trip. A more personalised experience is one of the biggest drivers in travel. It's why people are interested in where locals are going. Peers online are way more influential than travel guides like Lonely Planet or Michelin.

Experiences are increasingly about learning too. If you go to sleep in one of the castles in France, for instance, then your children might learn a lot about the history of the country. There's still a market for a simple stay at a holiday home or campsite. For the future of these parks, having a good price will be all-important.



## UPCYCLED LIFESTYLE

Julie Bonnar is the editor of *Craft Focus*

People's perception of crafting is changing. Because everyone is so busy and everything's moving quickly, they enjoy being able to do a craft and unwind and relax.

Consumers don't want mass produced, they want handmade. The upcycling and DIY movement continues to pick up momentum. TV shows have really clocked onto this love of craft. *The Great British Sewing Bee*, *The Great British Bake Off*, and now we've got *The Great Pottery Throw Down*. Those sorts of shows are encouraging the market to grow. Manufacturers, suppliers and distributors all have to develop products that react to the changes much more quickly. They're producing chalky paints and spray paints for upcycling furniture.

Customising your home is seen as a part of modern living. There is a crossover between crafting and DIY; knitting, painting and sewing can all be incorporated into our homes. In 2016, handmade weddings will continue to be popular. It's not because people want a cheap wedding, it's about making a lifestyle statement.



TV producers have clocked on to our love of craft (*Great Pottery Throw Down*, 2015)



## VIRTUAL PASTIMES

Henry Stuart is the co-founder and CEO of Visualise

In 2016 VR is going to allow you to have the most crazy experiences in games that are far wilder than real life, and play with toys that are more amazing than anything that you could ever afford. You're not going to need to buy anything real for your kids in the future. Why would you buy them a Scalextric track when they can drive a real Formula 1 car?

Once that gaming revolution happens it's going to pave the way for other industries. Because streaming services have eroded traditional channels of funding, live gigs and touring have become a lot more important for the music industry. What better way to finish off a tour by recording the last gig in VR. Anyone with a VR ticket will have the best seat in the house; they'll be on the stage or next to the drummer.

VR will also impact the travel sector. You could be sat on your sofa at home with your VR headset on, and check out some holiday destinations. You can pass it to your partner and say 'what about Morocco? Look at this, the beaches look stunning!'

# ENVIRONMENTAL AGENDA

---

Major events and themes impacting the environment in 2016

# 1

---

## Climate deal

Though 196 countries have now signed a historic climate change agreement to keep global warming below 2°C, when will the biggest polluters start overhauling their economies to meet the target?

Ref: The Guardian

# 2

---

## Poaching

Elephants in countries across Africa are under siege from terror groups using ivory to finance their operations. But the challenge remains – how to tackle a booming Chinese middle class with an insatiable taste for ivory?

Ref: National Geographic

# 3

---

## Clean cars

Diesel cars were supposedly better for the environment, but the VW scandal dealt a blow to their image. With Ford announcing plans to introduce 13 electric cars in the next five years, could 2016 see greater emphasis on clean and green vehicles?

Ref: BBC

# 4

---

## Dangerous weather

With wildfires, droughts and flooding around the world last year and 2016 set to be the hottest year on record, we can expect to see more extreme weather situations, with the amount of fresh water available becoming a critical issue.

Ref: The Economist

# 5

---

## Sea plastic

Plastic pollution in the sea has been under the radar for some time as an issue, but it is gaining traction as a serious threat. With Obama's banning of plastic microbeads in January 2016, it's now getting global attention.

Ref: CNN

# TECHNOLOGY OUTLOOK

As people warm to the smart home, tech will become more beautiful. The biggest shifts in the devices we use will be subtle; improvements on the ones we already use. As expectations become greater, people will place higher value on convenience.



What can explain the creeping success of Windows 10? (Microsoft, 2015)

“ People are willing to pay money to save time – to not see ads, to be on the premium version, to have a fast connection

Tom Chatfield



## TIME IS MONEY

Tom Chatfield is a technology theorist

People are growing intolerant of anything that wastes their time. If something isn't fully responsive, or doesn't serve up relevant information rapidly, it's disregarded.

Brands are increasingly required to help people cut through the noise. A lot of growing digital brands are just well-defined niches in the communication space – Snapchat, Instagram, platforms like that. They help people have a less noisy environment; less junk information, less junk time. People's time and attention have always been scarce resources, but the move towards qualitative measures of attention is a big deal. People are interested in the quality of time they're spending on services.

People are willing to pay money to save time – to not see ads, to be on the premium version, to have a fast connection. They're pricing their time more realistically. It's a terrible mistake for brands to underprice people's time. Even wasting a second of someone's time can be fatal in trying to build a relationship with people.



## IDENTITY MARKERS

Matt Hussey is the editor-in-chief of The Next Web

If people are spending big money on technology for the home, they want it to fit in seamlessly. Look at Sonos technology. Speakers for the home are now lovely to look at. We've seen the same thing from Swedish brand Libratone.

Whenever a new consumer market opens, the first player in the space tends to be quite utilitarian. Then, as more consumers fill the market, products grow more expensive, more aesthetically considered. It's about allowing consumers to distinguish themselves in the space.

Technology is an established part of life and the way we express our identities. The MacBook was designed for video editing, but the amount of MacBook users who use them for that purpose is tiny. Above functionality, it's about how it makes you feel, how it makes other people see you. There's more room for luxury technology brands. This applies to wearables, too. It's why we've seen Apple collaborate with Hermès, while fashion manufacturers add watch straps and laptop cases to their accessories lines.



People use technology to express themselves (Libratone, 2015)



## THE NON-SHIFT

Daniel Booth is editor of Web User and Computeractive

The biggest shift in 2016 will be a non-shift. People will continue to be seduced by new technology next year. The most interesting new technology, which actually isn't that exciting or sexy for a lot of people, is Windows 10. Its uptake is more interesting than any 3D tech, any wearable, or any flying drones.

There hasn't been a ground-breaking device launch since the iPad. Whether there'll be something like that again soon, let's wait and see. But Google Glass? Smart watches? They're nowhere near it. They don't have that universality.

The resistance stems from the fact people don't need them. When people use phones and tablets they don't think of it as futuristic tech – they're just using something that seamlessly integrates into their life. But a smart watch doesn't currently provide any indispensable service. People like to get excited about things like Google Glass or the Apple Watch, but we're more likely to see better phones, better computers and better tablets.



# MEDIA & ENTERTAINMENT OUTLOOK

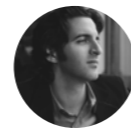
Streaming is the present and future of music; what remains to be seen is which services will survive. On-demand viewing will see TV consumed in the same way books are, while the cinema will continue to be dominated by Blockbusters.



Music streaming has reached a turning point (Philips Communications, 2015)

“ There’s no doubt that streaming is the present and future of the music industry, but what remains to be seen is which services are going to win out and how many the industry can actually support

Zack O'Malley Greenburg



## DREAMS OF STREAMING

Zack O'Malley Greenburg is a senior editor at *Forbes*

We're going to start to see some clarity around the streaming situation. There's no doubt that streaming is the present and future of the music industry, but what remains to be seen is which services are going to win out and how many the industry can actually support.

Earlier in the year we saw Pandora buy out Rdio and acquire a ticketing company, too. There are a lot of these interesting partnerships happening and we'll see a lot more of them. Ultimately, I'd be more likely to bet on the big players sticking it out and finding ways to integrate other aspects of music into their existing platforms.

The funny part is that it's not about the service or the quality or the user experience. There's tremendous inertia; people don't want to stop doing what they're already doing. It's annoying cancelling subscriptions and re-subscribing. That's a deterrent and it keeps people where they are.



## INDIE GUYS FINISH LAST

Barry Hertz is the film editor for *The Globe and Mail*

There's been a shift towards more franchises and branded properties in cinema. Marvel has built shared universes in recent years and we'll see other studios do the same, like what Disney's doing with Star Wars. Audiences are interested in recognisable properties and names, and less interested in seeing a movie for the actor or director.

It's a more perilous situation for indie studios. Part of the success of blockbusters is based on the fact people want to see them on as large a screen as possible with the best presentation. Audiences will happily discover and watch smaller dramas on their home entertainment systems.

A lot of the movies launched in the cinema are geared towards younger audiences. It's still considered a domain of young people. It's also because family friendly films are still a huge industry. Children's films make a ton of money; *Minions* broke all kinds of records, even though reviews were poor. But it was two hours of supervised entertainment for families – that's a service Hollywood can provide and it's very profitable.



## TELLY ADDICTS

Alan Wolk is a TV industry futurist and analyst

Networks hadn't previously pushed for digital viewing, because any time someone watched something digitally, it didn't get counted in the ratings; they were going down and they'd make less money. Now that Nielsen's measuring digital views, that'll change.

Networks are also more open to the fact that the more places they give people access to content, the higher the ratings will go. In turn, time-shifted viewing will continue to grow. People are watching things on their own schedules and taking more control of their viewing situations. They'll start seeing television more how they see other mediums like film or books, where it's something you consume at your own pace on your own schedule.

It's viewing on as many devices and platforms as you like. You don't have to be at home anymore, although there's still a greater desire to watch TV at home. You see more snackable content on mobile devices than on big screen TVs, while tablets are going both ways. For a lot of people, tablets have replaced a bedroom television, so some long-form is being watched on tablets.

# COMMUNICATIONS OUTLOOK

2016 will see messaging take over from social media as brands seek ways to make their communications fun. If a brand wants an audience to step away from their iPhone to interact with their message, it needs to be entertaining.



“ There’s a big psychological shift between how you perceive the TV on your wall and your phone. When you violate someone’s personal space without their permission, you create ill will

Pamela Rutledge



## SOCIALLY DIVERSE

Mitch Joel is the president of Twist Image

The more people that we’re connected with doesn’t equal more diversity. We may have a lot of friends on Facebook, but we’re mostly friends with people similar to us, so our newsfeeds only give us a narrow view of society. Unfortunately, as we’ve become more connected on these platforms, we’ve become more short-sighted.

The macro shift, for me, will be in messaging. Messaging apps are bigger than social networks at this point, and they’re going to have built-in functionality that will mean people don’t need to keep such a public presence. They’ll still post things to Facebook and Instagram, but all the communications that we have will probably take place in these more private apps – things like WhatsApp and Facebook Messenger.

We’re seeing more platforms, more ways to communicate, more ways to share. If you look at things like Periscope or Snapchat, they’re ‘impermanent networks’ where people have these conversations and there’s no archive structure.



## CUSTOMER FIRST

Tamsin Fox-Davies is the senior development manager at Constant Contact UK

The way brands are communicating with their customers will get more sophisticated. Not so much in their technology – although that is more complex as well – but the messaging is getting better. Brands have come to understand that if they want an audience to step away from what they’re doing and interact with a message, it needs to be fun.

Brands are increasingly interested in user generated content. When new restaurant Dirty Bones brings the bill it comes tucked into a little notebook. It’s like a guest book and people write messages. This gives the restaurant material that it can use for social content. The idea of listening to customers and asking what they think is brilliant.

We’re going to see brands thinking more about multichannel communication. Brands are starting to understand that consumers see social media as a customer service route; they’ll leap online if they have a bug bear with a brand. It makes no difference to the consumer whether they’re texting a company, calling them, emailing them, or walking into a shop.



## PERSONAL SPACE

Pamela Rutledge is the director of the Media Psychology Research Center

We’re not going to get rid of TVs, but a lot of brands are communicating with customers through mobiles and tablets instead. There’s a big psychological shift between how you perceive the TV on your wall and your phone in terms of personal space. If you violate someone’s personal space without their permission, you create ill will.

People trust other people 80% of the time and they trust brands 14% of the time. If you’re a brand and you’re violating personal space, then you’ve moved yourself into not just untrusted territory, but the ill will bucket too. This is going to be a real challenge for brands looking to connect with consumers. Native and Facebook ads are just annoying, so brands need to create value and be invited in.

The appeal of YouTube celebrities and influencers is that they appear like normal people, but there’s going to be a tipping point as people start to realise how much money these people are making. At what point do real people turn into professionals? Brands need honest influencers, and that means they have to produce decent products.

# ECONOMIC AGENDA

---

Major events and themes impacting the economy in 2016

# 1

---

## Housing crisis

From London to New York, Gen Yers are being priced out of big cities as affordable housing becomes scarce, forcing this generation to consider their options. Will they move further afield or squeeze into ever smaller city apartments?

Ref: The Guardian/BBC

# 2

---

## China deteriorating

With the first dip in its economy since the financial crisis, the world's appetite for Chinese goods isn't growing at the same pace anymore. If the world's most promising economies decelerate in 2016, the implications could be huge.

Ref: Bloomberg Business/WSJ

# 3

---

## Falling oil prices

A drop in oil prices is great news if you're a driver, but when it comes to the secondary impacts it's a very different story. The result? It could mean cost cuts, job losses and major disruptions in the oil industry.

Ref: Fortune

# 4

---

## Job automation

The Bank of England warns that 15 million jobs in the UK are at risk of automation over the next two decades, with 80 million at risk in the US. But is it as bleak as it sounds, or will automation create new job opportunities?

Ref: The Telegraph

# 5

---

## Blockchains

Blockchain – the technology behind Bitcoin – has been spotlighted by vocal elements of the cryptocurrency community and was even explored in a Goldman Sachs report about emerging technology. Could it redefine monetary transactions?

Ref: The Economist

# LUXURY OUTLOOK

In 2016 luxury brands will embrace digital as a way of deepening their connection with consumers. China's luxury tourists will join the move from product to experience, and sustainability and kindness are set to become truly luxurious values.



Luxury experiences come with far more bragging rights attached (Burberry, 2015)

“ There are a growing number of wealthy people who aren't that interested in luxury products; they're just not interested in showing off that way

Alex Cheatle



## DIGITAL STORYTELLING

Alastair Laidlaw is founder and CEO of Lux Worldwide

Luxury isn't about how expensive a product is, it's about how it's perceived. Rarity, quality, and craftsmanship are just some of the values that contribute to desirability. Without an understanding of why a utilitarian product such as a watch can command a premium price, it's simply an expensive commodity. Digital can bridge this gap, bringing brands and consumers together in an interactive, immersive way. It has the potential to be second only to seeing in person how a product is made.

Expect to see brands invest even more heavily in video, animation, 360° macroscopic photography, augmented reality and mobile apps. Advertising will shift more rapidly from traditional platforms to existing and emerging digital platforms. And seismic shifts lie ahead in the way people discover, research and purchase luxury goods.

Luxury brands weren't quick off the mark with digital, but there's now a consensus that the future of luxury is online. The question isn't if luxury brands go digital, but how quickly they embrace, invest and differentiate themselves.



## FINE LIVING

Alex Cheatle is founder and CEO of Ten Group

What impresses your peers if you're wealthy and some of your peer group aren't is products. What impresses them if you're wealthy and they are too is experiences. Increasingly, at the top-end, there are a growing number of wealthy people who aren't that interested in luxury products, people who just don't wear a watch or own a top brand car. They're simply not interested in showing off that way – those who are are often in their 60s and beyond. To grow out of showing off is the norm, but you never grow out of appreciating luxury experiences.

The coming year will see an increased focus on luxury services. We've already seen that growth happening in the developed world. Americans and Europeans are the big spenders on luxury experiences, including fine dining, luxury travel, live entertainment or, for instance, paying upwards of £3,000 to see a Wimbledon semi-final. But Asian economies – particularly China – are catching up very quickly and when this behavioural shift takes hold the impact will be considerable.



Sustainability is about more than hemp and hippies (Eileen Fisher, 2015)



## SEXY SUSTAINABILITY

Emma Hart is the creative director at PUSH PR

A huge area of luxury development this year is sustainability. Ten years ago, 'ethical' was hemp and yoghurt, but today it's very much for the luxury market. People want to know the provenance of the products they buy.

There's an incredible brand called Eileen Fisher, which plans to be 100% sustainable by 2020. Not only are all of its products an investment in this vision, but its customers are very much a part of it; they are included in its think tanks and roundtables. That's really powerful and part of the brand's passion for core human values. This is a tone we're seeing more leaders and brands adopt. Look at Ariana Huffington, who says the biggest business investment you can make is in people. I think that's very much what luxury is moving into. It's cool to be kind.

It's part of luxury's move away from instant gratification. In fashion, for instance, neutral pieces that give foundation to people's wardrobes continue to grow in popularity, rather than more garish pieces. Today's luxury – and associated values – is built to last.

# SHOPPING OUTLOOK

2016 will be about engaging experiences, with brands increasingly becoming cultural hubs. Retailers will scramble to make the most of mobile, while changing consumer attitudes will help the growth of independent retailers on the UK high street.



Shopping in store is still more engaging than browsing online (Mark Kidsley, 2014)

“ Shopping used to be a separate event in our lives, but it's now been woven into the fabric of our lives. It can be on the bus, it can be done on the subway, it can be done at a funeral – anywhere

James Dion



## SPEND ANYWHERE

James Dion is a retail consultant and founder of Dionco Inc

Mobile has arguably wormed its way into consumers' lives far more than any other technology in the history of shopping. But having said that, we don't know the kind of impact it is going to have. We know that people are obsessed with their phones; 24% of Americans have admitted to making a purchase on the toilet, while 2% have admitted to doing it at a funeral.

Human beings who are literally addicted to their mobile devices are really fascinating for retailers, who are just beginning to recognise this and get to grips with things like 'how do I get into that customer's life and how can I do it without being disruptive?' If you irritate them, you can break that addiction.

Shopping used to be a separate event in our lives, but for most consumers it's now been woven into the fabric of our lives. It can be on the bus, it can be done on the subway, it can be done at a funeral – anywhere.



## PEOPLE PARTICIPATION

Paul West is strategy director at Dalziel & Pow, a brand and retail design consultancy

Retail is being shaped by customers more than ever before. Customer participation with brands is extremely important. Muji is doing some interesting things with its Idea Park, a forum for customers to give feedback and suggestions.

There will be a greater commitment to engaging experiences. People expect more. It's not just about price sensitivity or convenience, it's about increased engagement and more memorable experiences. Nike's 45 Grand gym, for example, is great at building customer advocacy. It's a retail space but it's also used for entertainment and leisure, promoting products by getting people to take part.

This is particularly true for Gen Z. Retail takes a different role in their lives, becoming cultural hubs. Retail is about building relationships and driving traffic online, or creating awareness of campaigns, or getting customers to share their in-store experience online with peers. Because of the link with online and social media, the brand space is a lot more commercially viable and relevant to people.



Brands like Nike are building customer advocacy by getting people to participate (Nike, 2014)



## SMALL AND MIGHTY

Graham Sout is a retail consultant and owner of CannyInsights.com

The high street looks healthier than it did a few years ago. We've seen far fewer retail collapses and some exciting retailers opening up. But importantly, independent stores are coming through who are really marketing savvy and are able to look at how retail is changing.

There'll be a move away from wanting to buy everything from big name stores. That's partly why you have this anti-Tesco backlash; people don't like it if a retailer gets too dominant. There will be a demand for products that have a story to tell and if you buy it, you can know you're helping a real person.

Big box stores are having to adapt in response to how people are shopping. Ikea is thinking about taking over part of the current BHS base in Oxford Street, focusing on click and collect right in the heart of Britain's biggest retail thoroughfare. Having these retailers, who traditionally haven't been part of a town centre, will be interesting.

# MONEY OUTLOOK

Heard of the blockchain? You will in 2016, although its true impact will take longer to materialise. In the short term, expect growth in fresh, new digital banks, faster and smaller payments, and enhanced expectations among everyday consumers.



“ People will want their banks to match or better what smaller, digital ones can offer. If they don't, they might switch

Chris Skinner



## CONTEXTUAL WALLETS

**Chris Skinner** is the chairman of the The Financial Services Club and owner of banking consultancy Balatro

While we have Samsung Pay, Android Pay, Apple Pay and Chase Pay among others, businesses haven't realised the mobile wallet's capabilities. In 2016, they will mature into contextual services incorporating advice, sales and marketing at point of sale. But to have services like discount vouchers pop up as you walk past a store means having both the data to know consumer preferences and also their permission – contextual and consensual.

Another key theme will be expectation enhancement. Apple Pay's integration of the Apple Watch and its contactless capability shows how convenience will drive consumer behaviour. We'll see Atom and Tandem launch next year – two digital banks – while Starling and others bubble away, putting pressure on traditional banks. People will want their banks to match or better what smaller, digital ones can offer. If they don't, they might switch.



## ZERO EFFORT

**Jonathan McMillan** is the pseudonym of our industry insider who authored *The End of Banking*

Whether payments, loans, or investing, consumers are unwilling to spend time and effort on financial activities. And as people try services like Apple Pay, Venmo or Zopa – seeing how little effort is required – they will demand it from their banks.

Services like PayPal and Apple Pay will see expectations for frictionless payments grow. This will lead to one-click micropayments, so a Facebook Like could contribute \$0.20 – something interesting for media, fundraising and any low-level transactions.

The most exciting innovation this year was the blockchain and shared technology ledger. It probably won't happen in 2016, but this could be truly disruptive in terms of bringing down transaction costs below 2.5%.



## SHARED LEDGERS

**Duena Blomstrom** is a fintech and digital experience specialist at Duena Blomstrom Consulting

In 2016, customers will no longer tolerate shortcomings in mobile and internet banking as challenger banks and fresh new user experiences start to reshape expectations. This new battle for consumer relationships will not rest on the ability to just offer more on a savings product. Banks will have to step up.

The rise of robot advisory, AI, and big data storage and processing were all very important in 2015, but the year was defined by blockchain. The industry finally began to understand what distributed ledger technology is and the promise it holds for innovation. Understanding and imagining the right usage cases is a complex job and will take time, but most banks have begun processes already. For an industry famed for being slow, we've been particularly agile at exploring this trend.

# POLITICAL AGENDA

---

Major events and themes impacting politics in 2016

# 1

---

## US Election

With every fresh controversy, Donald Trump edges closer to becoming the Republican presidential nominee. And while Hillary Clinton might seem like a safe bet, Trump's outlandish style has set the tone for the 2016 election.

Ref: The Guardian

# 2

---

## Brexit

UK Prime Minister David Cameron has promised to renegotiate the country's terms with the EU before the in-out referendum by the end of 2017. So the next 12 months will reveal whether the British public prefer isolation or more closely integrating with Europe.

Ref: BBC

# 3

---

## Populist right

From Donald Trump in the US to Marine Le Pen in France and Hungary's prime minister Viktor Orban, far right populists are feeding on the fear that governments cannot keep their citizens safe. Will populists be able to build on their gains in 2016?

Ref: The Economist

# 4

---

## Border force

The Syrian refugee crisis has called into question the very notion of the European Union. Where countries once tore down borders, barbed wire fences are now being erected – and it's dealt a blow to the idea of European togetherness.

Ref: BBC

# 5

---

## ISIS

With French President François Hollande describing the ISIS attack on Paris as an 'act of war' and the UK joining the US in offensive operations in Syria, the West is at war with Islamic extremism once again. But will these nations be dragged into a ground war?

Ref: The Guardian/BBC

# HOME OUTLOOK

In 2016, housing for retirees will need to improve to free up family-sized homes for the next generation. As the traditional 2.4 children ideal becomes outdated, people will look to celebrities as anchor points for their own lifestyle choices.



Retiring doesn't mean an end to enjoying yourself (PegasusLife, 2015)

“ Changing family dynamics mean the rules are unclear in terms of the way people negotiate family boundaries and relationships

Philip N. Cohen



## URBAN RETIREES

Alex Ely is the founder of Mæ and a leading authority on housing and urban design

In the UK, we have a chronic housing problem. One thing that could help improve this would be if those who are retired could free up family homes for the younger generation. One reason people are reluctant to downsize is because the housing on offer isn't good enough. There are, however, new housing providers emerging that are rethinking how you can offer smaller apartments with the quality of a house.

PegasusLife offers high end design to the elderly. The designs are not just generous in terms of space, but the buildings also overcome problems that the elderly suffer in terms of inaccessibility and isolation. Third Age Housing accommodates things like a shared lounge or spa facilities so a care worker can visit. They also focus on gardens, allowing residents to cultivate those spaces themselves.

We need to focus on access to local amenities for the elderly. If they're getting to the point where they can no longer drive, then they could have a much more wholesome life in the city.



## UNCERTAIN TIMES

Philip N. Cohen is a sociologist and demographer at the University of Maryland

There's been a big increase in re-marriage, marriage later in life, or partners having children from a previous relationship. These things create a dynamic where the rules are unclear and people have to negotiate their own family boundaries and relationships.

The major life markers – like completing education, marrying and having children – have become interwoven instead of rigidly sequenced. Where there used to be firm expectations for how you ordered your life, things are now more flexible. All that plays into the same theme of uncertainty.

We have more choices and freedom in how to organise and live our lives. Same sex marriage is the latest formal recognition of that. The downside is that we are more at sea when it comes to making those decisions and people really need to justify themselves. One reason we see so much attention to celebrities and their personal lives is because people want to hold them up and say 'I'm like that person'. They need anchor points to reference their own life choices.



Homes are becoming less homogenous (Sebastian Cox, 2015)



## HOME COMFORTS

Emma J. Page is the Commissioning Editor at 25 Beautiful Homes

Home in 2016 is about comfort, not size, especially as homeowners become more attuned to provenance and materials. People want to know how and where furniture and accessories are made, and are willing to pay more for well-made pieces that will stand the test of time. Attitudes are becoming less homogenous, with a focus instead on the individual. Homes are becoming more personal with favoured artwork or treasured collections.

Improving rather than moving continues to be a theme, so homeowners are spending more money updating or changing layouts to suit their needs. Home is a sanctuary from a fast-paced world. It's about warmth too, with plenty of copper, burnished brass and vintage gold being used in 2015 and 2016.

The trend for intelligent open-plan living continues, especially in family homes, where living and dining spaces are the social hubs. Open-plan living, when done well, works brilliantly. But the key lies in proper delineation of space and the incorporation of plenty of storage.



# GETTING AROUND OUTLOOK

In 2016 autonomous vehicles will continue to gain momentum, with Uber, Apple, Faraday and Tesla joining the race. But will cities be for or against them? Is car ownership under threat? And are buses really about to get sexy?



Car sharing is still in its early stages, with a focus on one-off trips (PlantronicsGermany, 2014)

“ We’re seeing more people use public transit and less of a focus on car ownership. While this is largely about the cost of buying a car, it’s also about not wanting to waste time sitting in traffic

Michael Kodransky



## HANDS FREE

Dr. Ryan Chin is the managing director of the City Science Initiative at the MIT Media Lab

Autonomous vehicles will continue to gain momentum with Uber, Apple, Faraday, Tesla and all the established car manufacturers joining the race. Expect plenty of debate. Consumers want to try them, but will they want to buy them? Will high adoption rates of autonomous vehicles make our cities worse or better? If they are privately owned, we may just have autonomous traffic jams. If we have shared electric autonomous vehicles, we may eliminate parking problems and cut emissions.

Singapore already has a proposal for an autonomous bus system, but many governments are very behind in planning for this. Only 6% of US cities have a plan that even mentions autonomous vehicles. Meanwhile, it’s worth watching companies like Bridj and Via, which offer pop-up mass transit systems, and services like UberPool and Lyft Line, which could see shared cars take off.



## SHARING THE ROAD

Michael Kodransky is global research manager at the Institute for Transportation & Development Policy

We’re seeing less focus on car ownership because cities can’t cope with the traffic and consumers are put off by the costs. People are also figuring out when they need a private car and when they don’t. Alternatives like bike sharing are expanding with new players like Motivate, and car sharing will continue to grow for one-off trips, although it’s still early. Eventually, car sharing, bike sharing and public transit may integrate into one system with one fare card.

Another area of focus is on-demand travel like Uber and a host of new private services. It’s expensive to service demand this way, so cities like Helsinki are experimenting with on-demand minibuses in low density areas. These can also help plan for future capacity needs. With all these new travel options, demand for timely information to make better decisions before travelling is becoming huge, from smartphone apps to real-time information at transit stops.



As driving falls out of favour, more people will take the bus (Leap, 2015)



## DATA DRIVEN

Dr. Oded Cats is assistant professor in Transport and Planning at Delft University of Technology

In 2016, one thing really coming up is crowdsourcing travel data, showing you, for example, how crowded the route is. Services like Moovit and Waze are interesting in this regard. This is part of a bigger trend of decentralising information providers and the shift to a bottom-up approach to services, often involving users, a myriad of smaller service providers, and tech players like IBM and Google.

The same changes are impacting the global South, also driven by mobile phones. In areas like Kenya and Ghana, IBM is using mobile phone data to identify self-organised, bottom-up infrastructures. This allows it to incentivise and formalise existing travel patterns, providing users with better information, and potentially making changes in the network. By crowdsourcing mobile phone data, it can redesign the existing network so it better aligns with people’s needs.

# CITIZENSHIP OUTLOOK

2016 will be about civic pride, with cities and towns in a good place to innovate locally thanks to devolution of powers. Technology will help increase participation, while a wave of young disruptors will contribute to change in a radical way.



How can people power make a difference in the coming year? (Chris Beckett, 2015)

“ There’s going to be a greater sense of debate over how much people’s locality matters to them. This is manifesting in things like the Love Local campaign, in which people consider how much local shops and small businesses are worth to them

Andy Thornton



## CIVIC SENSIBILITIES

Andy Thornton is the CEO of the Citizenship Foundation

There’s going to be a greater sense of debate over how much people’s locality matters to them and how well these localities are served. This is manifesting in things like the Love Local campaign, in which people consider how much local shops and small businesses are worth to them rather than demanding high streets full of chains like Next and Starbucks and Costa.

It’s focused in places like Bristol at the moment, where people have a greater sense of civic place. The increased devolution of tax-raising powers to regional authorities will mean that cities can actually manage their own business more independently – and Bristol is one example of this.

It’s potentially quite disruptive in the sense that people will affiliate more with the city than the nation. They’ve already built the grids to operate driverless cars. The identity and success of a city like Bristol will be disruptive to others because it will lead people to think, ‘How come they’ve got that and we haven’t?’



## MASS PARTICIPATION

Tomas Diez is an urbanist and co-founder of Smart Citizen

What we are seeing now in citizenship is raised awareness about people’s legal rights. 2016 will see more claims for recoveries around things like internet freedom. Things that we actually have lost, especially in Spain or in Europe, with new laws coming out that limit the privacy of people – things that matter to them as citizens in cities. This will be a struggle between people and the established powers.

New technologies are going to help even more; this is something that people forecasted many years ago. With the proliferation of mobile phones, everyone predicted that we wouldn’t have to move to participate.

So far, the conditions have never been right for technology to encourage mass participation, but in 2016 there will be, if not a tipping point, a kind of a change in people’s tendencies. We will hopefully see more applications, hardware, and technological innovations related to citizen involvement in the city.



Crowdfunding platforms are changing the charity sector (United Nations, 2011)



## OUTSIDE INFLUENCE

Jonathan Simmons is chief experience officer at pro-social digital agency Zone

The brands bringing change in citizenship are those from the outside. Skype, for instance, has changed so much about human interaction. Elsewhere, micro-financing services like [M-Pesa in Africa](#) are giving people access to bank accounts like they’ve never had before.

All of the crowdfunding sites – Kickstarter, Just Giving or Kiva in the US – are essentially fundraising platforms, and the potential of the use of these sites in this sector is also exciting. The growth of this – people with good ideas asking for funding – should see it grow into more charitable aid, becoming more of a citizenship platform over time.

This should be a wake-up call to established citizenship organisations. The more traditional organisations have great ambition but they don’t really have the same conviction.

# CULTURAL AGENDA

---

Major events and themes impacting culture in 2016

# 1

---

## 2016 Olympics

Rio de Janeiro will host the 2016 Olympics, bringing the world's attention to Brazil for the second time in two years. But will the sporting event reveal a progressing nation or a country plagued by inequality and corruption? And who will win?

Ref: CityLab

# 2

---

## Virtual reality

With Samsung, Google, Sony and Facebook heavily invested, virtual reality technology has slowly been working its way into the public's consciousness. 2016 may see VR move into everyday reality with the birth of a consumer market.

Ref: Fast Company

# 3

---

## :)

2015 was arguably the year of the emoji, with people and brands alike using smiley faces to communicate. 2016 will see more non-written forms of communication – from video to image – continue to mature as important parts of a new linguistic norm.

Source: Wired

# 4

---

## Shakespeare

2016 will mark 400 years since William Shakespeare's death. As one of the UK's greatest icons, the British Council has a major international programme of events that will inevitably bring a shade of the Bard to the year's cultural agenda.

Ref: British Council

# 5

---

## Gender fluidity

After a landmark year for transgender awareness, the debate around gender continues. Pantone has already announced two official Colors of 2016 – 'Rose Quartz' and 'Serenity' – symbolising 'societal movements toward gender equality and fluidity'.

Ref: Fortune

# THE CANVAS8 BRANDS TO WATCH

## FOOD & DRINK


 **BIRDS EYE**  
Will serving vegetables become an act of love?

 **FRANCO MANCA**  
Why is 'do one thing and do it well' the hospitality mantra for 2016?

 **BAO**  
Will trotter pig nuggets become as popular as sweet and sour chicken?


## HEALTH & BEAUTY


 **DECIEM**  
Should brands market to everyone?

 **MY BEAUTY MATCHES**  
Are people more willing to buy beauty online?

 **SMITH AND CULT**  
Do people want luxury nails?

## LEISURE


 **VILLAGES NATURE**  
Is ecotourism turning leisure time green?

 **OCULUS RIFT**  
Will VR reinvent the way we game and shop?

 **SUPERTRIPS**  
When does accommodation makes the vacation?

## TECHNOLOGY


 **MICROSOFT**  
What's got everyone upgrading to Windows 10?

 **ENJOY**  
Is the way we've been buying tech all wrong?

 **POPPY**  
Is the smart home finally here?


## MEDIA & ENTERTAINMENT

 **SPOTIFY**  
Will inertia keep Spotify users where they are?

 **HULU**  
Can an innovative approach to ads see Hulu take centre stage?

 **MOLOTOV**  
What happens when live TV meets on-demand?


## COMMUNICATIONS

 **WHATSAPP**  
Will private messaging apps take over from Facebook feeds?

 **PATAGONIA**  
How has authentic storytelling has put the outdoor brand in a different class?

 **SNAPCHAT**  
Will 'impermanent networks' become the preferred way to share?


## LUXURY

 **ROLLS-ROYCE**  
How is the luxury giant is transitioning from traditional motor show launches?

 **HAKKASAN**  
Can the restaurant chain cement the role of franchises in haute cuisine?

 **EILEEN FISHER**  
Can sustainable luxury fashion ever be sexy?


## SHOPPING

 **PRIMARK**  
Will impressive stores continue to change the brand's image?


 **RH**  
Can RH reinvigorate brick-and-mortar retail?

 **PEP&CO**  
Will it find a home on the high street?

## MONEY

 **APPLE PAY**  
Will it go head to head with PayPal?

 **ATOM BANK**  
Biometrics and a £200 million investment – a cool bank at last?

 **BLOCKCHAIN**  
Will its disruptive potential be realised in 2016?

## HOME


 **MADE.COM**  
Why has buying beds online become the norm?

 **PEGASUSLIFE**  
Why are senior citizens moving to the city?

 **MYHOUSE**  
Will people customise their homes like trainers?

## GETTING AROUND

 **UBER**  
Can anything stop the \$60 billion start-up?

 **BRIDJ**  
Will it make pop-up mass transit work?

 **FARADAY FUTURE**  
What will the brand unveil at CES 2016?

## CITIZENSHIP

 **WHO**  
Will it keep standing up for what's right?

 **BRISTOL**  
Can a futuristic vision help create community?

 **KICKSTARTER**  
Will crowdfunding merge into charitable aid?

# EXPERT OUTLOOK 2016: MOBILE MOMENTS

## READ THE FULL REPORTS

This report is a condensed summary of 12 Expert Outlooks that provide in-depth analysis of the key developments in each sector. Click [here](#) to read the full reports.

## EXPLORE THE LIBRARY

The Canvas8 Library is an unrivalled resource of 15,000+ articles on global consumer behaviour and is available exclusively to members at [www.canvas8.com](http://www.canvas8.com)

Please get in touch with Olly or your account manager to learn more.

## BESPOKE SOLUTIONS

From ethnographic research to strategic planning workshops, we offer a range of solutions tailored to enhance your understanding and inspire creativity.

Please get in touch with Nick or Olly to discuss how we can help you.

## CONTACT

Olly Chubb  
Client Services Director  
[olly@canvas8.com](mailto:olly@canvas8.com)

+44 (0)20 7377 8585  
+44 (0)7968 199 218

Nick Morris  
Strategy Director  
[nick@canvas8.com](mailto:nick@canvas8.com)

+44 (0)20 7392 2201  
+44 (0)7971 293 222