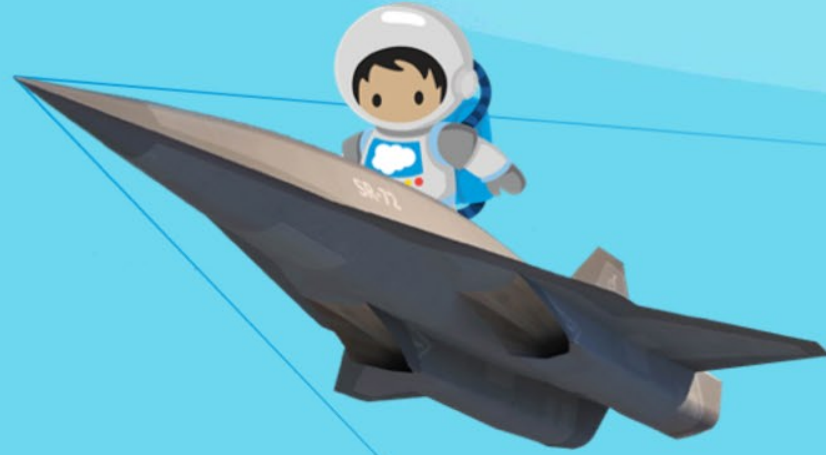




salesforce



Dimensions of Change: Measurements for a Metaverse

- How quickly we're progressing
- How far apart we are in defining "success"

Peter Coffee, VP for Strategic Research
@petercoffee

Reading *Snow Crash* is a matter of cultural literacy

salesforce

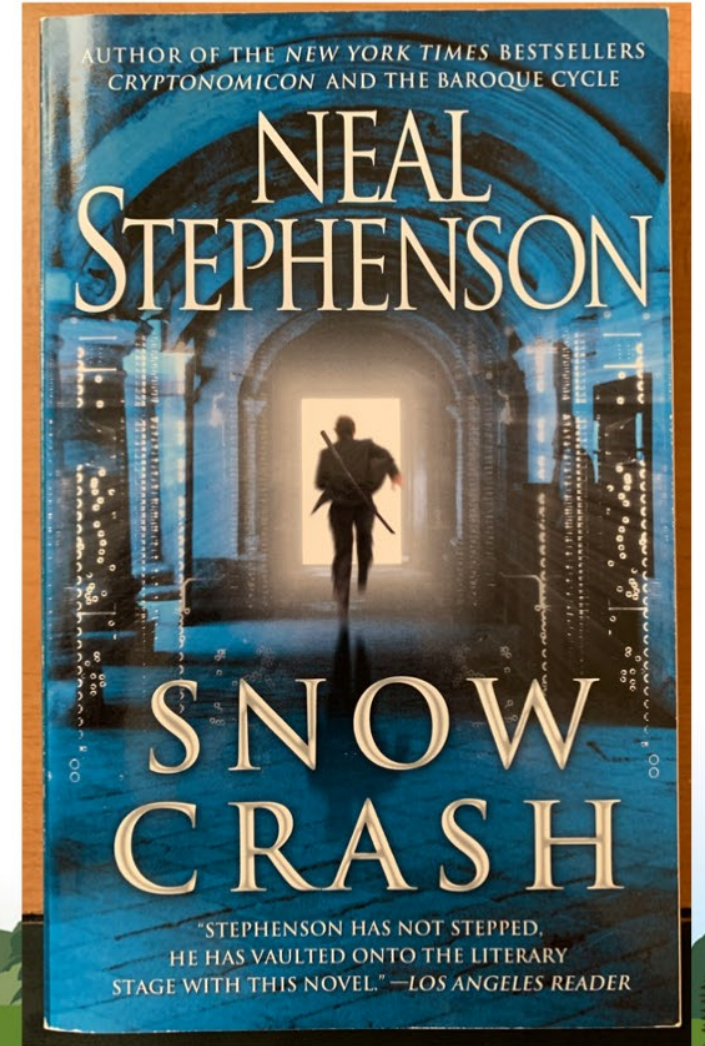
“A metaverse is a network of virtual worlds – in futurism and science fiction, often described as a universal virtual world facilitated by VR and AR headsets. The term has its origins in the 1992 science fiction novel *Snow Crash*.”

– en.wikipedia.org/wiki/Metaverse

“I began to ask myself what would have to happen to make 3D graphics technology as cheap and ubiquitous as television was at the time. Some kind of mass market application seemed to be the answer.”

– Neal Stephenson

www.axios.com/metaverse-creator-neal-stephenson-facebook-name-change-a4259282-5016-4c67-a7ae-b0eb381a7773.html



Technology paves the road – but does not propel the car



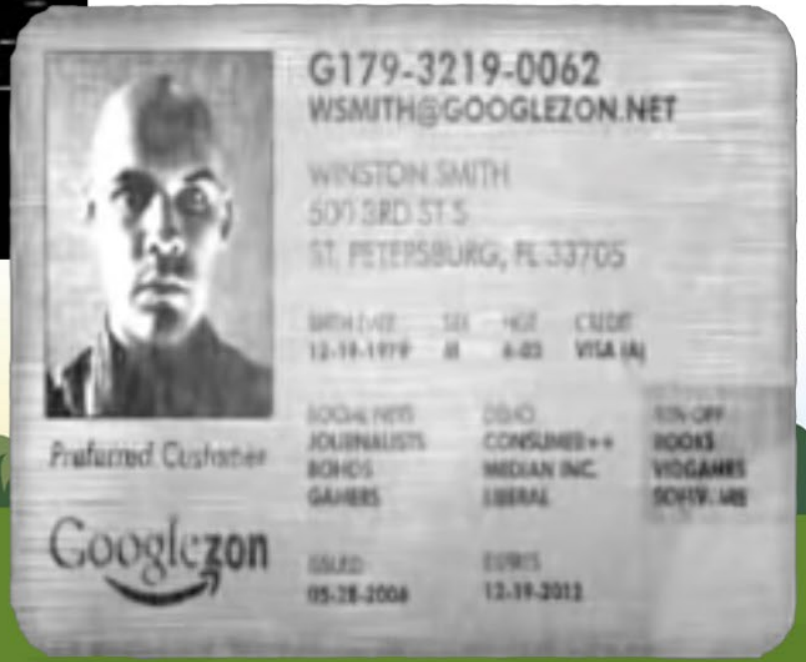
Who will get to sell what, to people whose reality they have the power to define?



Peter Coffee @petercoffee · 3h ...

The Metaverse is enabled by tech, but will be driven by forces of who gets to sell stuff to people whose beliefs they can influence. Spend 17 minutes envisioning how those interests might interact/evolve.

- AmazonBay vimeo.com/8995197
- Googlezon youtube.com/watch?v=OQDBhg...



The metaverse *can* be meaningful, useful, and likely...if...



Of the Gartner “Top Technology Trends for 2022,” is there even one of these that is *not* a crucial enabler for a metaverse?

Something that does for the walled gardens of VR and AR what the Web did for the walled gardens of CompuServe and AOL?

Something that represents and facilitates our health, wealth, education, recreation, livelihood, and other institutions and processes?

Top Strategic Technology Trends for 2022

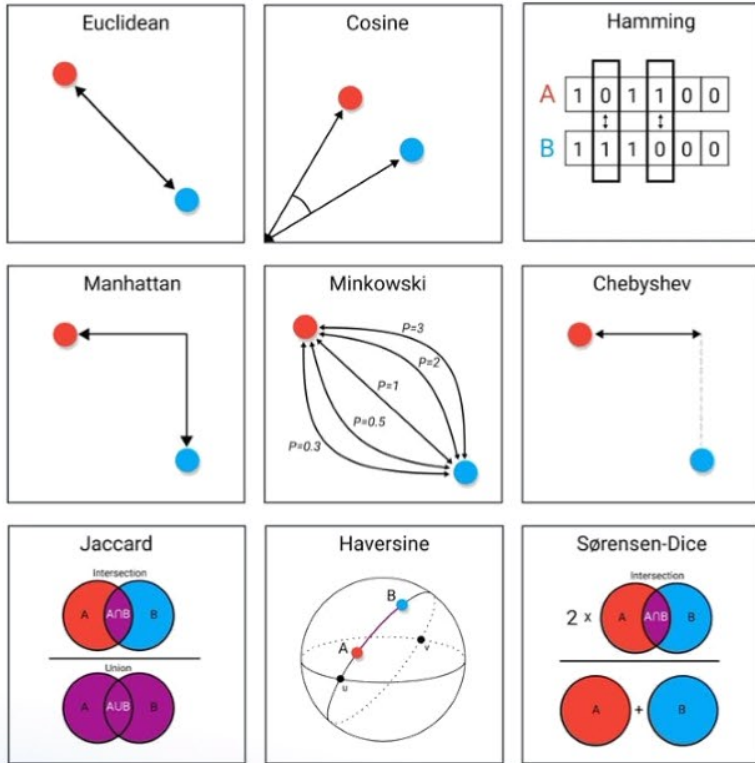
The graphic displays 12 technology trends arranged in a grid of four rows and three columns. Each trend is represented by a blue hexagonal icon with a white symbol, followed by the trend name in white text. The trends are: Data Fabric, Composable Applications, Distributed Enterprise, Cybersecurity Mesh, Decision Intelligence, Total Experience, Privacy-Enhancing Computation, Hyperautomation, Autonomic Systems, Cloud-Native Platforms, AI Engineering, and Generative AI. The Gartner logo is in the bottom right corner.

	Data Fabric		Composable Applications		Distributed Enterprise
	Cybersecurity Mesh		Decision Intelligence		Total Experience
	Privacy-Enhancing Computation		Hyperautomation		Autonomic Systems
	Cloud-Native Platforms		AI Engineering		Generative AI

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Gartner

Thinking about our progress, though, raised two concerns



← Definition of “distance” from success

Goodhart’s Law →
(When a measure becomes a target, it ceases to be a good measure)

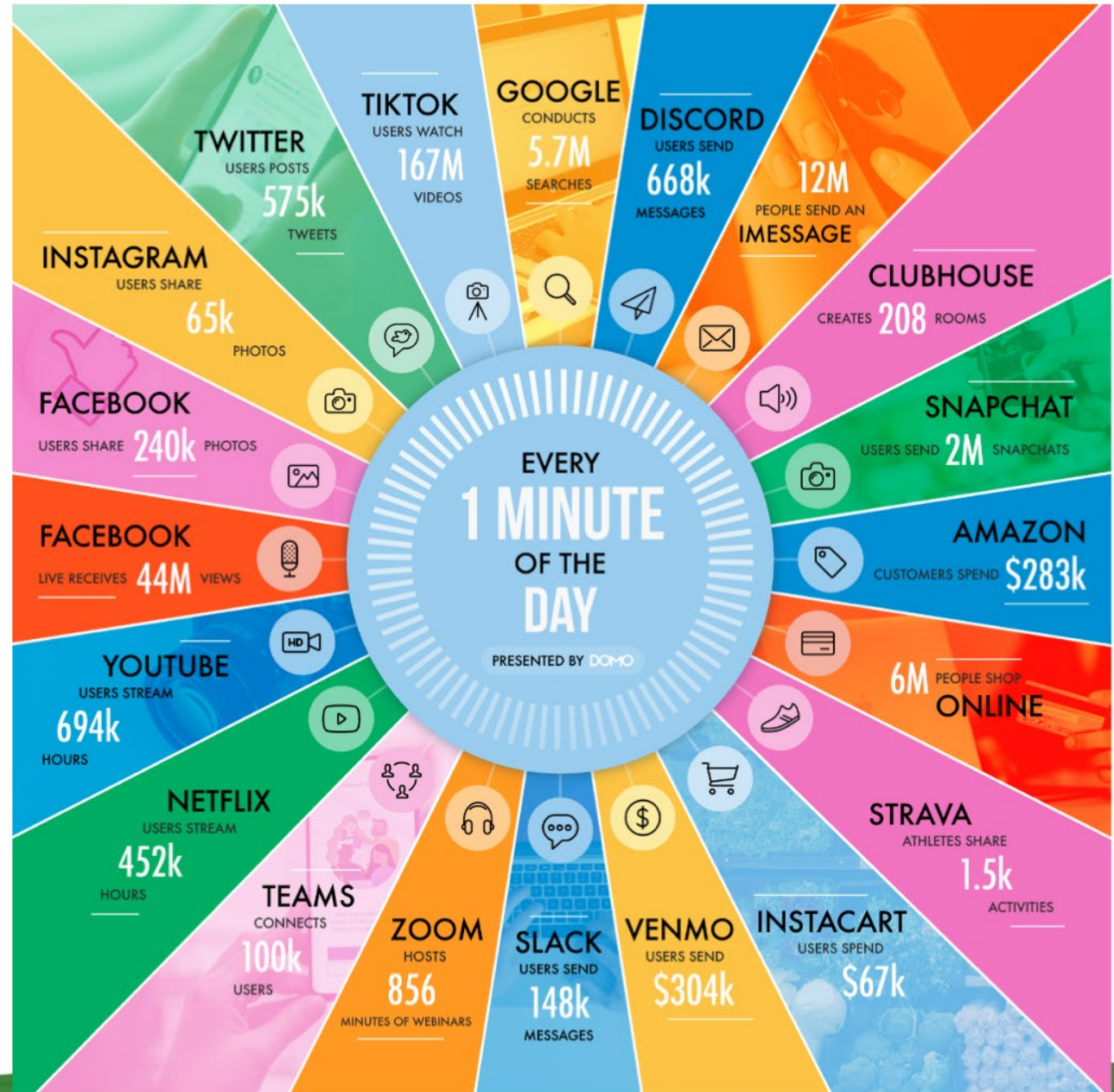


Data fabrics?

The **Zettabyte* Era** is a period of human and computer science history that started in the mid-2010s: an age of growth of all forms of digital data that exist in the world, including the public Internet and also other forms of digital data such as stored data from security cameras or voice data from cell-phone calls. It is estimated that **in 2012, upwards of 1 zettabyte** of data existed in the world; **in 2020, more than 40 zettabytes**.

– en.wikipedia.org/wiki/Zettabyte_Era

* 10^{21} bytes



Data fabrics: because *knowing* is harder than “thinking”

“**Data quality matters.** The team used an off-the-shelf algorithm to do image segmentation and object detection, but to get the AI to classify those objects it had to develop a bespoke dataset: **millions of images of things that float in the sea**, from buoys to boats to crab pots, taken in all kinds of weather and lighting conditions, to train it.”

NEWSLETTERS • EYE ON A.I.

What an autonomous ship named Mayflower can teach us about building better A.I.




Cybersecurity: more than permission management



Peter Coffee @petercoffee

Replying to @scshepard and @charlieisaacs

"A Tesla mobile app that allows owners to enter and start their cars suffered an outage that locked some owners out of their cars on Friday. The outage affected owners on several continents, and appeared to last several hours."



autoweek.com
Tesla App Outage Is Wake-Up Call for Automakers
A server connection outage locked some Tesla owners out of their cars, but there is a greater issue looming.

10:08 PM · Nov 22, 2021 · Twitter Web App

← Dependency on what, where?

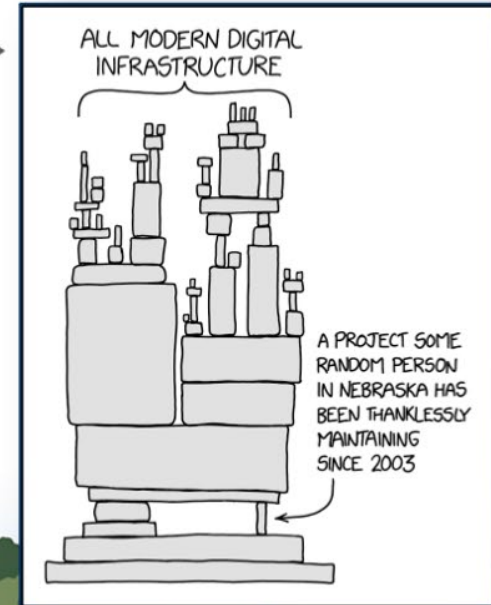
Peter Coffee @peterco... · Jan 10

"Two popular **open-source** packages were recently sabotaged with mischievous commits: their creator added code that made them malfunction." Time for Ver.2 of XKCD's "Dependency"? With "thanklessly maintaining" appropriately revised?

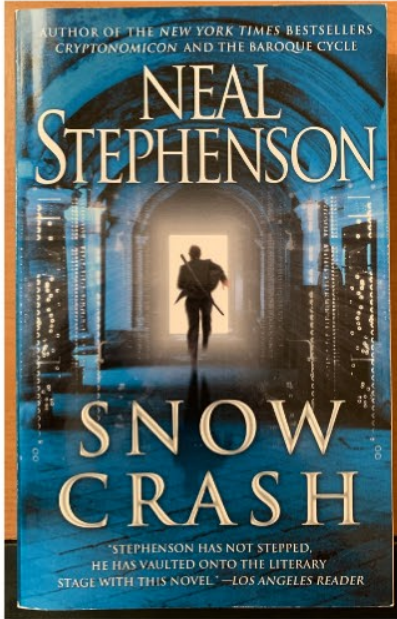
...and on whom? →

Peter Coffee @petercoff... · Jan 6

"Approximately 17,000 Java packages in the Maven Central repository were found to contain the vulnerable **log4j**-core library as a...dependency. Additional packages...contain vulnerable **Log4j** code within the artefact itself."



Cybersecurity: more than permission management



Or—more likely—a wide variety of nasty computer viruses. If Hiro reaches out and takes the hypercard, then the data it represents will be transferred from this guy’s system into Hiro’s computer. Hiro, naturally, wouldn’t touch it under any circumstances, any more than you would take a free syringe from a stranger in Times Square and jab it into your neck.

“Cybercriminals tamper with both digital and physical QR codes to replace legitimate codes with malicious codes,” the FBI said in a statement Tuesday. “A victim scans what they think to be a legitimate code but the tampered code directs victims to a malicious site.”

– king5.com, 19 January 2022

Before you scan that QR code, the FBI has a warning for you

Are you sure that QR code you're scanning is legit, even if it looks like it was sent by someone you trust? The FBI has a warning that could save you money.



Privacy-enhancing computation

Peter Coffee @petercoffee

“Matter devices can operate entirely locally over Thread and Wi-Fi... That means if your internet goes down, your smart home will still work... Local control is a significant step in maintaining privacy in the smart home.”

The Verge @verge · Jan 1
Apple, Google, and Amazon have teamed up to fix the smart home with a new standard called Matter
[trib.al/HjvlHMY](https://www.theverge.com/2022/1/1/23381111/apple-google-amazon-matter)



5:45 PM · Jan 1, 2022 · Twitter for iPad

Peter Coffee @petercoffee

“Because privacy costs money, privacy has become a defining marker of class... The poor used to be invisible – now they're among the most easily seen segment of society.”



thereregister.com
Restoring your privacy costs money, which makes it a marker of ...
Opting out of data monetisation is neither easy nor cheap

Peter Coffee @petercoffee

Post-quantum infrastructure is emerging. "Verizon implemented what it describes as a 'quantum-safe' VPN...using encryption keys that were generated thanks to post-quantum cryptography methods."
[zdnet.com/article/quantu...](https://www.zdnet.com/article/quantum-secure-encryption/)

Peter Coffee @petercoffee · Apr 13, 2020
"If adequate implementation of PQC has not taken place by the time capable quantum computers are developed, it may become impossible to ensure secure authentication and

Peter Coffee @petercoffee
"There's nothing sinister about putting payments into a messaging app, and @SignalApp is not alone... What sets Signal's effort apart is the combination of end-to-end encryption in messaging *and* a cryptocurrency with privacy features designed to make any transactions anonymous"

Peter Coffee @petercoffee · Jan 8
Replying to @petercoffee
"In the US, the addition of payment functionality probably gives anti-encryption forces their best chance, as the First Amendment has never protected the anonymity of the movement of money."

Cloud platforms and processes



Peter Coffee @petercoffee · Sep 5, 2021

"With this new family of solutions, Heng was able to analyze Cassini phase curves and infer that the atmosphere of Jupiter is filled with **clouds** of large, irregular particles... It opens up new ways of interpreting data that were previously infeasible."



phys.org

New mathematical solutions to an old problem in astronomy

For millennia, humanity has observed the ch...



Peter Coffee @petercoffee · Jan 4

"**Cloud** businesses will try to eat wireless networks. Network operators have relationships with customers, know how to manage networks and own requisite radio spectrum. Eventually...some kind of agreement."



economist.com

Will the cloud business eat the 5G telecoms industry?
As AT&T and Verizon launch 5G this month, two huge industries collide

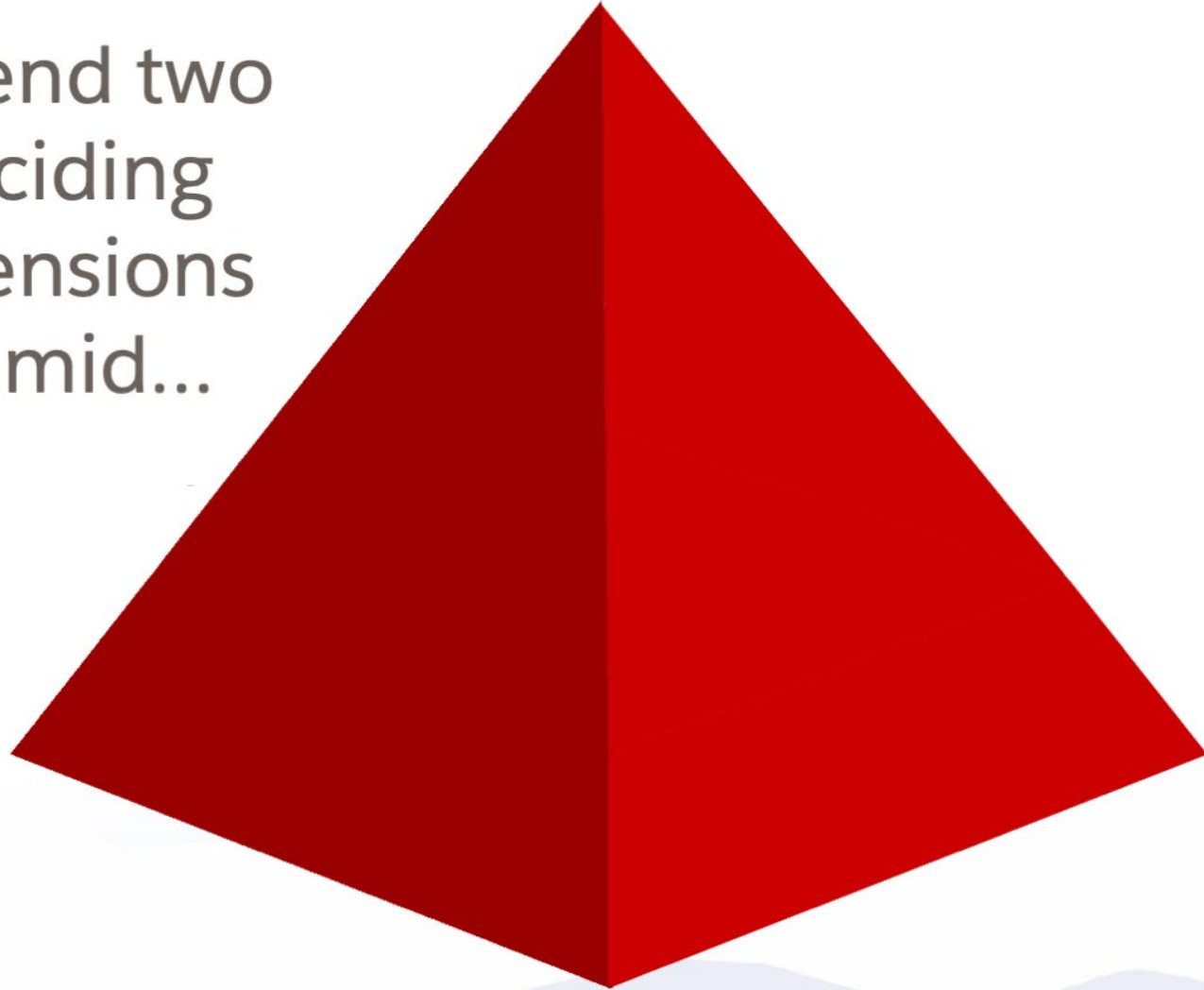


"You working with Fisheye?" Ng says, lighting up a cig. The smoke swirls in the air ostentatiously. It takes as much computing power realistically to model the smoke coming out of Ng's mouth as it does to model the weather system of the entire planet.

Composable applications enable design for agility



If we spend two years deciding the dimensions of a pyramid...

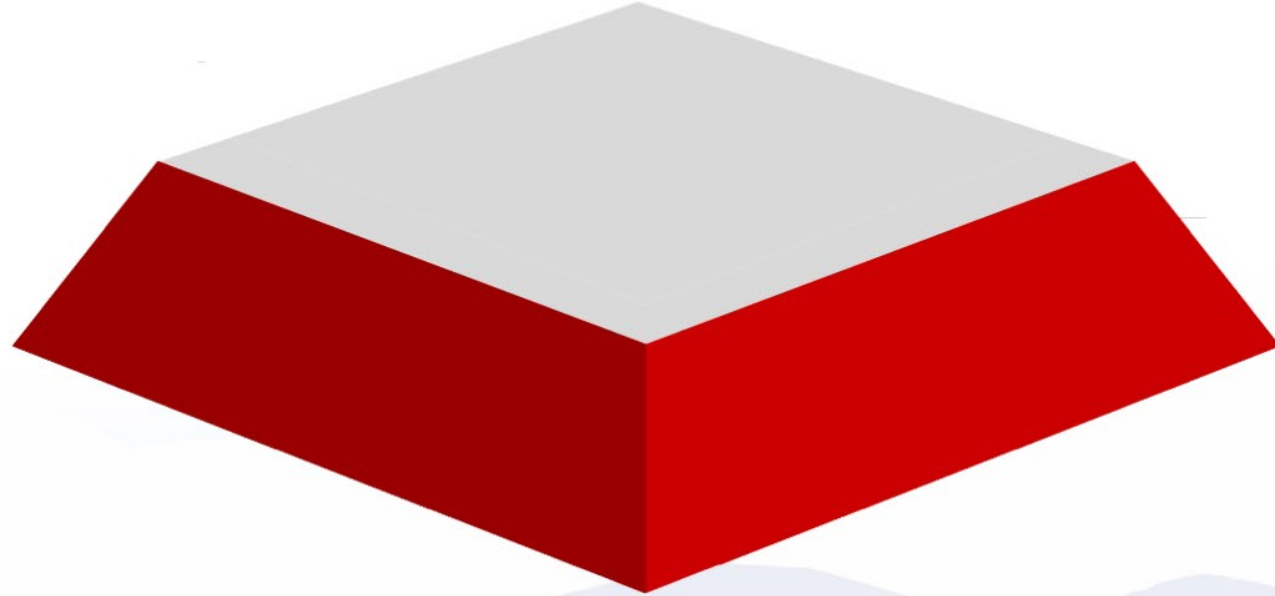


Composable applications enable design for agility



If we spend two years deciding the dimensions of a pyramid...

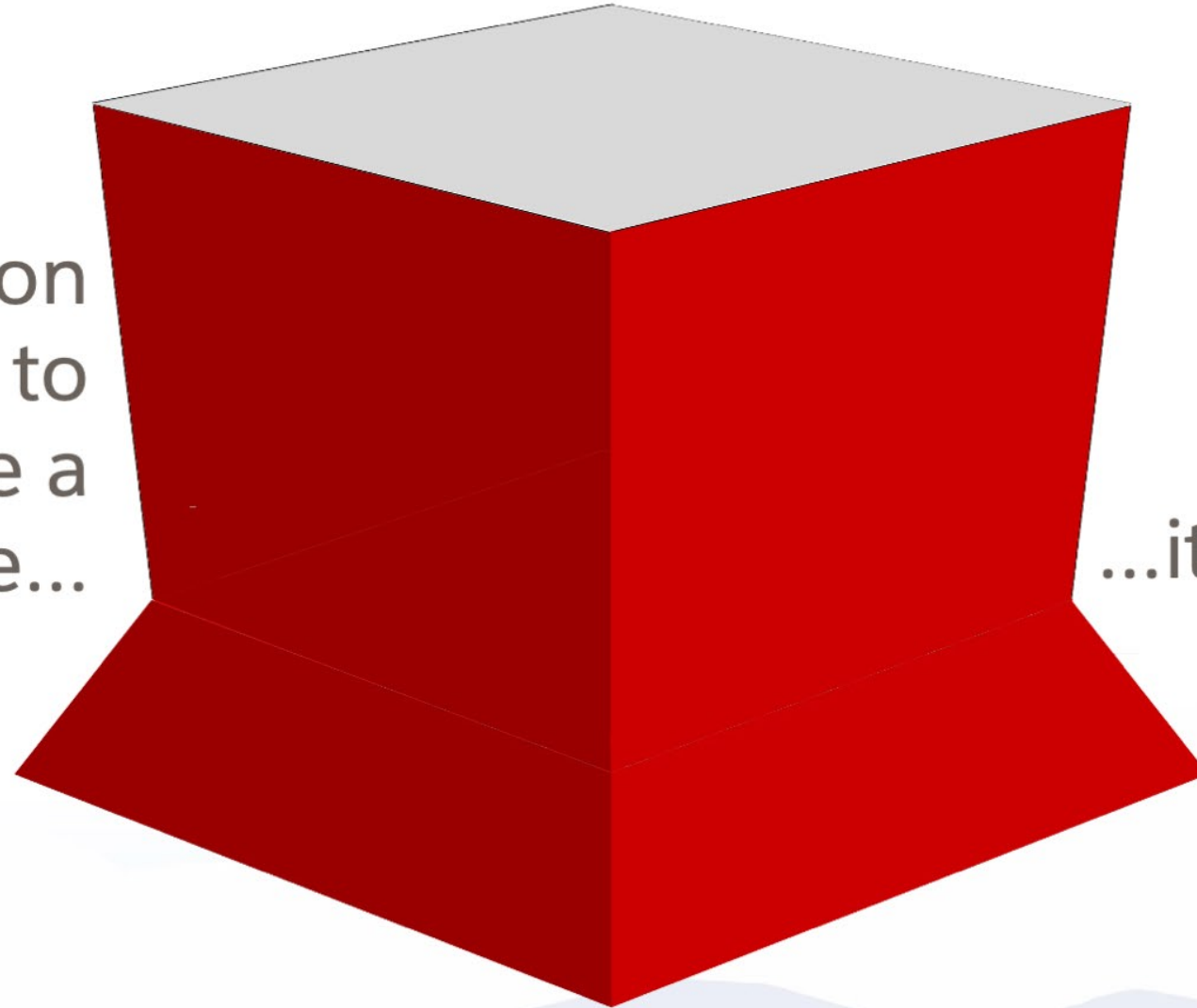
...it gets awkward to change our minds as soon as we've barely started



Composable applications enable design for agility



If the situation
turns out to to
require a
cube...

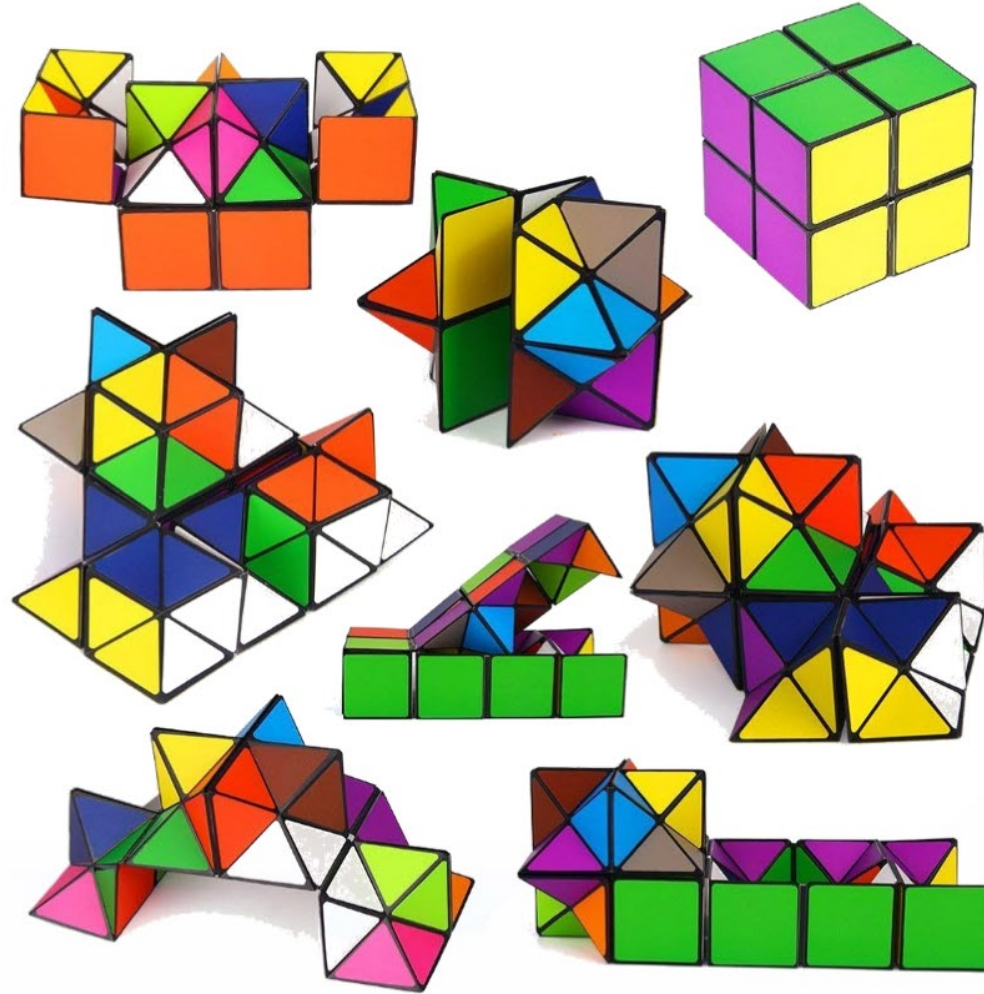


...it's always going
to show that
that wasn't
"the plan"

Composable applications enable design for agility



Anticipating
need for
change...



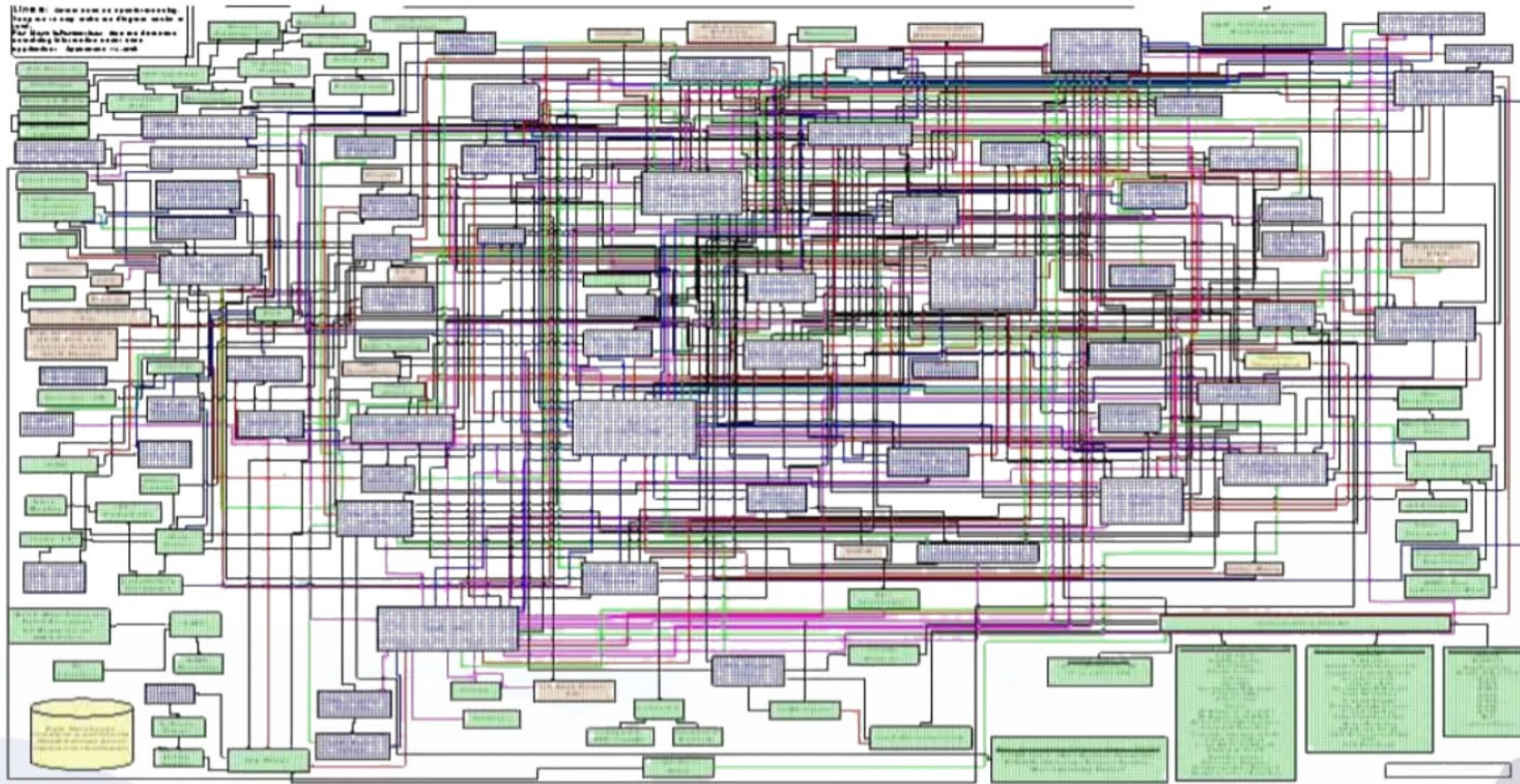
...leads to design
for recomposability



Composable applications enable design for agility



Static connections grow with $(n^2-n)/2$: unscalable, ungovernable, unevolvable



Composable applications enable design for agility

Repurposable APIs lead to linear, rather than quadratic, complexity growth



Decision intelligence aids in navigating new situations



36TH AMERICA'S CUP



“Game-tree complexity describes the size of the space of possible game paths. Go, an extremely complex game, has a complexity of 170. **Our sailing problem has a game-tree complexity of nearly 2900.**”

“Our team used deep reinforcement learning to teach the AI bot how to become a professional sailor. **Ultimately, there were a thousand bots running in parallel, learning from each other.**”

“The turning point came about eight weeks later: the bot started beating the sailors in the simulator. **Soon, the sailors were learning maneuvers from the bot.**”

Autonomics and hyperautomation enable global scale



Autonomic Computing helps to address complexity by **using technology to manage technology**. The term autonomic is derived from human biology. The autonomic nervous system monitors your heartbeat, checks your blood sugar level and keeps your body temperature close to 98.6°F without any conscious effort on your part. In much the same way, **self-managing autonomic capabilities anticipate IT system requirements and resolve problems with minimal human intervention**. As a result, IT professionals can focus on tasks with higher value to the business.

- IBM, "An architectural blueprint for autonomic computing," 3rd Ed. June 2005

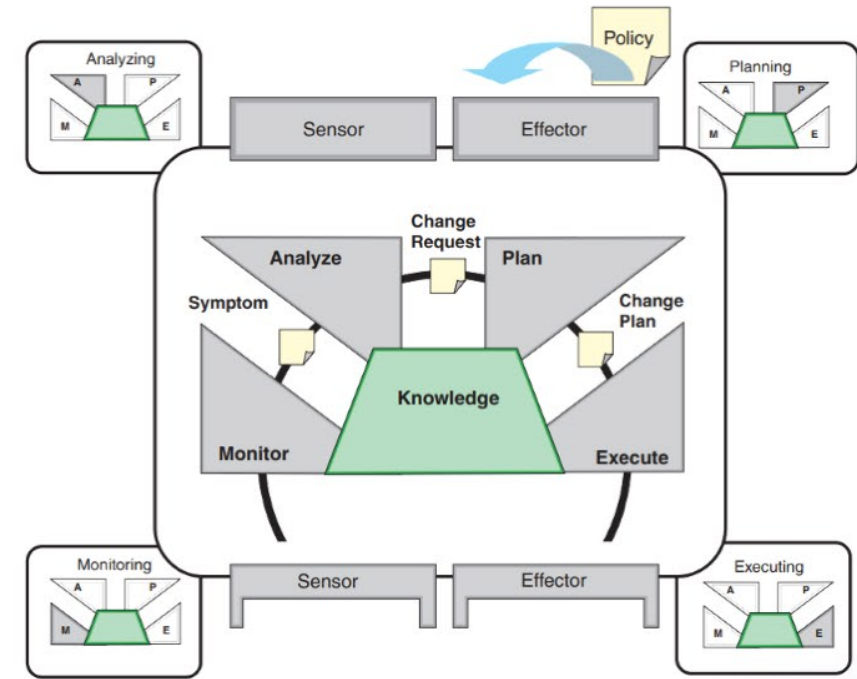


Figure 4. Functional details of the autonomic manager

Autonomics and hyperautomation enable global scale



...but “we can do this with AI” is a premature notion of what tech and law are ready to do

Short Title(s) as Introduced

Healthy Technology Act of 2021

Official Titles

Official Titles - House of Representatives

Official Title as Introduced

To amend the Federal Food, Drug, and Cosmetic Act to clarify that artificial intelligence and machine learning technologies can qualify as a practitioner eligible to prescribe drugs if authorized by the State involved and approved, cleared, or authorized by the Food and Drug Administration, and for other purposes.

Autonomics and hyperautomation enable global scale



IN THE HOUSE OF REPRESENTATIVES

SEPTEMBER 30, 2021

Mr. SCHWEIKERT introduced the following bill; which was referred to the Committee on Energy and Commerce

A BILL

To amend the Federal Food, Drug, and Cosmetic Act to clarify that artificial intelligence and machine learning technologies can qualify as a practitioner eligible to prescribe drugs if authorized by the State involved and approved, cleared, or authorized by the Food and Drug Administration, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the “Healthy Technology Act of 2021”.

SEC. 2. PRESCRIPTION OF DRUGS BY ARTIFICIAL INTELLIGENCE OR MACHINE LEARNING TECHNOLOGIES.

Section 503(b) of Federal Food, Drug, and Cosmetic Act ([21 U.S.C. 353\(b\)](#)) is amended by adding at the end the following:

“(6) In this subsection the term ‘practitioner licensed by law to administer such drug’ includes artificial intelligence and machine learning technology that a —

“(A) authorized pursuant to a statute of the State involved to prescribe the drug involved; and

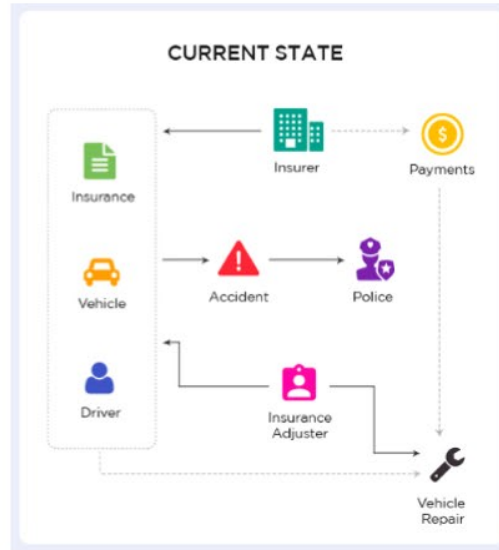
“(B) approved, cleared, or authorized under section 510(k), 513, 515, or 564.”.

Distributed enterprises require trust-free shared truth

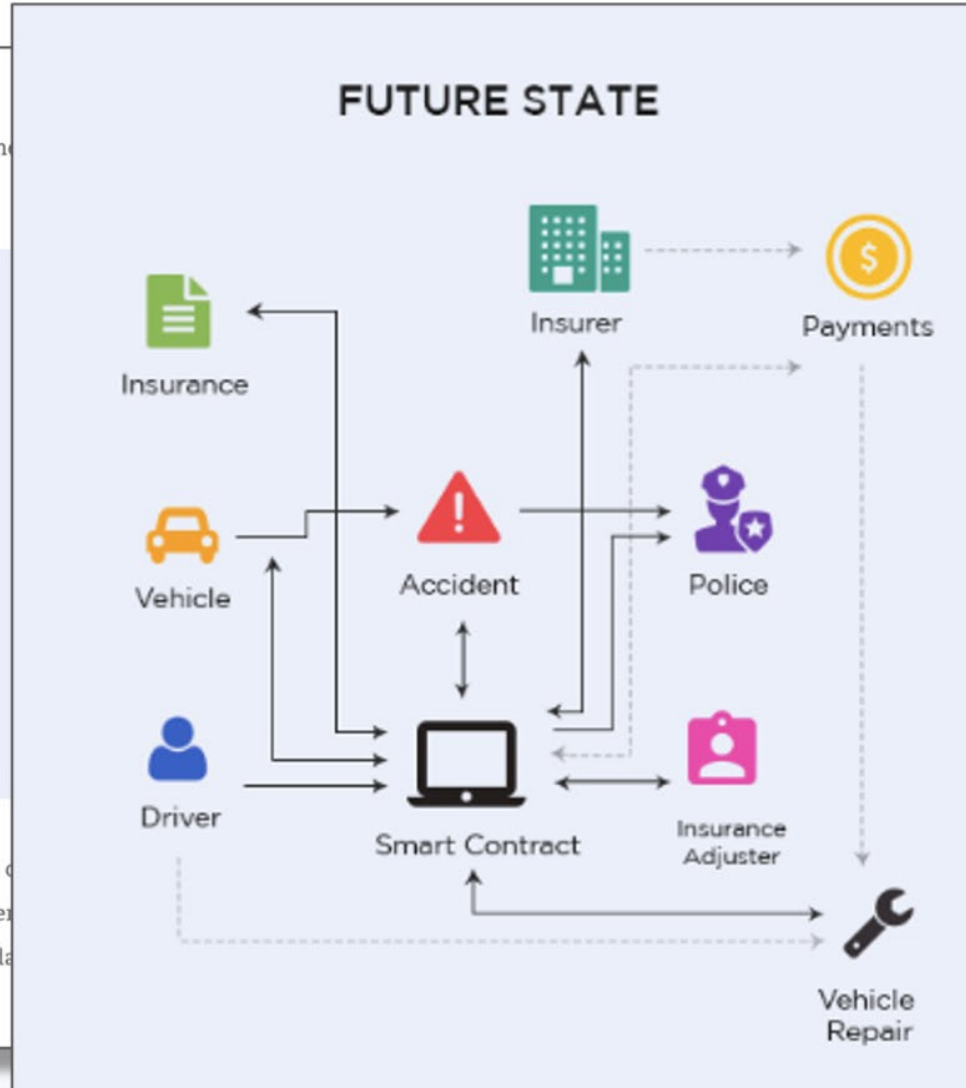


Use Case – Vehicle Insurance

Have a look at the below image to understand the future make-over state with Smart Contract.



Insurance claims facilitated by smart contracts can be carried out instantly by assessing and validating data, thereby reducing time and cost to a greater extent. The process is also carried out instantly by assessing and validating data cleared.



Distributed ledgers give us resilient, distributed peer-to-peer systems and ability to interact with peers in a trustless, auditable manner.

Smart contracts allow us to automate complex multi-step processes. We get to automate time-consuming workflows in new ways, achieving cryptographic verifiability, as well as significant cost and time savings in the process.

www.icertis.com/blog/blockchain-smart-contracts-will-change-contract-management-2018/

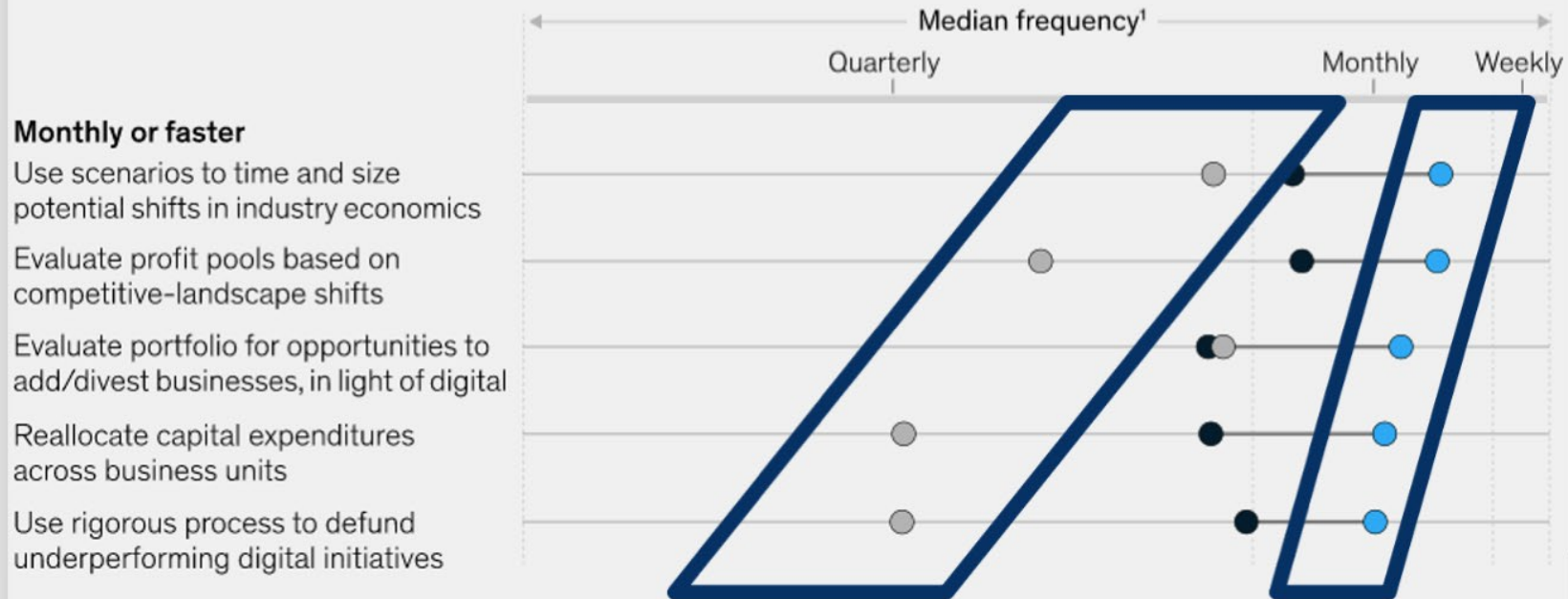


Don't make the mistake of thinking this is recreational



Median frequency of core business practices¹

● 2018 top economic performers² ● 2021 average response ● 2021 top-decile tech-endowed companies³



¹Frequencies shown are the median values from a histogram, which was constructed by assigning "daily" responses a value of 0; "weekly," 1; "monthly," 2; "quarterly," 3; "annually," 4; "every few years," 5; and "never," 6. The question also asked about the frequency of evaluating M&A opportunities as part of every strategy-setting discussion. These responses are not shown because M&A typically requires a longer time frame than the other operational practices tested, often due to regulatory reasons.

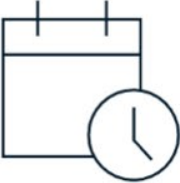

²Respondents of 2018 survey who say their organizations have a top-decile rate of organic revenue growth (ie, of 25% or more in past 3 years) relative to other respondents; n = 138.

³Companies with a top-decile tech endowment are those where respondents strongly agreed with at least 7 statements (out of 13 total) about the role of technology in their organizations' strategies and the overall role of technology in their organizations; n = 158.

Don't make the mistake of thinking this is recreational



Organizations with world-class digital capabilities release and refresh digital applications much faster than competitors.

	Traditional	Leading	World-class	Why it matters
 Time to market	1–2 years	2–6 months	8–12 weeks	To compete for consumers on the basis of new tech functionality
 Release frequency	1–4 per year	1–4 per month	10–50 per day	To test and refine the customer experience



The one with the tightest OODA* loop – wins



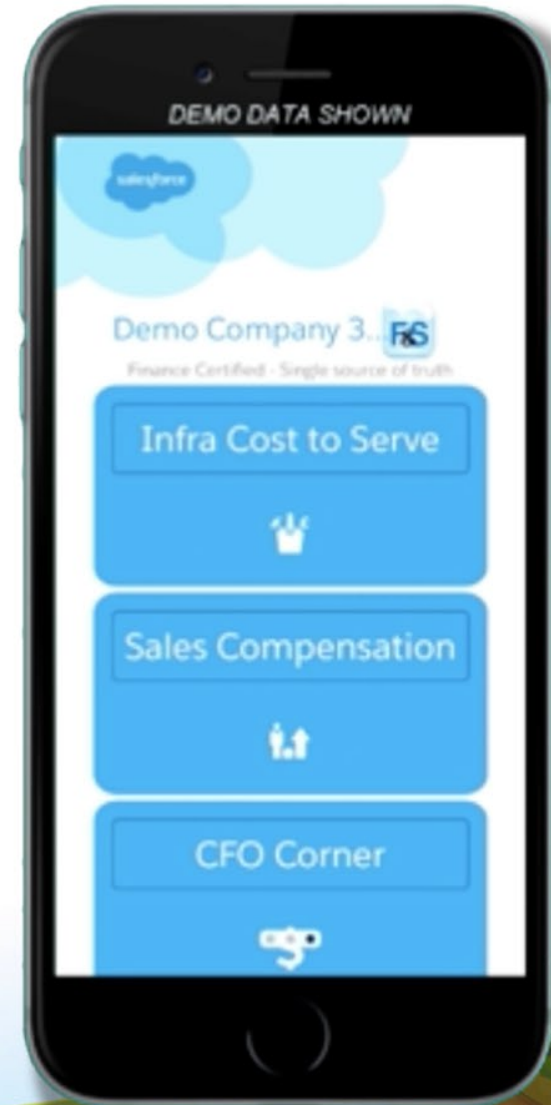
“I can drill down into any deal’s dynamics, down to the level of a single Account Executive and how their attainment is today.

“I look at my accounts receivable, and where our cash collections are.

“At the end of the quarter – we’re a Fortune 500 company, but I’m on my phone at night with my CEO and my Vice Chairman, in different parts of the world, understanding exactly where things are at.

“Imagine what I have at my fingertips compared to what I had in years gone by.”

– Mark Hawkins, then CFO, Salesforce (Dreamforce 2017)

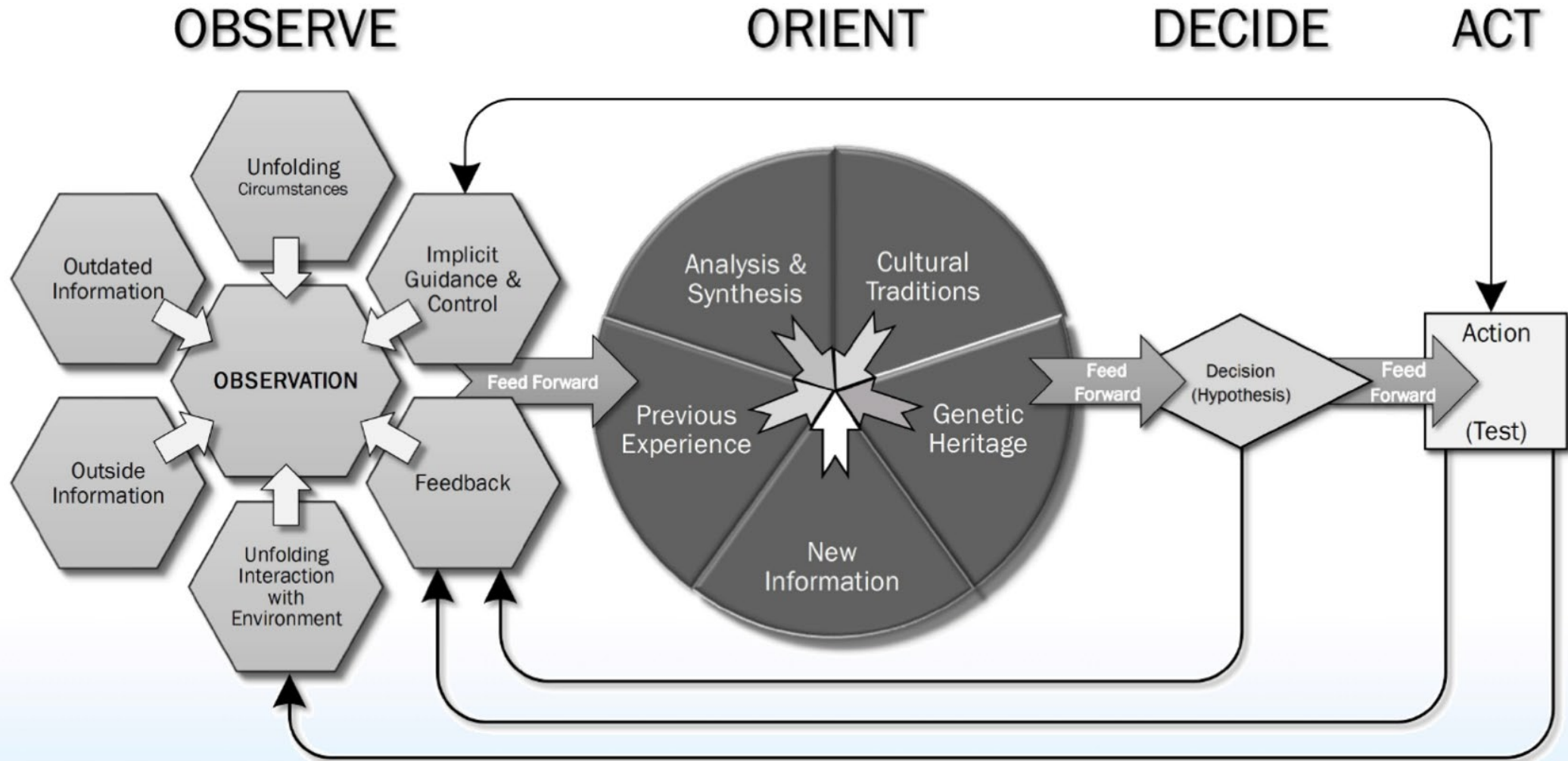


* Observe, Orient, Decide, Act

Our feedback loops need to include the hard stuff



If this were about small numbers of precise measurements, anyone could do it



B Bloomberg

Dislodging the Suez Canal Ship Said to Need at Least a Week

Assessment
already div
4 days ago



CNBC

Cheniere and Shell oil tankers change course to avoid Suez Canal as ships divert routes

2 days ago



The Boston Globe

Piracy fears mount as ships take long way around Africa to avoid blocked Suez Canal

2 days ago



the economist

Here's how a long shutdown of the Suez Canal might roil the global economy

2 days ago

The New York Times

Ship Stuck in the Suez Canal Is Free: Live Updates

Aided by the moon and the tides, the giant container ship was wrenched from the shore on Monday afternoon, six days after blocking the vital ...

1 hour ago





Peter Coffee
@petercoffee

"Existing management operating models are no longer supporting managers effectively... Revenue assumptions, often worked to two decimal points, are not relevant in an historic contraction. Reports are outdated before they reach senior managers." @McKinsey



When nothing is normal: Managing in extreme uncertainty

In this uniquely severe global crisis, leaders need new operating models to respond quickly to the rapidly shifting environment and sustain their ...

mckinsey.com

6:13 PM · Mar 9, 2021 · Twitter Web App



Peter Coffee
@petercoffee

"Pandemic data can take different presentation formats that steer...toward different perspectives...plagued by time lags, which decouple actions from observable consequences. It exhibits exponential growth, a concept many struggle to understand...a perfect storm of confusability."



MIT Sloan Management Review [@mitsmr](#) · Mar 26

Understanding the presentation pitfalls of data visualization is essential for decision-making in a pandemic. mitsmr.com/3qIE25M

9:09 AM · Mar 26, 2021 · Twitter Web App

This is why, it's been said, having "a plan" is over-rated



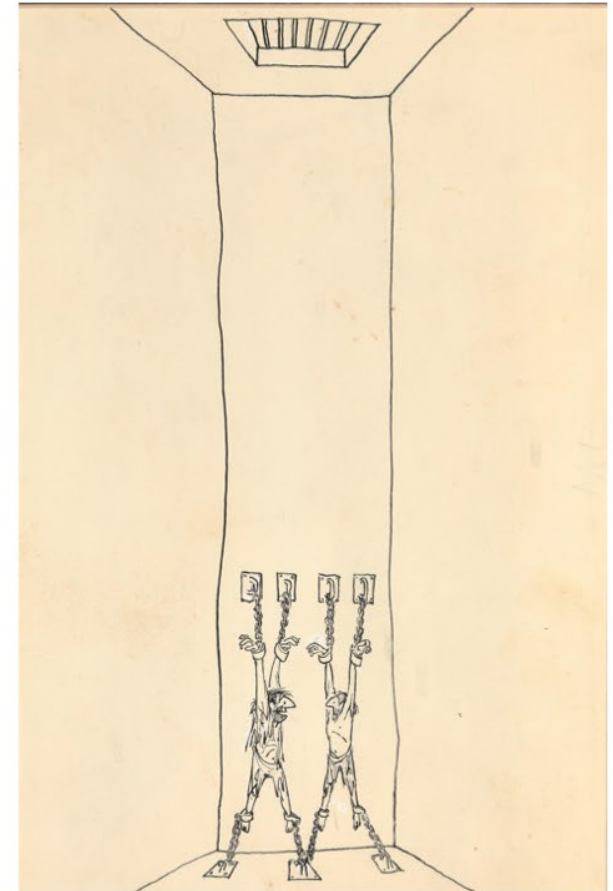
"Everyone has a plan until they get punched in the mouth." (Mike Tyson)

"No plan survives first contact with the enemy."
(Helmuth von Moltke*)

More to the point, though:

"Plans are worthless, but planning is everything. You throw the plans out the window...but **if you haven't been planning you can't start to work**, intelligently at least." (Dwight Eisenhower)

* Technically, "*Kein Operationsplan reicht mit Sicherheit über die erste Begegnung mit der Hauptkraft des Feindes hinaus.*"
(No one ever quotes the whole thing, not even in translation)



"NOW HERE'S MY PLAN..."

"NOW HERE'S MY PLAN..."

It's not enough to acknowledge that there are zombies

 **Peter Coffee**
@petercoffee

Replying to @briansolis, @kamaltahir and 7 others

There's a reason why @Tom_Peters titled his book "Thriving On Chaos," not "Thriving In Spite Of Chaos" and definitely not "Surviving Until We Fix The Chaos." The new normal is that there isn't one. Agility is the only sustainable excellence.

"Chaos" gets a bum rap

Too often labeled as obstacle, rather than opportunity

cha·os

/ˈkɑː.əs/

noun

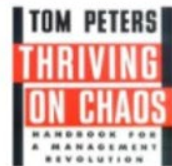
complete disorder and confusion.
"snow caused chaos in the region"

synonyms: disorder, disarray, disorganization, confusion, mayhem, beslam, pandemonium, havoc, turmoil, tumult, commotion, disruption, upheaval, uproar, maelstrom; More

- **PHYSICS**
behavior so unpredictable as to appear random, owing to great sensitivity to small changes in conditions.
- the formless matter supposed to have existed before the creation of the universe.

"No skill is more important than the corporate capacity to change *per se*. The most urgent task is to learn to welcome—beg for, demand—**innovation from everyone**. This is the prerequisite for continuous improvement."

— Tom Peters



11:40 AM · Aug 25, 2020 · Twitter Web App



Peter Coffee @petercoffee · Aug 2

"The study looks at how survivors handle a fictional doomsday scenario in the long-running US television series The Walking Dead. In sum, poorly... It is an offbeat topic for scholarship."



How the zombie apocalypse can help prepare us for real crises
Fictional doomsday scenarios can offer guidance on how to handle a second wave of coronavirus
[ft.com](#)



1



2



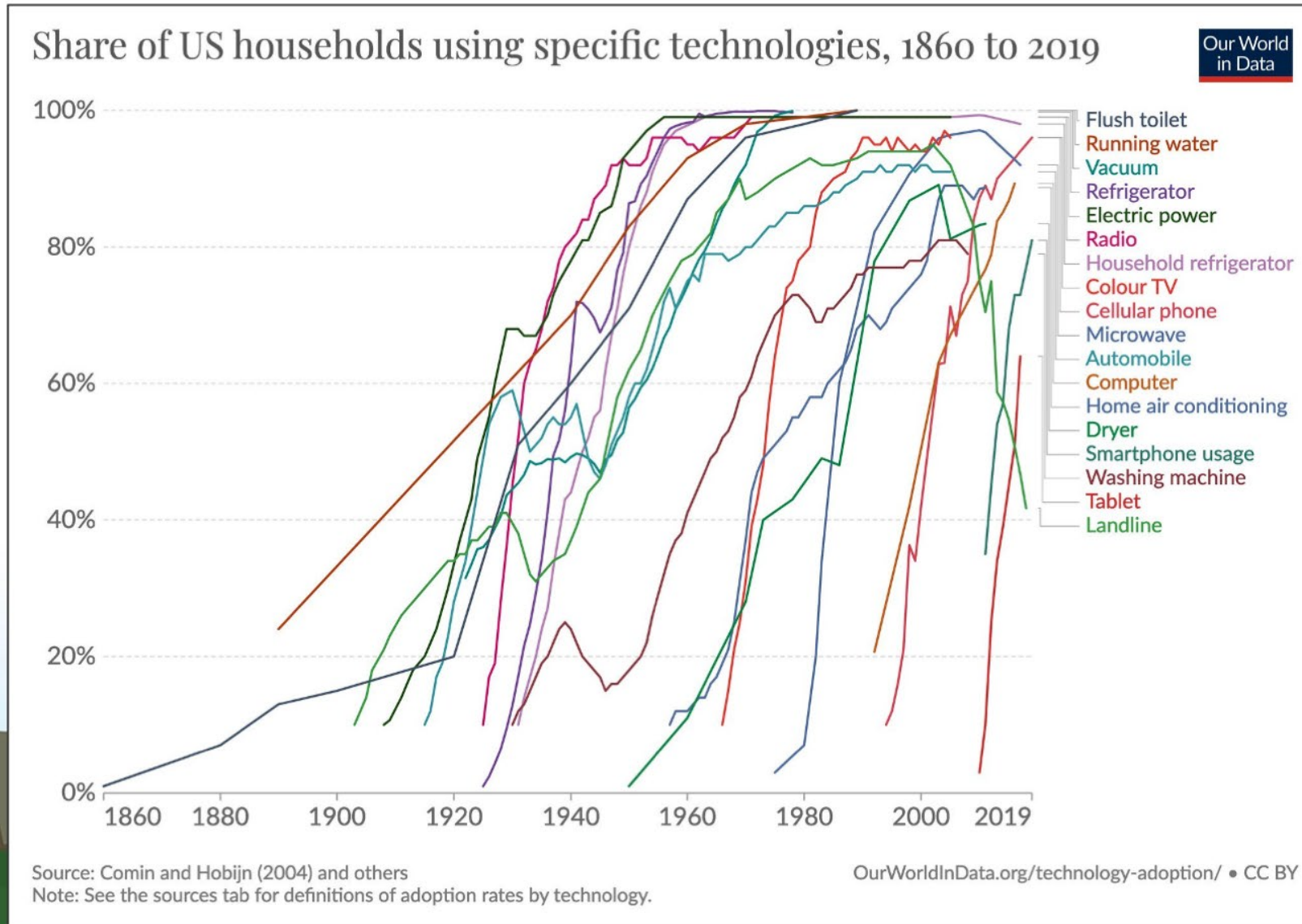
2



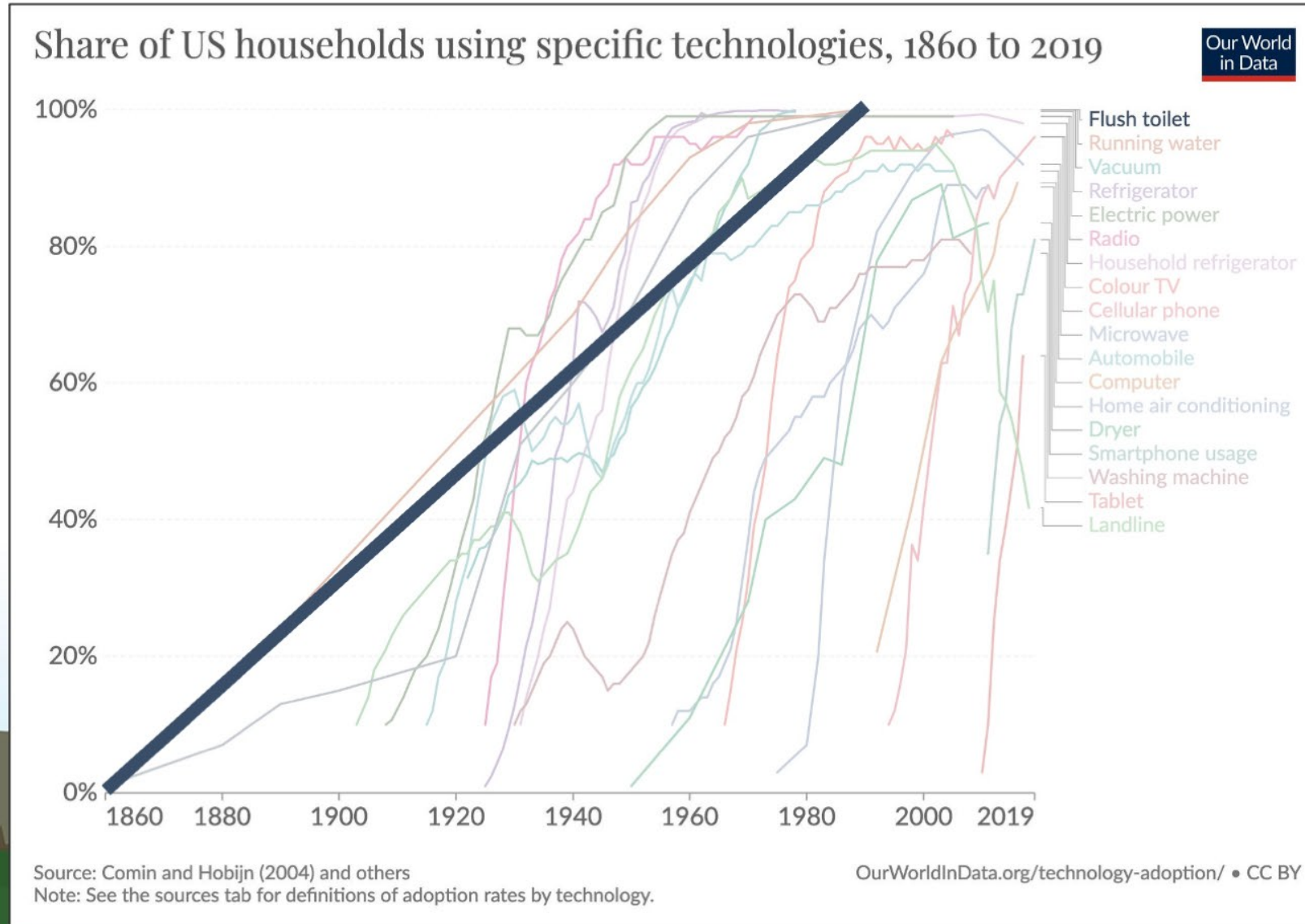
Peter Coffee @petercoffee · Aug 2

"As The Walking Dead underlines, even humans who can recognise a zombie are doomed if they fail to prepare for their next encounter with one."

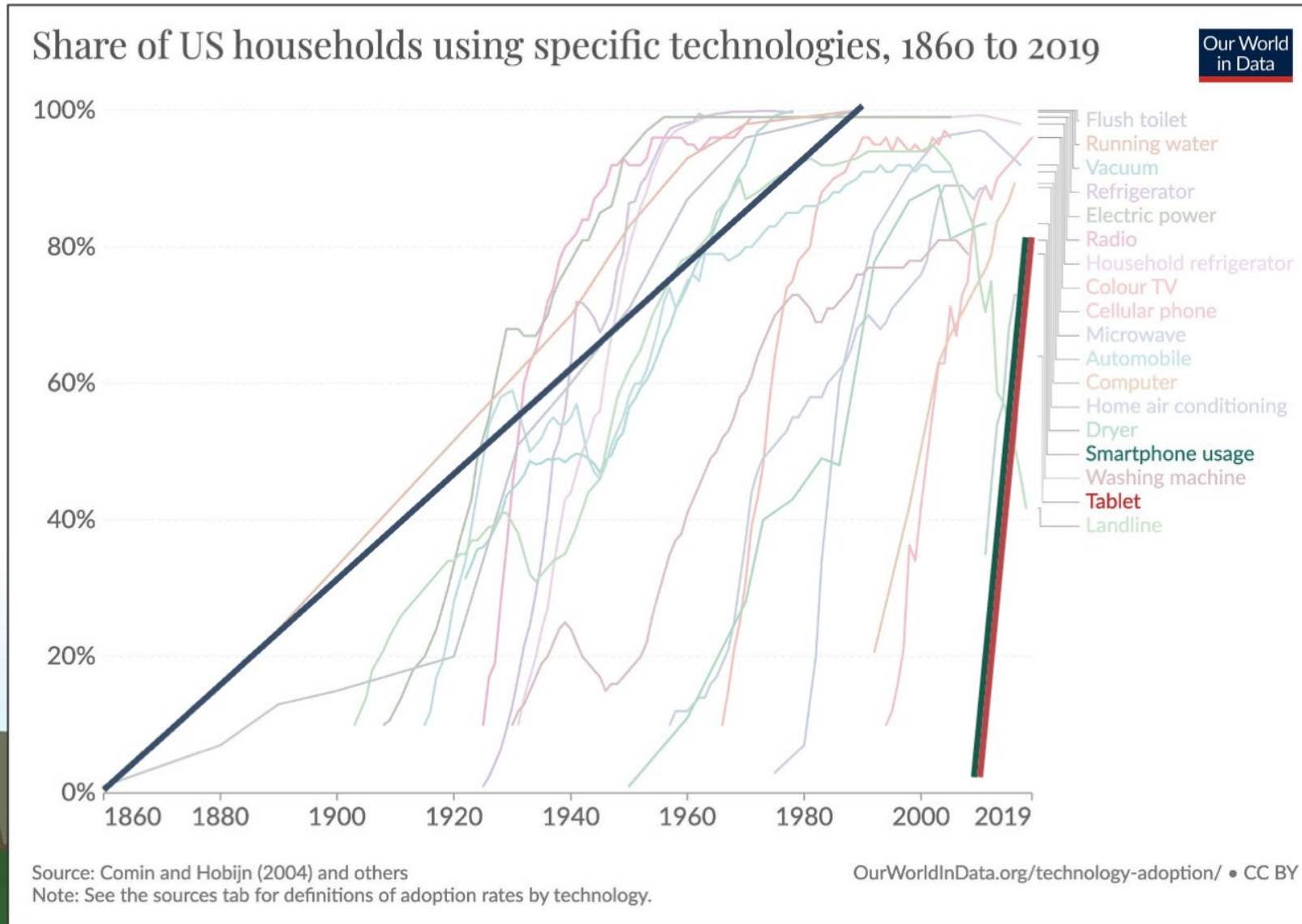
Adoptions accelerate...



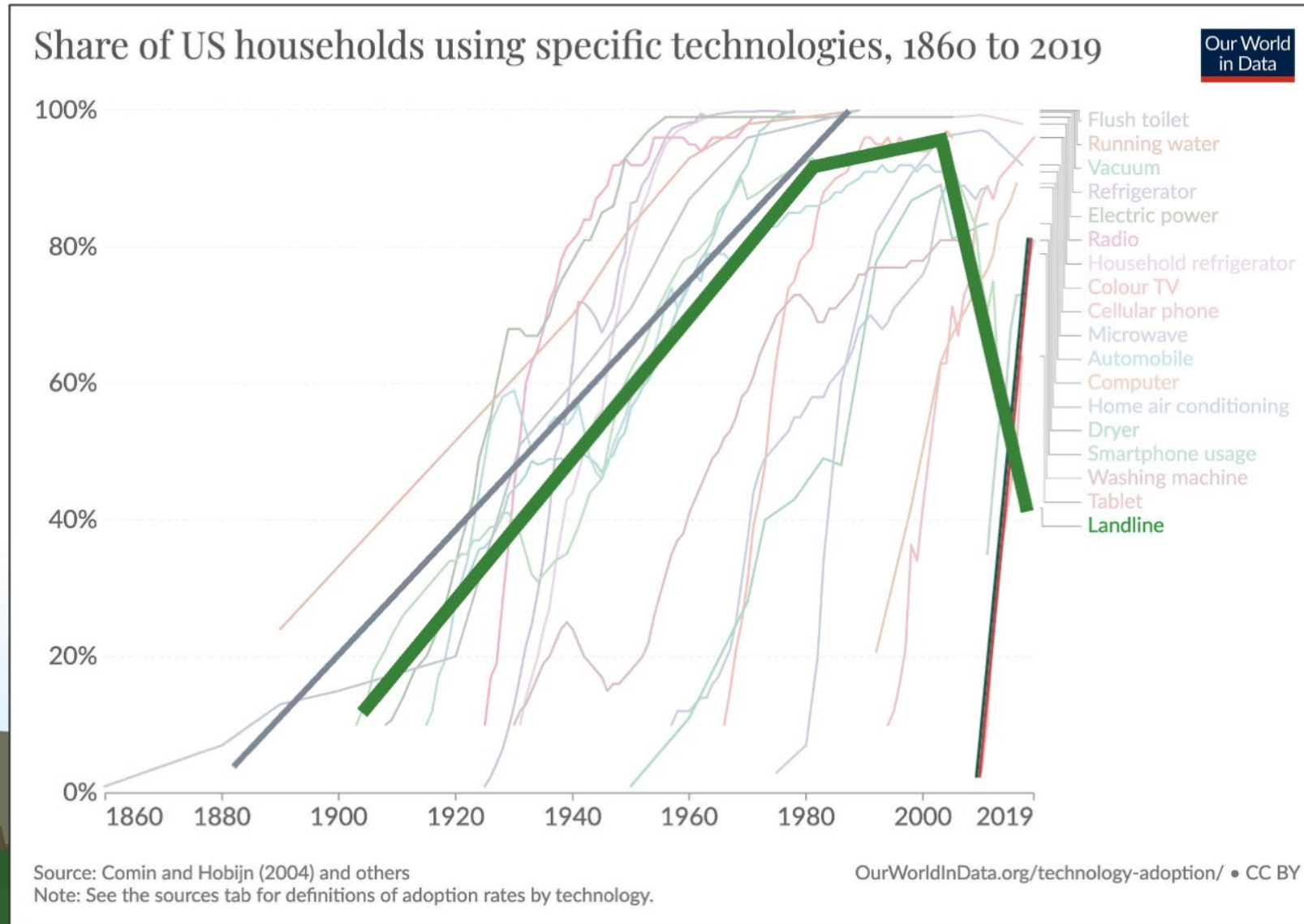
Adoptions accelerate...



Adoptions accelerate...



Adoptions accelerate – until they reverse



What tells us what kind of change is needed, when?



≡ **WIRED**

GEORGE GILDER

12.01.1996 12:00 PM

The Gilder Paradigm

A new paradigm is emerging: it will transform the industry and the economy just as sharply as Moore's Law, when it caused the mainframe market to plunge from 100 percent to less than 1 percent of computer sales between 1977 and 1987. Since 1992, I have been developing this theory and showing the journey toward [...]

“Every economic era is based on a key abundance and a key scarcity.”

– George Gilder, 1996

“If you’re doing things that

- conserve what’s now abundant...*
- fail to notice what’s gotten scarce...*
- help people cope with a scarcity that no longer exists...*

...you’re designing for a past era.

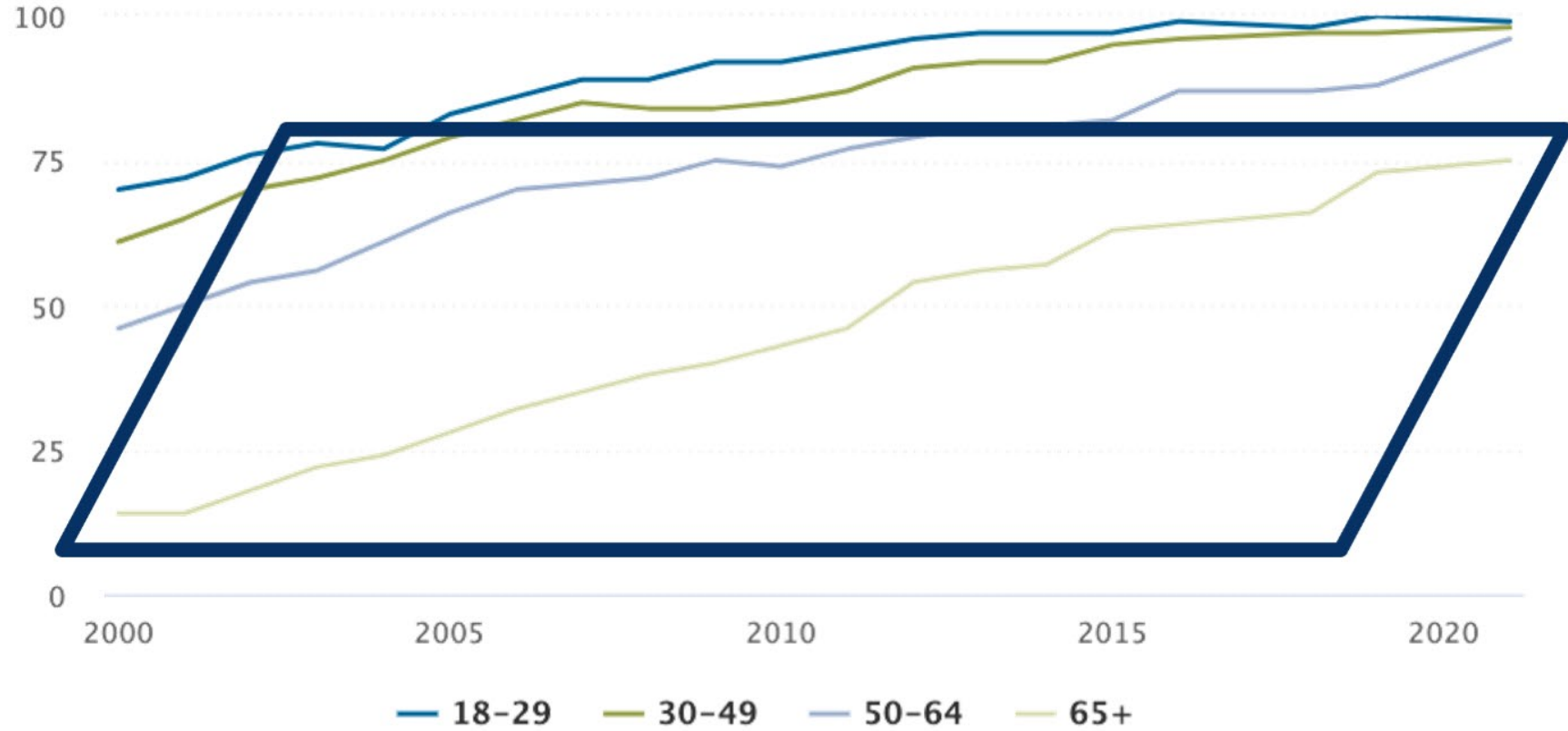
Don’t expect compliments.”

– Me, now

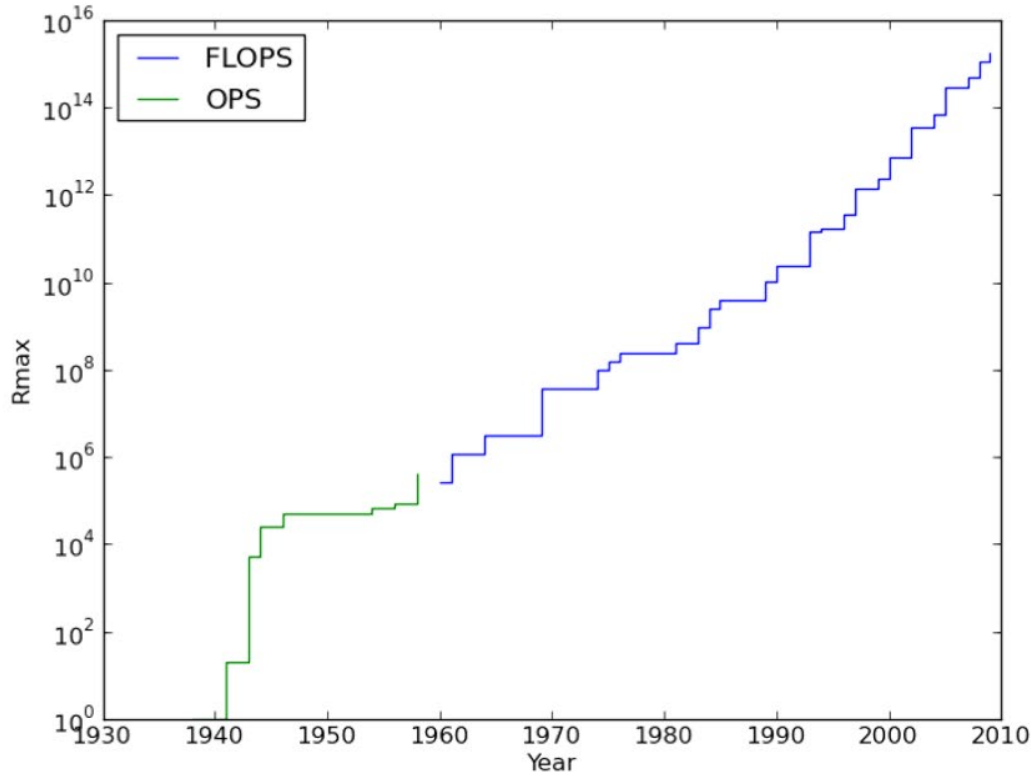
What's hugely abundant is connection



% of U.S. adults who say they use the internet, by age



Another exponential abundance: computing power



Note: these are *logarithmic* vertical scales: a straight line represents exponential growth. (Showing aggregate compute power on a linear scale makes it look as if we started building them in 2005.)

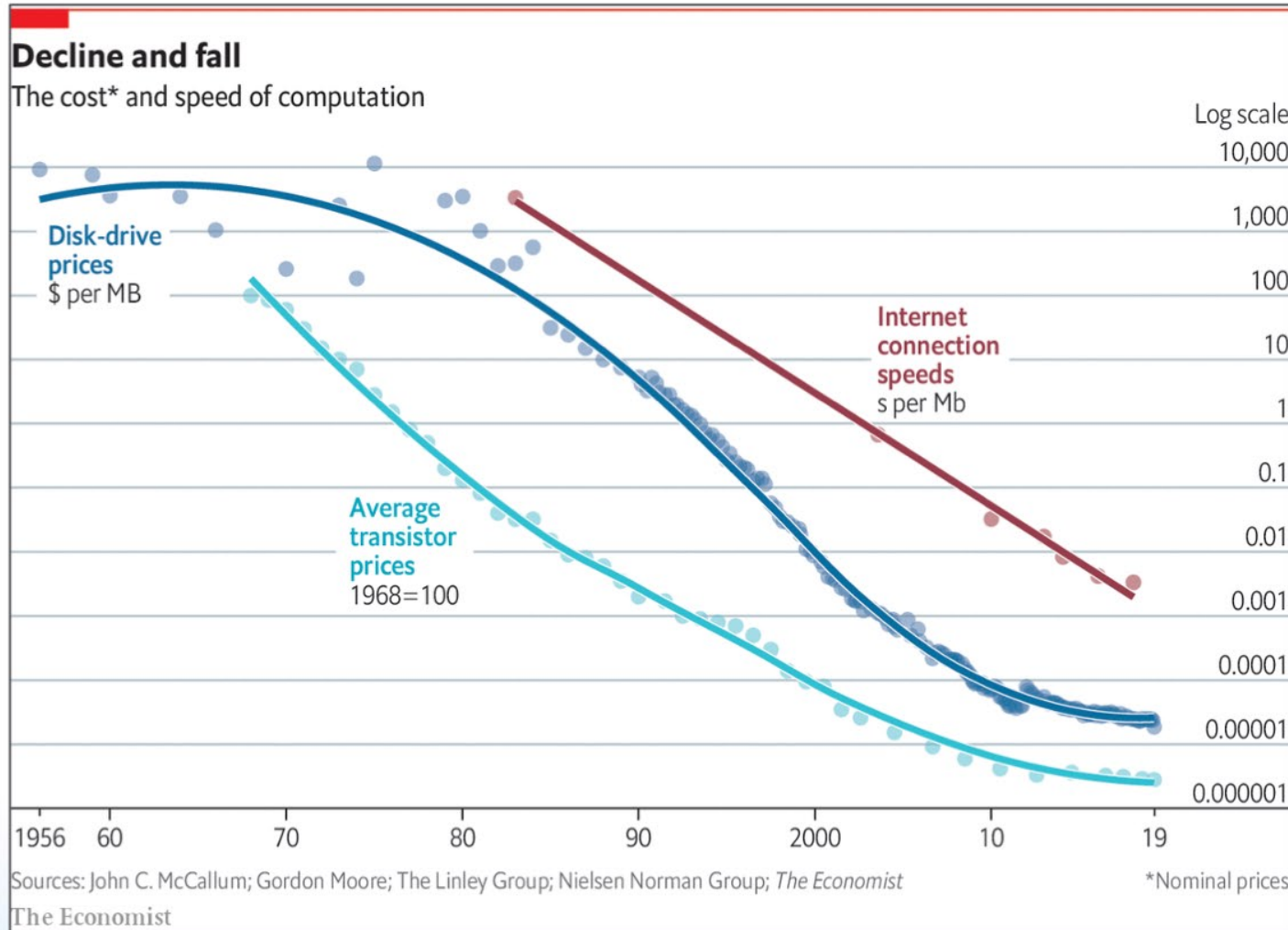


Figure: Projected number of human brains equivalent to global hardware under various assumptions. For brains, 'small' = 3×10^{13} , 'median' = 10^{18} , 'large' = 10^{25} . For 'world hardware', 'high' = 2×10^{20} , 'low' = 1.5×10^{21} . 'Growth' is growth in computing hardware, the unlabeled default used in most projections is 25% per annum (our estimate above), 'high' = 86% per annum (the apparent growth rate in ASIC hardware in around 2007).

So non-scarce, it's almost free: digital capacity



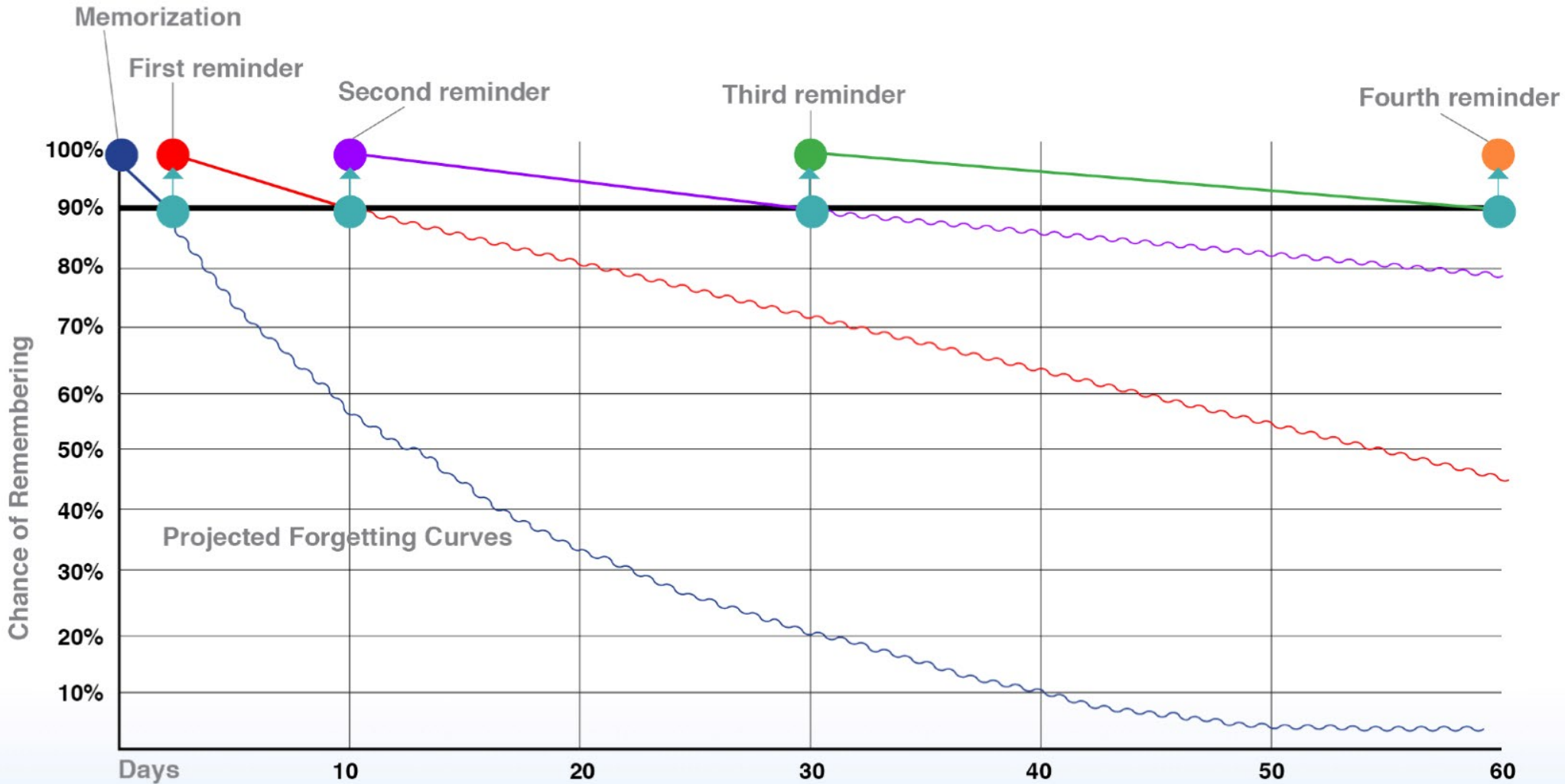
www.economist.com/technology-quarterly/2019/09/12/
drastic-falls-in-cost-are-powering-another-computer-revolution



“The price of computation today is roughly one hundred-millionth what it was in the 1970s, when the first microprocessors became commercially available...**between 1950 and 2010 the amount of number-crunching possible with a kilowatt-hour of energy grew roughly a hundred-billion-fold.**”

- The Economist, September 2019

What's becoming scarce is *human data capacity*



Herman Ebbinghaus
"The Curve of Forgetting"

What's becoming scarce is access to human attention



(% agree)	18 to 24	65+
When nothing is occupying my attention, the first thing I do is reach for my phone	77%	10%
I check my phone at least every 30 minutes	52%	6%
The last thing I do before I go to bed is check my phone	73%	18%
I often use other devices while watching TV	79%	42%
I watch more TV programs through catch-up/streamed TV than live	74%	13%
I often watch a number of episodes of a show back-to-back	87%	43%

19% of online viewers defect in the first **10 seconds**.

“The thrill of finding something new often makes connected consumers jump off one experience into another. The ‘feel good’ neurotransmitter, dopamine, is released when consumers are doing something they find rewarding.”

Do 2020's stories illuminate what's to come?



The more demanding experiment has barely begun

What many showed in 2020-2021 is that

- Established organizations with...
- ...social networks already in place...
- ...can replatform to physically distributed work...
- ...while operating at extraordinary levels of effort

What most have not yet determined is how

- New talent can be discovered and onboarded
- New relationships, internal and external, can be built
- New lines of business can be developed and launched
- Sustainable effort can deliver satisfactory results

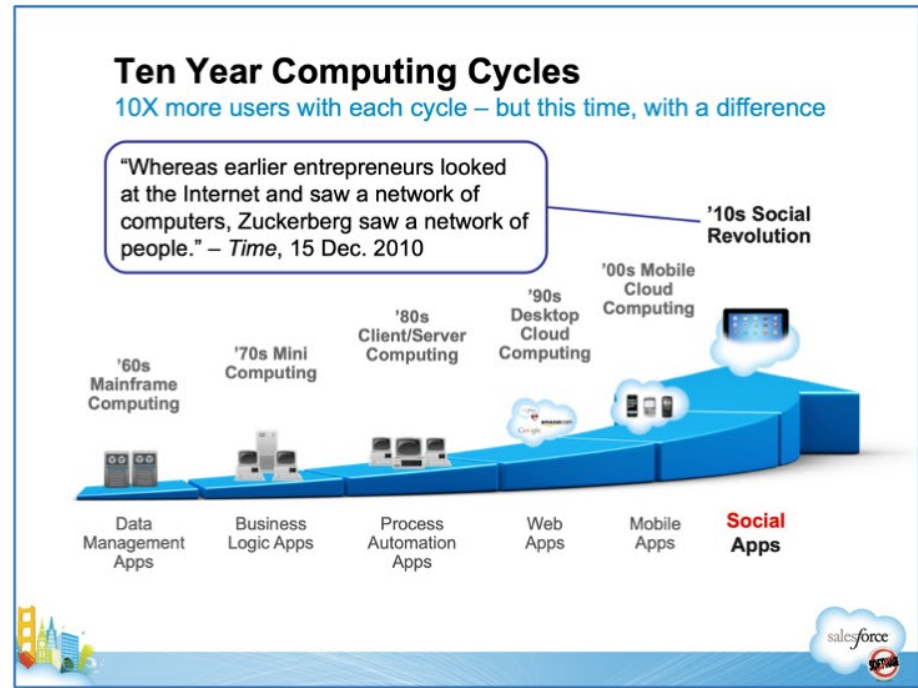
“Just because we’ve managed to weather this storm doesn’t mean it’s an optimal way to work. If you’re in a shipwreck and a piano top floats by, it becomes a lifesaver. But it’s not the way you would have designed a lifesaver.”

– The *New York Times*,
6 May 2021



What are the measures of the metaverse?

Related question: why do we need a different word than “cyberspace?”



“Trust; Vision; Revolution” – November 2011

“Cyberspace. A consensual hallucination experienced daily by billions of legitimate operators, in every nation, by children being taught mathematical concepts... **A graphic representation of data** abstracted from banks of every computer in the human system.”

– William Gibson, *Neuromancer*, 1984

“Whereas earlier entrepreneurs looked at the Internet and saw a network of computers, **Zuckerberg saw a network of people.**”

– Lev Grossman, *Time*, “Person of the Year 2010”





What are the measures of the metaverse?

It's a place for **people**, not a virtual colocation of their **computers**

Economic output: what fraction of global annual value-add is represented by assets in distributed ledgers? Today, ~3%; WEF projects 10% by 2027*

Collaborative time: in 2020, **virtual meetings** were 48% for technology activities; 32% for education; 26% for health and life sciences

Travel: pre-pandemic, business travel was 26% of total US travel revenue; will return from pandemic's 89% decline reach as much as 85% of that?

(Time, October 2021)

“35% of business travelers said they expect video conferencing to **replace about half of routine business travel in the future”** (Dan Richards, *Worth*, August 2021)

* See also meetingoftheminds.org/dates-and-deliverables-from-blockchain-26696



Measure communication: don't just count messages



nature human behaviour

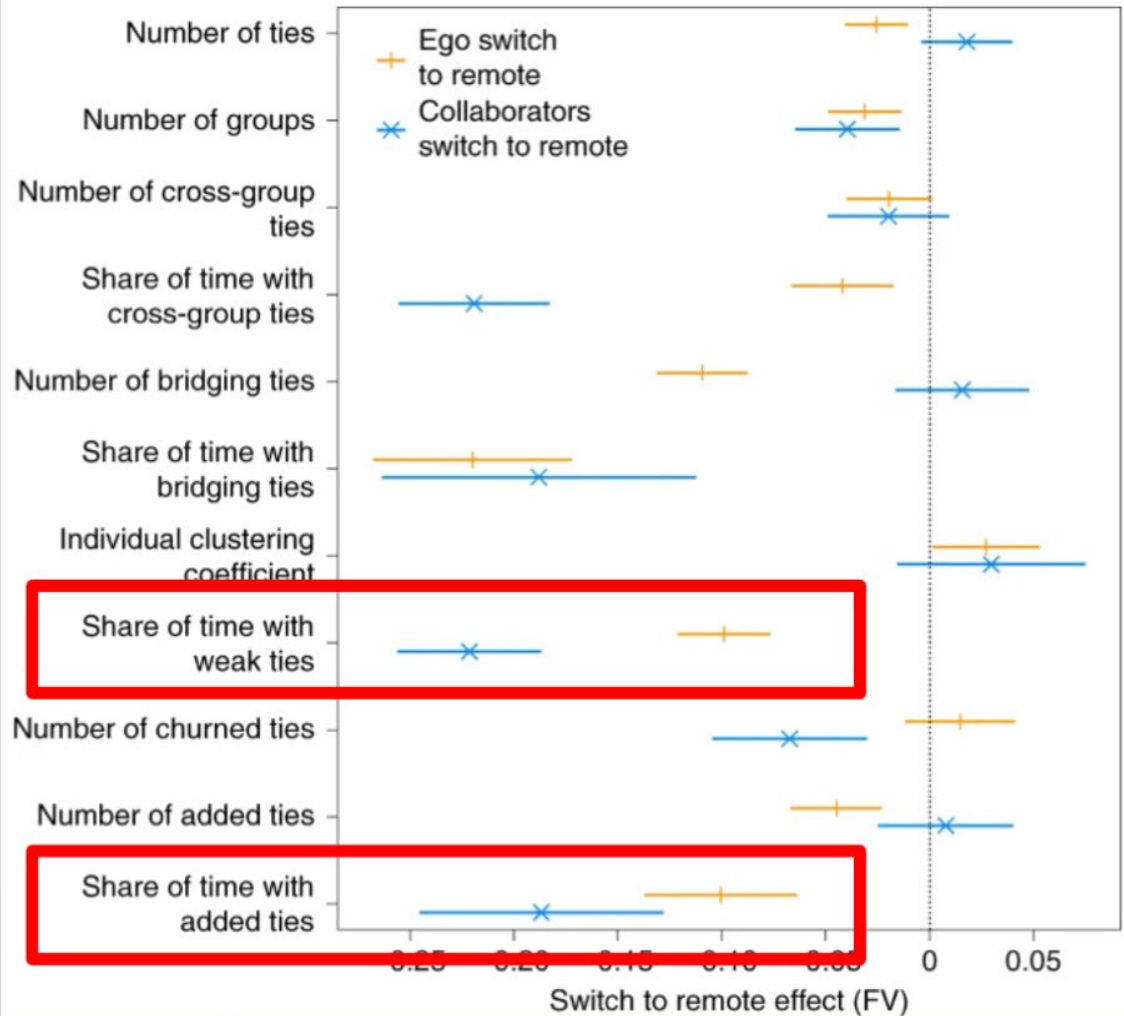
Article | Published: 09 September 2021

The effects of remote work on collaboration among information workers

Longqi Yang, David Holtz, Sonia Jaffe, Siddharth Suri, Shilpi Sinha, Jeffrey Weston, Connor Joyce, Neha Shah, Kevin Sherman, Brent Hecht & Jaime Teevan

“Firm-wide remote work caused the collaboration network of workers to become more static and siloed...may make it harder for employees to acquire and share new information...”

Fig. 7: Decomposition of the effect of remote work on collaboration networks into ego and collaborator effects.



Active platform → agile collaboration + focused automation

Cirrus Inc

#deal-close

Marketing

Sales

Service

Deal Alert APP

Opportunity | Gamma Inc
Amount increased \$50k to \$75k

#marketing-scrum

Carl Reynard
@channel, our campaign worked!

Salesforce APP

New Priority Lead | Gamma Inc

View Contact

100 4

#case-swarm

Lisa Han
@dev and @it I'm stuck. Can you help?

Yvette Barradas
@Lisa Sure. I'll update the case.

CASE #233442
GAMMA INC.

8

salesforce

“What workers have today...has **low usability, low access, and low empowerment**. It’s often mostly a jumble of technology that’s not aimed at a coherent employee experience... **We have to design a lot more of it today and now for our emerging world of hybrid work.**”

– Dion Hinchcliffe

83% of users say automation solutions have provided them with the time to take on new, challenging projects

83% of users say automation solutions have provided them with the time to learn new skills

77% of users say automation solutions have provided them with more time to deepen relationships with customers and stakeholders

(Automation Survey, Salesforce Research, October 2021)

#mark



Ca
@channel, our campaign worked!



Salesforce APP



New Priority Lead | Gamma Inc

View Contact

100 4



8



Service

#case-swarm



Lisa Han
@dev and @it I'm stuck. Can you help?



Yvette Barradas
@Lisa Sure. I'll update the case.



CASE #233442
GAMMA INC.

It's not as if we're rushing this

“By the year 2000, we will no longer commute. We will communicate. We won't have to travel for business any more – we'll only travel for pleasure.”

– Sir Arthur Clarke, 1964

“What VR will do is give us a chance to travel where humans could otherwise never go: inside a hurricane, a patient's brain, a spiral of DNA or a black hole from across the galaxy – journeys millions of us are ready to take.”

– *The Economist*, 2015



Thank You

