

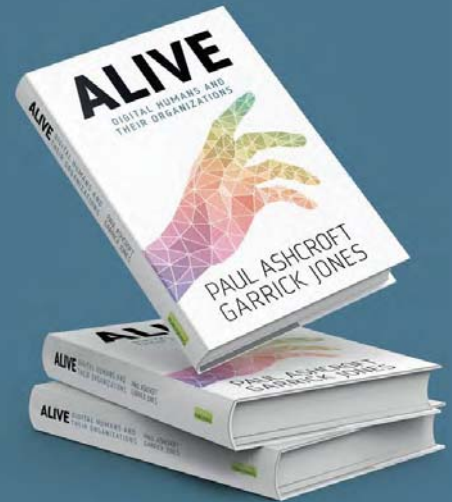
**WE ARE ALL DIGITAL
HUMANS NOW.**

WHAT DOES THIS MEAN FOR HOW WE LIVE
AND HOW WE WORK? HOW DO DIGITAL
HUMANS THRIVE IN A CONNECTED WORLD?

Garrick Jones

The Ludic Group
London School of Economics

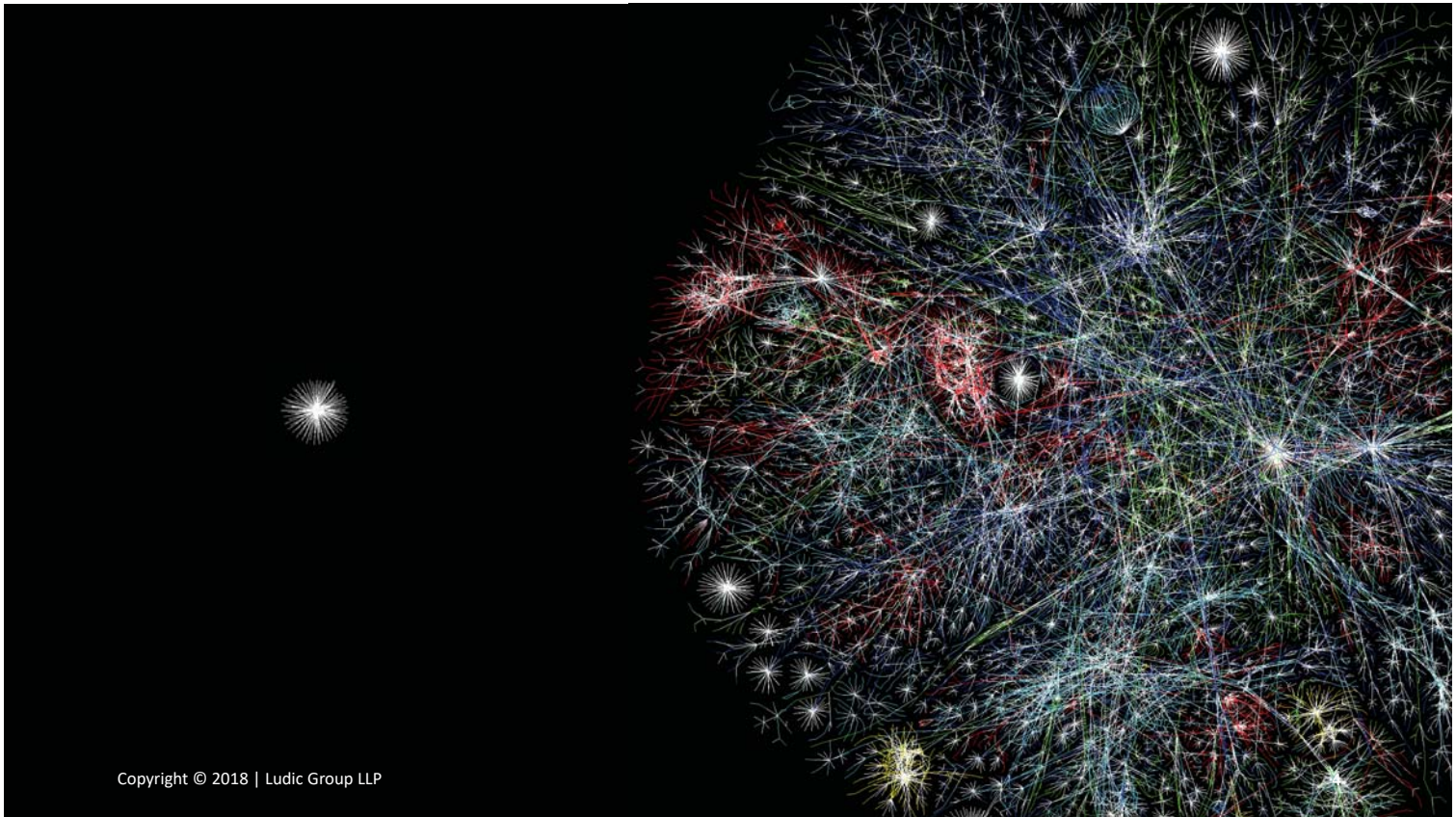
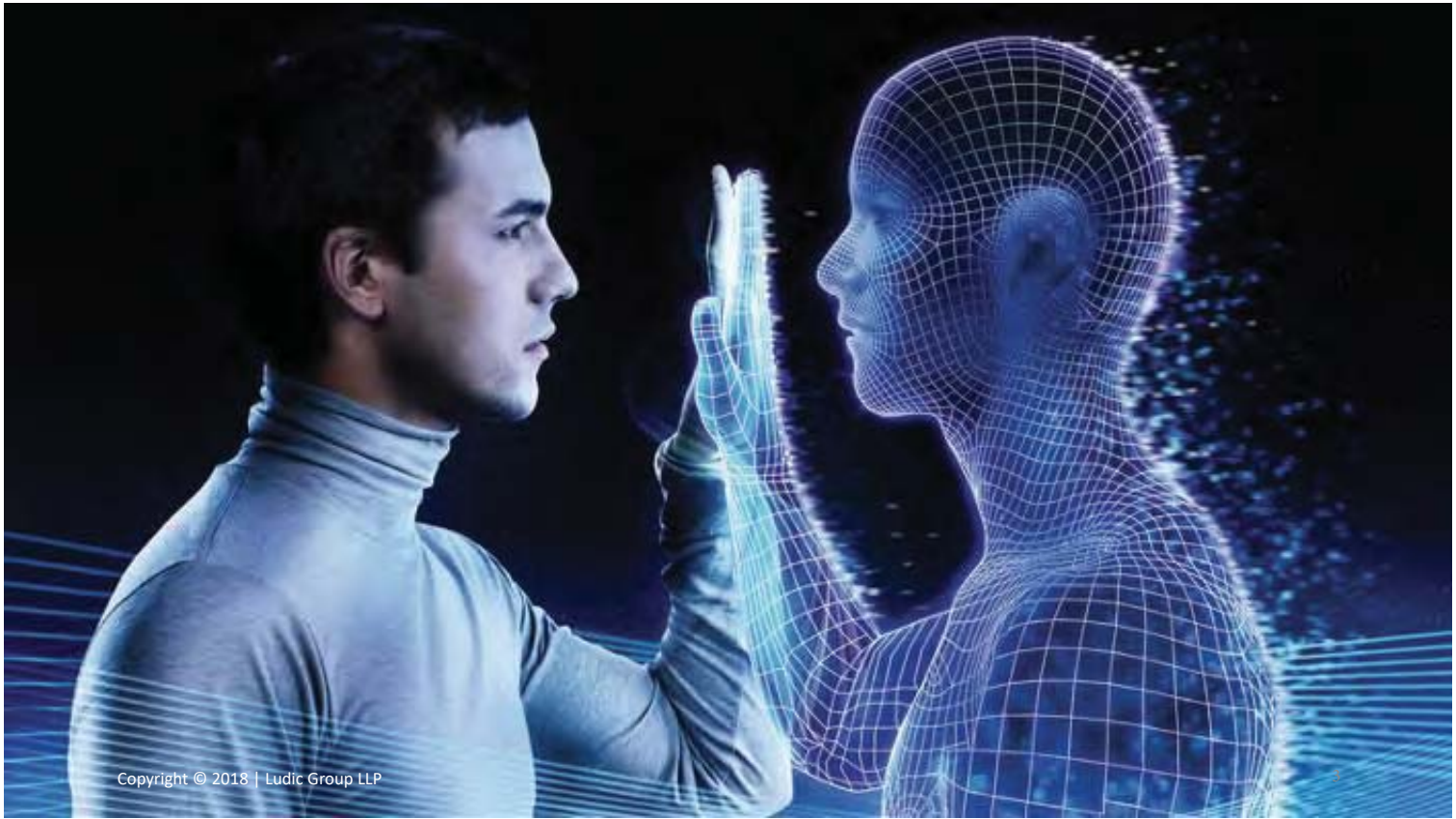
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Digital Changes Everything

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2



About Ludic

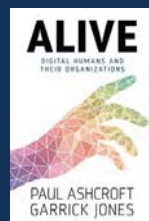
Ludic accelerates the implementation of strategic transformation programmes.

We provide consulting, digital tools and creative services that solve the problems experienced in large scale global transformation programmes relating to:

- Ongoing Leadership Alignment and Decision Making
- People Engagement and Motivation
- Capability Building at Scale

Founded in 2004 and working with Fortune 500 clients, our business model and technology tools radically innovates traditional consulting.

We are research led and thought leaders in harnessing digital to deliver people centric business transformation.



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5

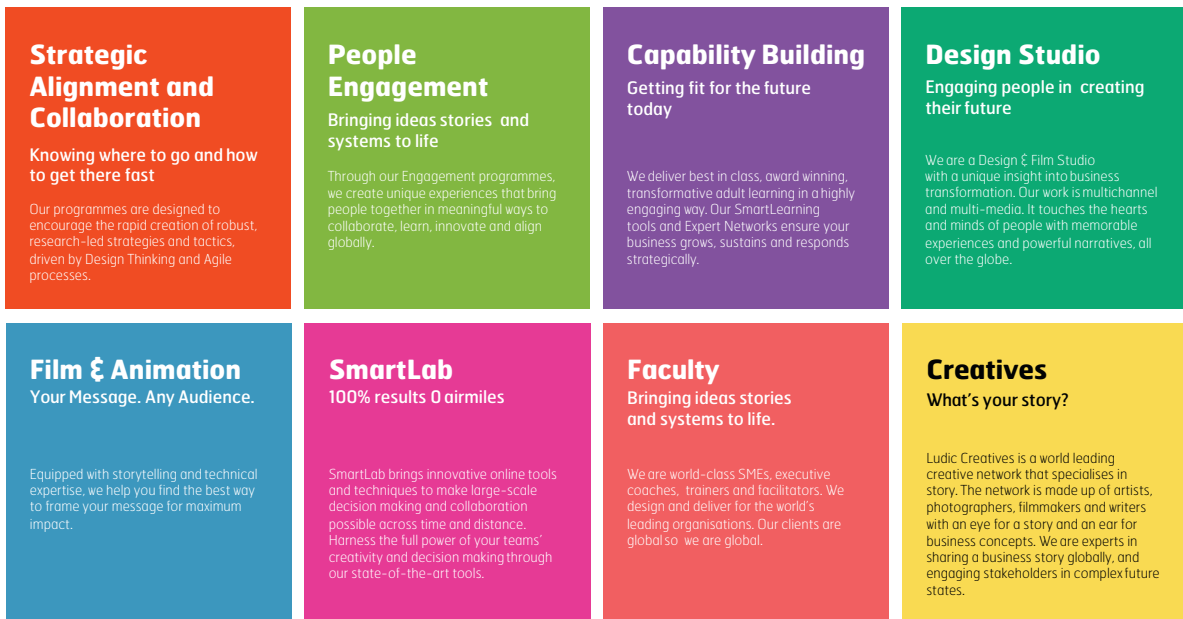
We work with many of the world's largest organisations with ongoing repeat business with high penetration of multiple business areas within key clients.



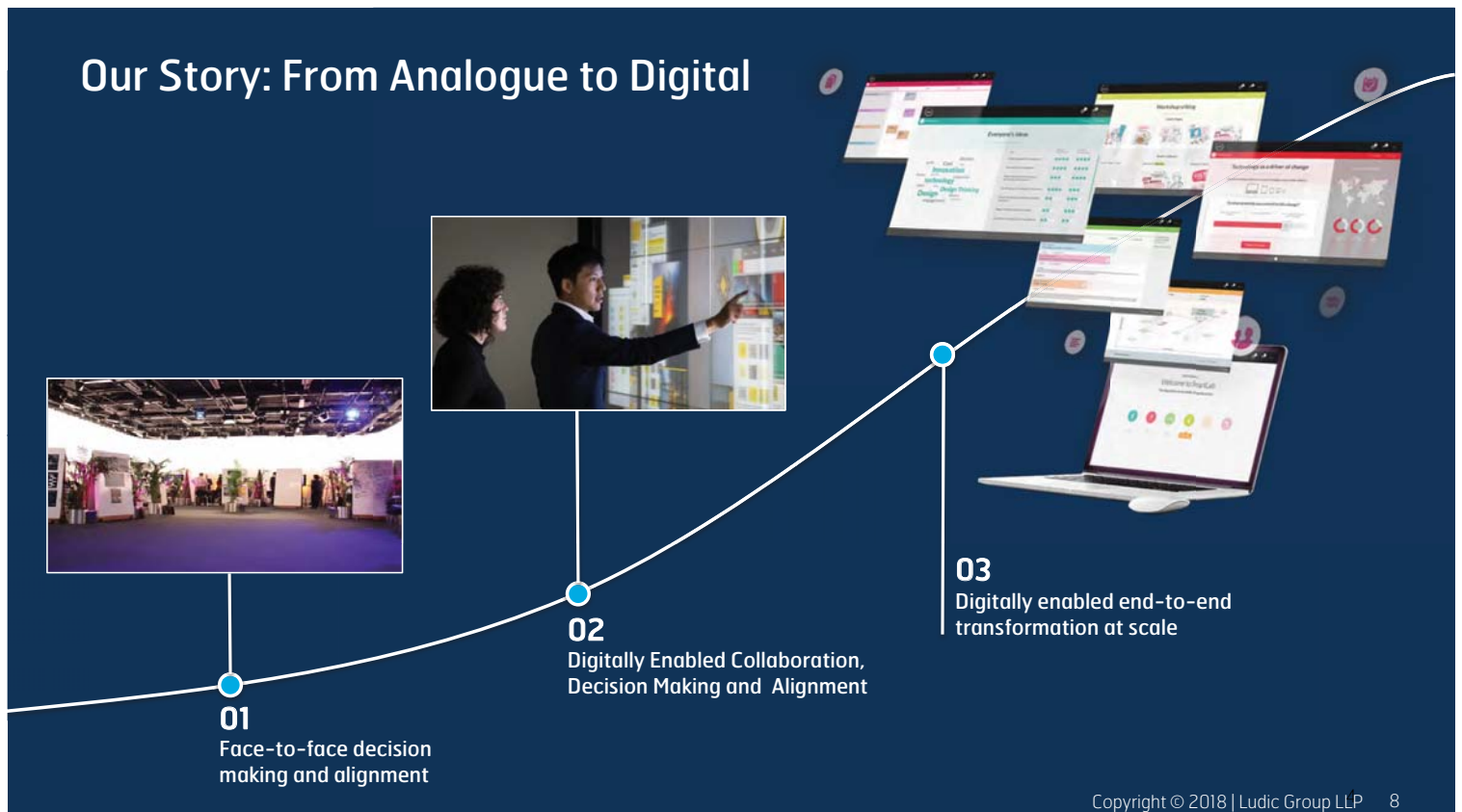
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6

Expertise and services to accelerate end to end transformation



Our Story: From Analogue to Digital



Example Case Study: Global Beverages Company Finance Transformation

3000 target audience

200 countries

6 week delivery

150 facilitated online sessions

Client led

1000+ transformation challenges identified

179 Projects defined

2800 Personal commitments

Global alignment & behaviour shift

Follow on multi-year blended learning programmes

Core Ludic team = 3

Per Participant pricing

Really liking these resources. Very helpful. I look forward to seeing some more soon!

SHARE YOUR RATING
★ ★ ★

Downloading now
60%



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9

SmartLab: Integrated Digital Transformation Platform

LUDIC

The gamification engine rewards participation

Project team sessions are quick and easy to set up

Booking into specific workshops and events

News feed of community activities

Notifications are tailored to direct the global community towards latest content

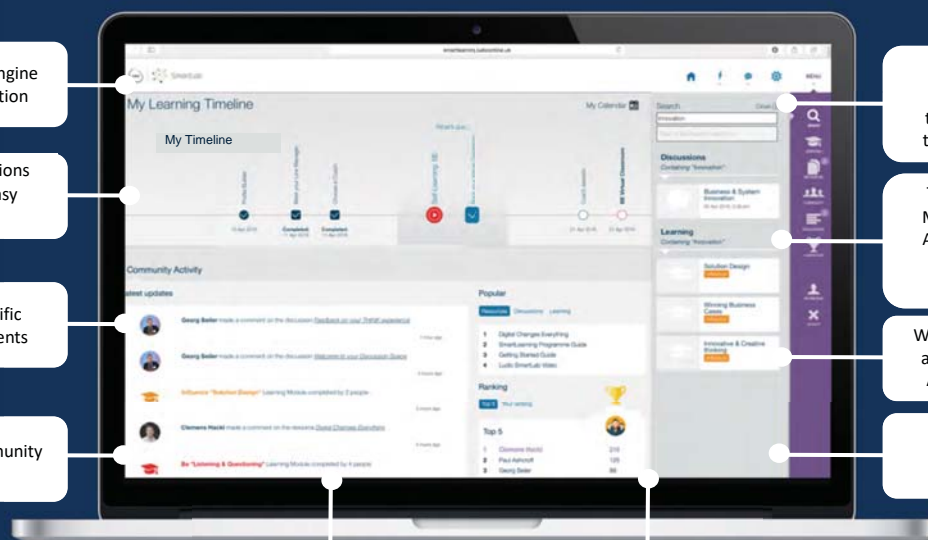
Thematic Discussions Maintain engagement, Allow for ongoing idea generation and knowledge sharing

Work conducted through a sequence of Decision Apps and online tools

Agile Programme Delivery

Real Time Reporting and Dashboard

Faculty and experts deployed as required throughout the programme



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Insights from our Research

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11



THE IMPACT OF TECHNOLOGY IS CAUSING DIGITAL CHAOS.

Organisations are struggling to get the communication and effective collaboration balance right in the workplace. We asked over 5000 individuals in a recent UK survey.



Typical communication channels at work

76%
Email

25%
Purpose-built intranet

23%
Messaging platform

17%
Workspace collaboration platform

14%
Video conferencing system

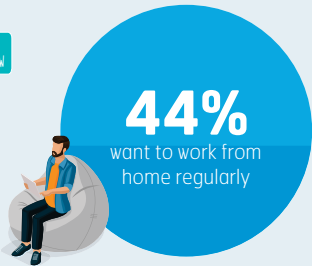
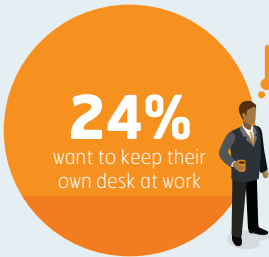
8%
Internal video sharing

8%
Other



ORGANISATIONS AND THEIR WORKFORCES ARE BECOMING MORE TRIBAL.

People want to design their own working experience and require more flexibility. We asked over 5000 individuals in a recent UK survey.

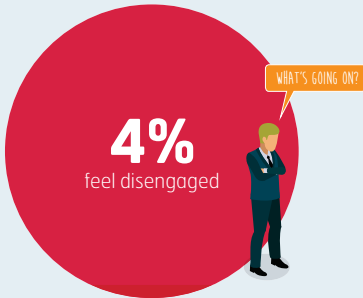
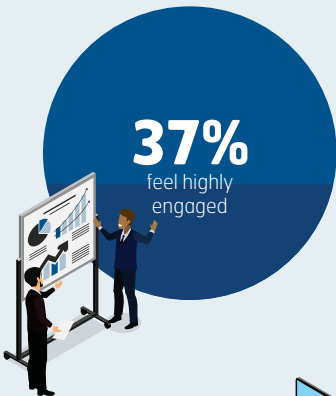


Download the full Ludic Group report on <http://ludicgroup.com/reimagining-the-workplace-of-the-future.html>



ORGANISATIONS DON'T MAKE THE MOST OF TECHNOLOGY TO ENGAGE THEIR PEOPLE.

Technology is set to connect and engage people like never before, but organisations still lack engagement from both onsite and remote teams. We asked over 5000 individuals in a recent UK survey.

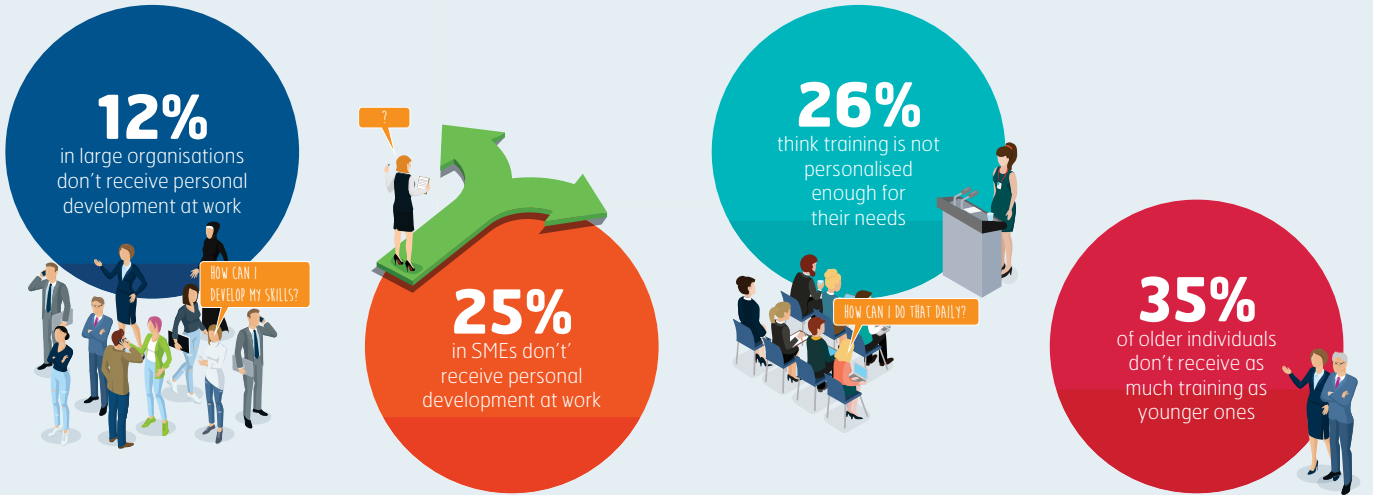


Download the full Ludic Group report on <http://ludicgroup.com/reimagining-the-workplace-of-the-future.html>



BUSINESSES ARE STRUGGLING TO TRAIN THEIR PEOPLE EFFECTIVELY.

As organisations grow and become disparate, traditional training becomes more difficult to deliver effectively for those that have not yet entered the next generation learning territory. People require more personalised, more flexible and more relevant training. We asked over 5000 individuals in a recent UK survey.

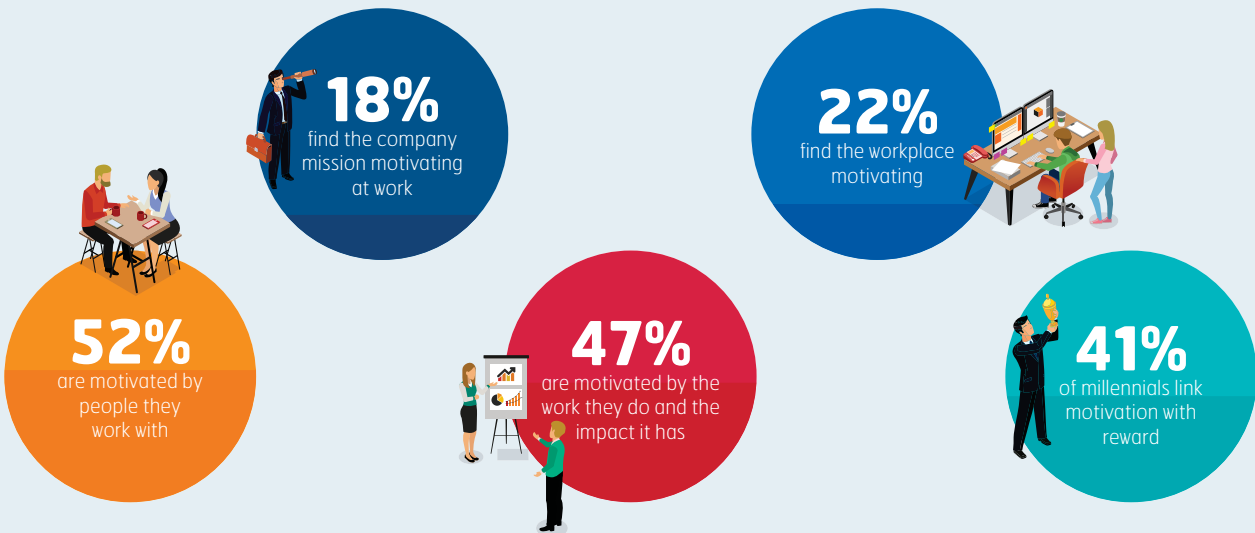


Download the full Ludic Group report on <http://ludicgroup.com/reimagining-the-workplace-of-the-future.html>



AGE DIVERSITY IS CREATING CHALLENGES FOR COMMUNICATION, MOTIVATION AND COLLABORATION

Failing to find the right balance between millennials and older people is causing unsatisfactory levels of motivation, collaboration and communication among workforces. We asked over 5000 individuals in a recent UK survey.

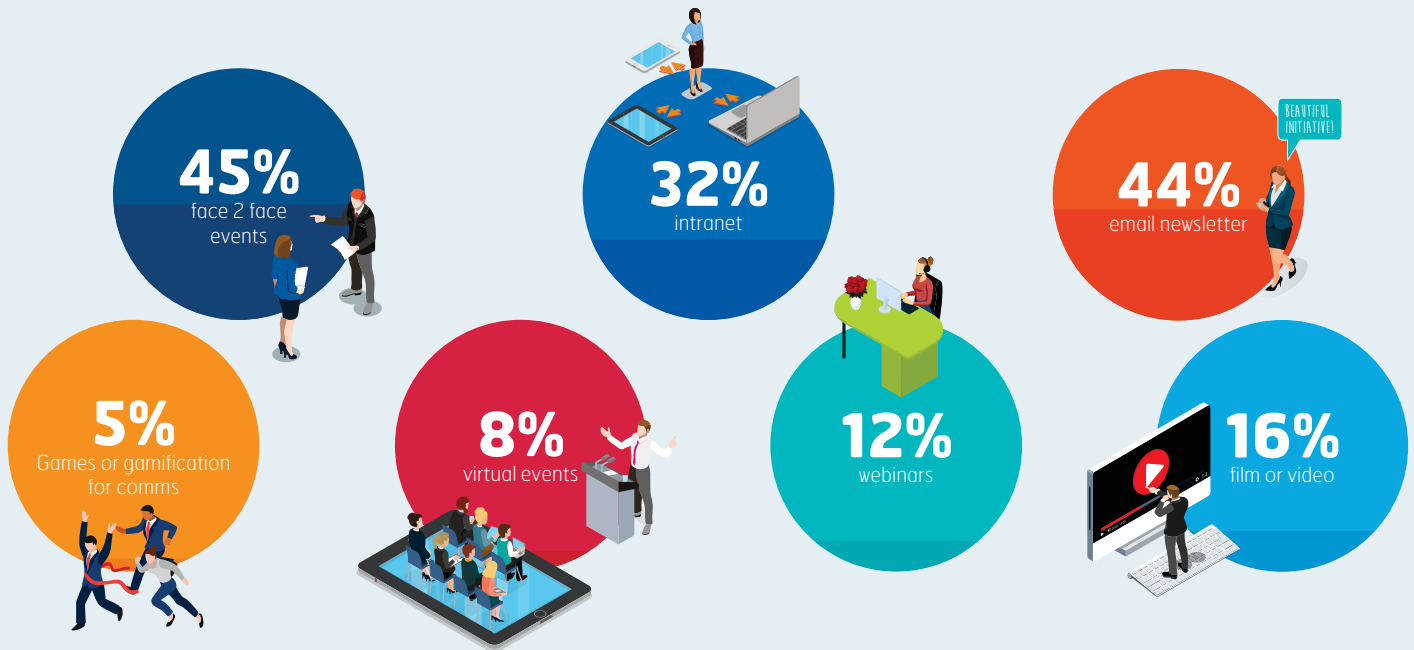


Download the full Ludic Group report on <http://ludicgroup.com/reimagining-the-workplace-of-the-future.html>



ORGANISATIONS LACKING A STRUCTURED APPROACH TO ENGAGEMENT USING ALL THE AVAILABLE CHANNELS, ACHIEVE RANDOM OUTCOMES

There are powerful ways to raise people engagement including media based tools such as games, films, online and physical events, mixed realities and many more. According to our recent UK survey very few businesses use them with face 2 face event still dominating, while a few reported not to have used any tools or technique to communicate with them. We asked over 5000 individuals in the UK on the typical communications channels at work:



Download the full Ludic Group report on <http://ludicgroup.com/reimagining-the-workplace-of-the-future.html>

17

What's happened to organisations?



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19



Pyramid Shift

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20



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21



Radical Personalisation

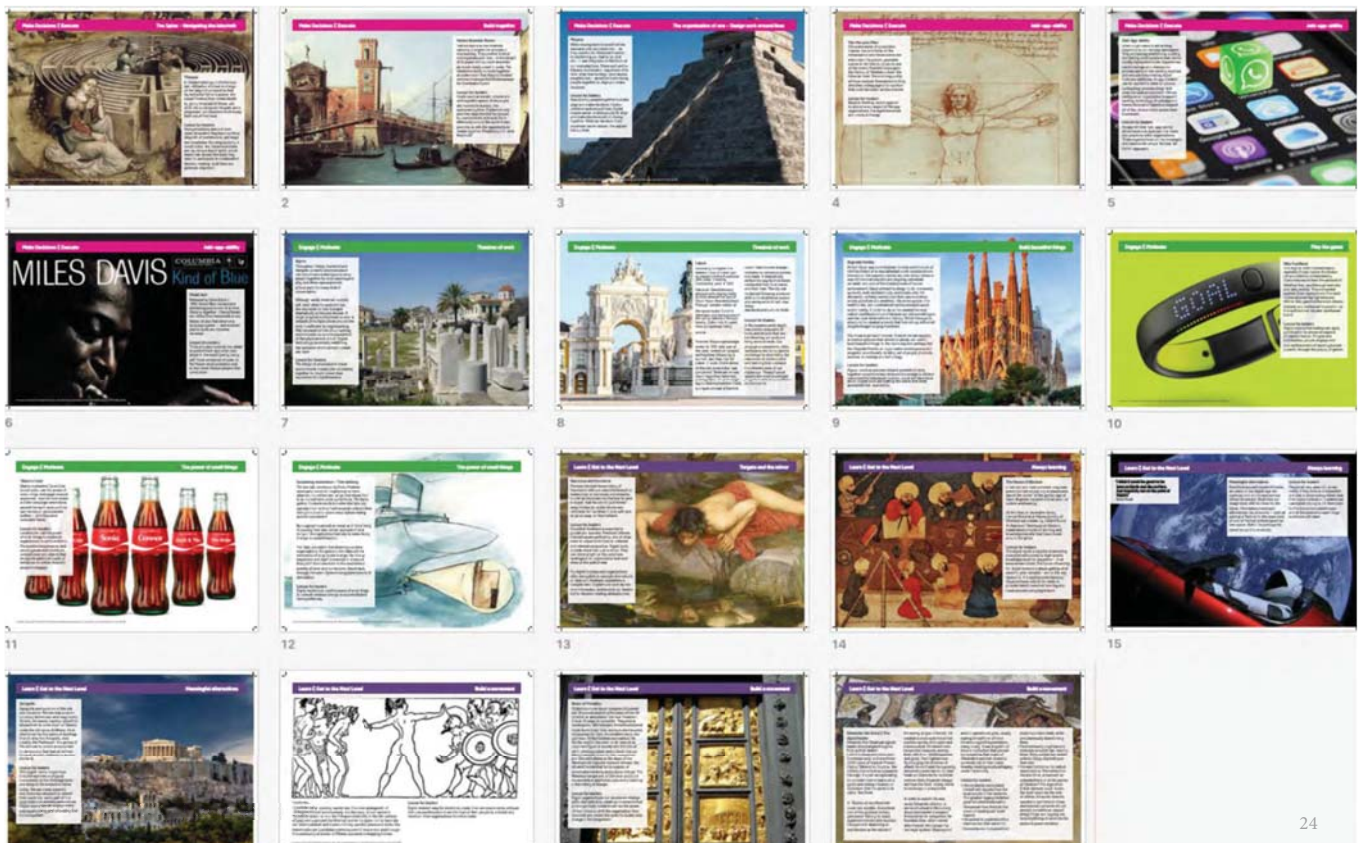
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Lessons for Organizations in a Digital World

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23



24

Theseus

In Greek mythology, in the famous tale of Ariadne, who was in charge of the labyrinth of sacrifice that lay below her father's palace, she saved Theseus from certain death by giving him a ball of thread with which he could record his path as he progressed and therefore find his way back out of the maze.

Lesson for leaders

As organizations become ever more networked, they become like a labyrinth of connections, pathways and knowledge. By using applying a constructive and creative process and by using a digital spine, virtual teams can access the tools they need to participate in collaborative decision-making, build trust and generate alignment.



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25

Venice Arsenale Nuovo

The Venetians at the Arsenale radically changed the process of ship building. They created the first moving production line – at the height of its power in they could assemble an ocean ready vessel in a day. The Venetians' ability to build together at scale meant that they dominated commerce across the Mediterranean for hundreds of years.

Lesson for leaders

How to work at a scale, volume and unimaginable speed, when people are involved in building the outcome together. Digital not only provides opportunities for groups to communicate and work more effectively around the world, it also provides us with the opportunity to create together. People buy into what they build.



Mayans

We're moving back to a world where work and lives are combined – as they used to be. Work didn't use to be something you had to 'go and do' – it was integrated in the fabric of our everyday lives. Tribes such as the Mayans, a civilization way ahead of its time, knew how to design work around people's lives – as well as how to bring people together to align and make decisions.

Lesson for leaders

How to bring people together to make align and make decisions. How to combine work around lives. Digital means we can enable people to align and make decisions without being together. Work can be done from anywhere, woven around the way we live our lives



The Vitruvian Man

Vitruvius's sense of proportion inspired the architects of the Renaissance who rediscovered and elaborated his system, prompted Leonardo da Vinci to produce one of the most influential drawings in the history of Western culture: the Vitruvian man. The enduring quality of these modular theories is that they described a language of proportion that could be scaled across empires.

Lesson for leaders

Modular thinking can be applied to almost every aspect of the way organizations manage themselves and conduct change.



Add-App-Ability

Smart organizations are already beginning to act like app developers. They are solving problems by building and testing small solutions that can be rapidly deployed at scale. Experiences, new knowledge and changes to process are built into existing modules and encoded into existing digital tools and platforms. An app mindset can be applied to team structures, contracting, process design and even the work environment. We can configure an organization's ways of working, technology, knowledge and teams like a set of apps that support all of the various tribes across their businesses.

Lesson for leaders

An app mindset 'add-app-ability' allows leaders to build and test ideas and practices within organizations. These organizations can be more agile and reduce risk using a 'fail fast, fail better' approach.

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29

MILES DAVIS

COLUMBIA
GUARANTEED HIGH FIDELITY

Kind of Blue

Modal Jazz

Released by Miles Davis in 1959, Kind of Blue remains the bestselling jazz record of all time. Working together - Georg Russell and Miles Davis formalised a new theory of jazz that became a language system - and enabled jazz to scale and become universal.

Lesson for leaders

Today any jazz musician can adapt to perform with any other jazz player in the world, just by using with these simple set of rules. In the future we will probably need to lead more like jazz players than conductors.

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30

Agora

Throughout history, humans have designed powerful physical places like the Ancient Greek Agora to bring people together for work, learning and play and these spaces provide a focal point for every kind of conversation.

Although we still meet and connect with each other to work and live, the way we do so has changed dramatically in the past decade. A single physical environment or even a network of multiple offices around the world insufficient for digital working.

We now need to think of our working environments as a continuous blend of the physical and virtual. Digital technology is radically redefining the spaces in which we learn, create and work.

Lesson for leaders

The design of physical and virtual environments needs to be considered together to create a seamless experience for digital humans.

**Lisbon**

According to legend, the beautiful city of Lisbon got its name from the Phoenician 'allis ubbo', meaning 'enchanted port.' In 1497 Vasco da Gama famously discovered a new sea route to India around the Cape of Good Hope. As a direct result, Portugal wrested control of the spice routes from the Venetians and became one of the ruling nations of Europe, turning Lisbon into Europe's most prosperous trading centre.

However, this prosperous age ended in 1755, when one of the most violent and longest earthquakes followed by a tsunami and fires, that left Lisbon in ruins. On the ashes of the old, a new Lisbon was conceived. There was no new law or regulation but simply a designation of use through layout and environment. It was a unique concept at the time.

Lisbon had become a stage – a theatre to conduct business and trade. It dramatically shifted the way its inhabitants conducted their businesses and their lives. The city was revitalized following a seismic shift to its established routine and reshaped to fit with new design standards and cultural ideals.

Lesson for leaders

In the modern world, digital has created a tsunami of tools and devices that are transforming our work and living environments. Our physical environments, cities, workplaces and living spaces are being transformed by the new codes of collaboration and learning that underpin the infrastructure of our digital age. These physical spaces are now becoming as programmable as our software environments.

Sagrada Familia

Antoni Gaudi was commissioned to take over the role of chief architect of a new cathedral under construction in Barcelona. The Sagrada Familia, still unfinished, remains one of the most beautiful and inspiring cathedrals on earth, and one of the masterpieces of human achievement. Gaudi wanted his design to be immensely symbolic, both architecturally and sculpturally. He devised an entirely new solution that was innovative, simple, practical and aesthetic. Gaudi recognized the need to test and understand how his concepts would work in reality. In order to do so he created his most radical contribution to architecture and did something no one had ever done before in history. To test his organic structure, he created a model that had strings with small weighted bags hanging from them.

Gaudi was a genius of course, however he was applying a creative process that almost anybody can use to build beautiful things. In the same way and perhaps like the Sagrada Familia, an organization is always a work in progress: a continually iterating set of people, products, services, knowledge and technology.

Lesson for leaders

A good creative process makes it possible to bring together complementary skills and knowledge to achieve outcomes the individuals involved could not have done alone. Digital tools are making this easier and more accessible than ever before.



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**Nike FuelBand**

The original Nike FuelBand was a wearable fitness tracker that kicked off a multibillion-dollar industry. Customers would track the amount of NikeFuel they used through exercise and daily activity. They competed against other users around the world to see who had the highest score. With it, Nike gamified the entire fitness industry and reinforced its position as the world's most valuable sportswear brand.

Lesson for leaders

Digital means that leaders can apply gamification to almost all aspects of transformation. Programme mobilisation, people engagement and reinforcement of learning is more powerful through the playing of games.

'Share a Coke'

Master marketers Coca-Cola know how to use the power of small things to engage massive audiences. Their famous 'Share a Coke' campaign saw millions around the world seek out their own names on personalized bottles – which became collectors' items.

Lesson for leaders

Leaders can use the power of small things to enable an organization to self-transform. Personalized experiences and use of games and incentives, competitions and awards that recognize particular types of behaviour or action motivate people to engage.



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35

Sustaining momentum - Trim tabbing

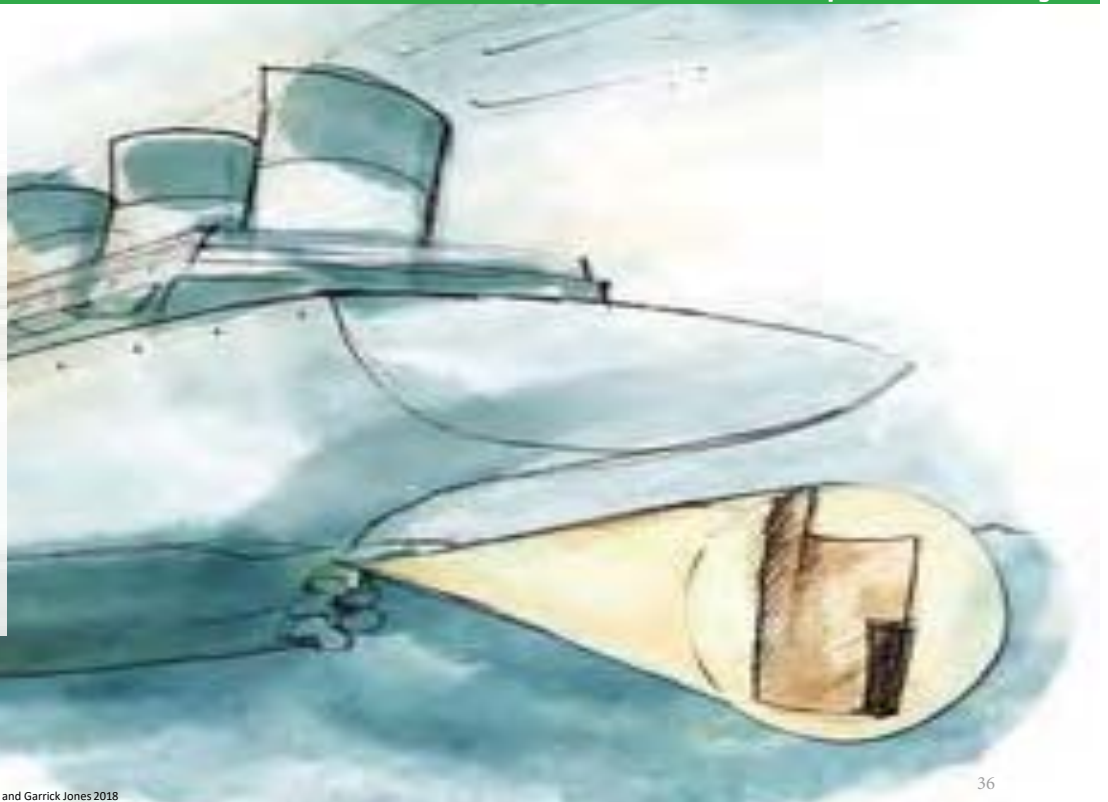
The trim tab, developed by Anton Flettner developed, is a small hinged strip of metal attached to rudders and wings that allows them to be moved while under great force. The key to getting the best results from the trim tabs is to operate them in short half second bursts and then letting the boat or plane react before making another adjustment.

By nudging the aircraft or vessel as it 'trims' along its journey, trim tabs are an example of small things in the right place that help to make the big change in overall direction.

Trim tabs are vital in transforming complex organizations. Nudges and trim tabs are the mechanics of large-scale change. No change happens in a straight line except in a vacuum. Every shift from one state to the next relies on a series of turns and corrections. A boat tacks through the water. A plane triangulates towards its destination.

Lesson for leaders

Digital leaders can use the power of small things to unleash massive change in a controlled and manageable way.



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36

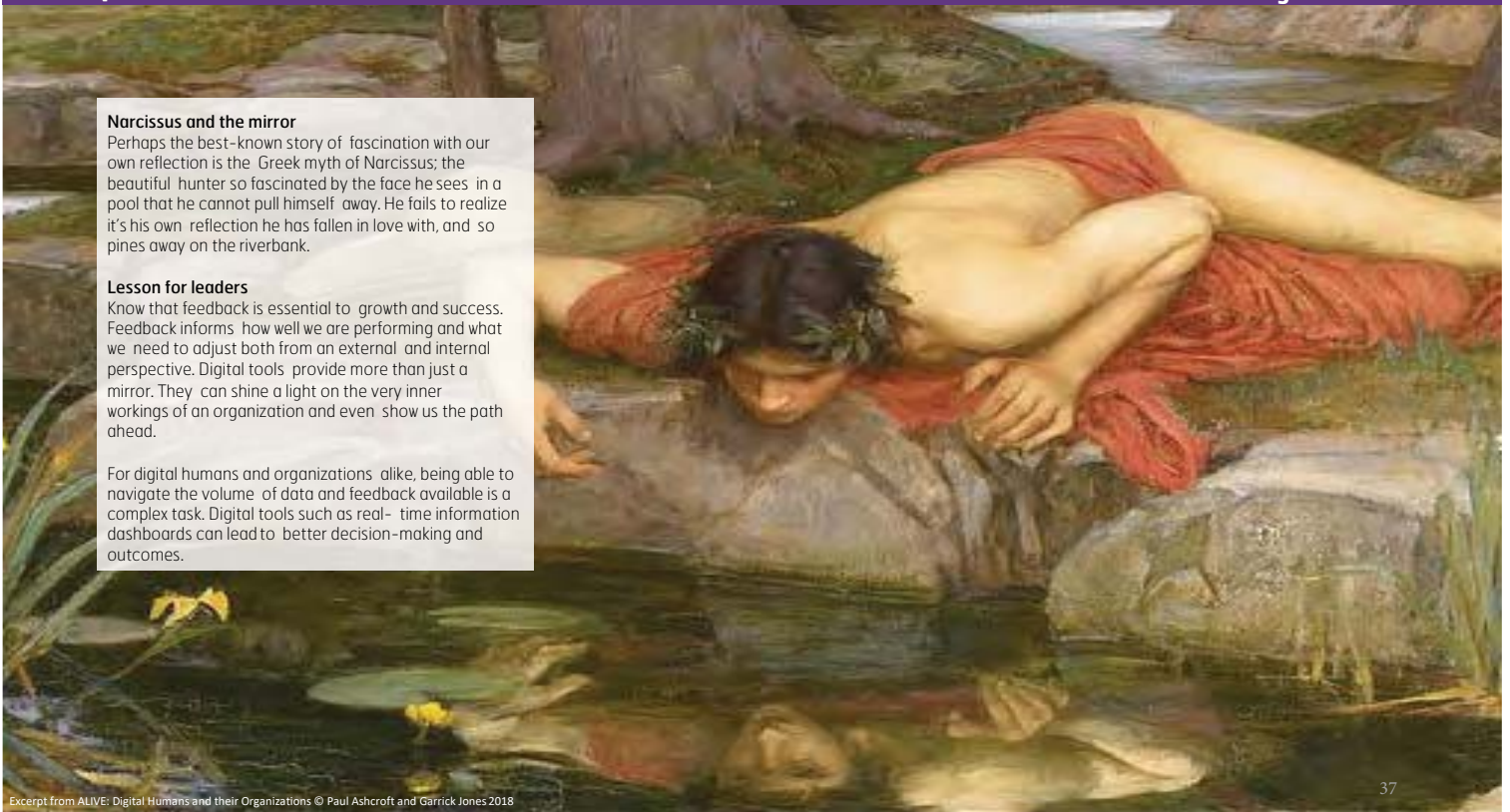
Narcissus and the mirror

Perhaps the best-known story of fascination with our own reflection is the Greek myth of Narcissus; the beautiful hunter so fascinated by the face he sees in a pool that he cannot pull himself away. He fails to realize it's his own reflection he has fallen in love with, and so pines away on the riverbank.

Lesson for leaders

Know that feedback is essential to growth and success. Feedback informs how well we are performing and what we need to adjust both from an external and internal perspective. Digital tools provide more than just a mirror. They can shine a light on the very inner workings of an organization and even show us the path ahead.

For digital humans and organizations alike, being able to navigate the volume of data and feedback available is a complex task. Digital tools such as real-time information dashboards can lead to better decision-making and outcomes.



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37

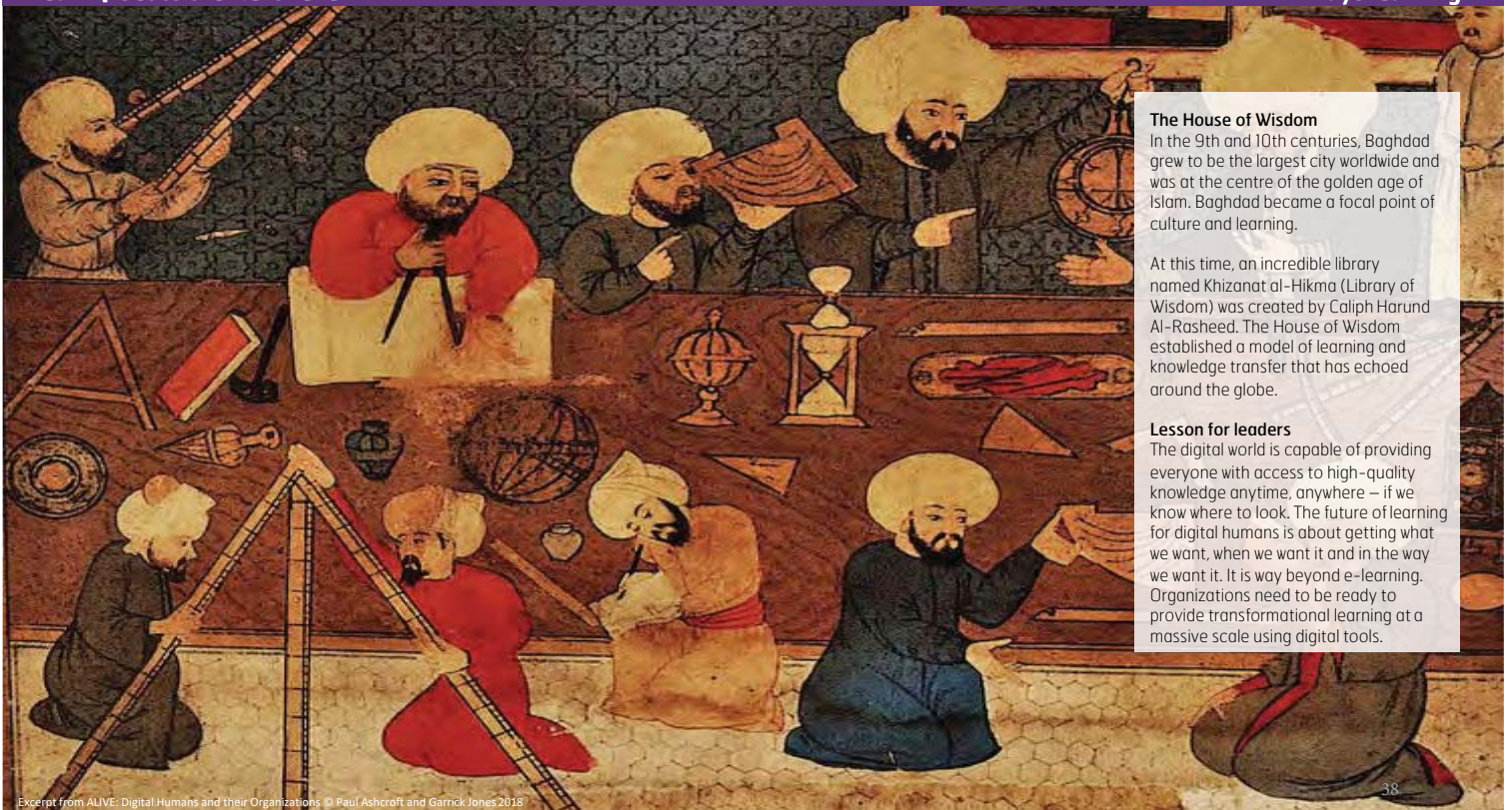
The House of Wisdom

In the 9th and 10th centuries, Baghdad grew to be the largest city worldwide and was at the centre of the golden age of Islam. Baghdad became a focal point of culture and learning.

At this time, an incredible library named Khizanat al-Hikma (Library of Wisdom) was created by Caliph Harun Al-Rasheed. The House of Wisdom established a model of learning and knowledge transfer that has echoed around the globe.

Lesson for leaders

The digital world is capable of providing everyone with access to high-quality knowledge anytime, anywhere – if we know where to look. The future of learning for digital humans is about getting what we want, when we want it and in the way we want it. It is way beyond e-learning. Organizations need to be ready to provide transformational learning at a massive scale using digital tools.



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38

'I think it would be great to be born on Earth and die on Mars. Just hopefully not at the point of impact.'
Elon Musk

Meaningful alternatives

Elon Musk is a self-made billionaire, an orator in our digital age and currently one of the world's most influential people. Musk fires our imagination with his ideas for the future. He creates meaningful alternatives: visual events — such as placing a Tesla car in the nose cone of one of his test rockets launched into space. With it he portrays his vision for our future society.

Lesson for leaders

People will only step into a new reality if they believe it is possible and that is sufficiently better than their current situation. Leaders can use digital to bring to life their vision for the future in incredible ways and at the same time reach huge audiences with ease.

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39

Acropolis

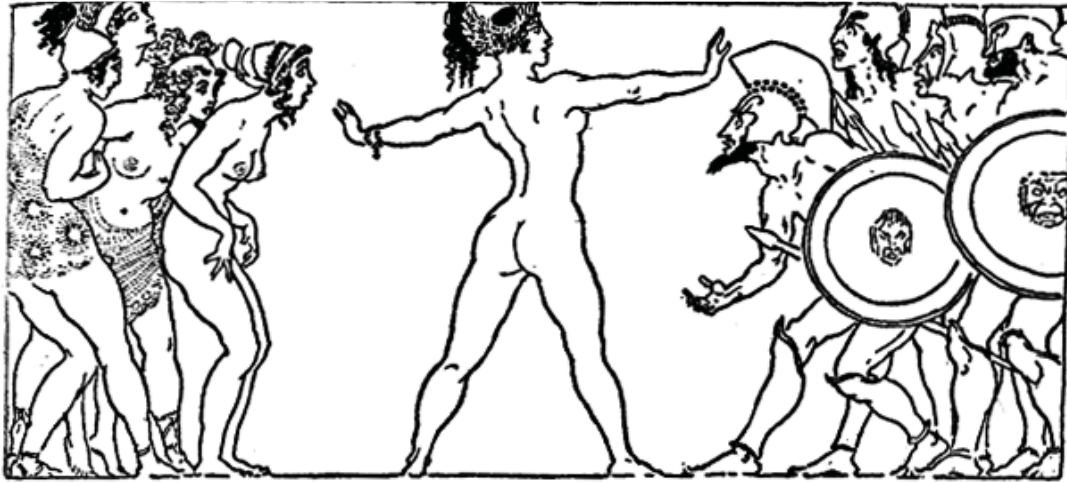
A populist and a patron of the arts and literature, Pericles had a vision for a fully democratic and magnificent Athens. His was an inspiring vision that allowed him to unite much of Greece under the influence of Athens. He is also famed for the series of buildings that sit atop the Acropolis, most notably the Parthenon. The genius of Pericles was to create a monument to democracy that had at its heart the god whom the Athenians revered above all.

Lesson for leaders

With digital, we no longer have to build new cities or physical monuments, to fire the imagination and bring to life a new alternative reality. We can create powerful and immersive stories that extend their reach into every part of the organization in a deeply personal way. Digital means we can engage every individual in being part of building that future together.

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40



Lysistrata

Lysistrata was an amazing woman and the main protagonist of Aristophanes' best loved comedy. It is the story of one woman's incredible mission to end the Peloponnesian War. In the 5th century BC play, she organized the Athenian women to agree not to have sex with their husbands and lovers until they sued for peace and ended the interminable war. Lysistrata creates a powerful movement and through the community of women of Athens, succeeds in stopping the war.

Lesson for leaders

Digital makes it easy for leaders to create their own movements, enthuse their own workforces and win the trust of their people to activate and transform their organizations from the inside.

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41

Doors of Paradise

Ghiberti's bronze doors comprise 28 panels, with 20 panels depicting the story of the life of Christ as described in the New Testament. It took 21 years to complete. They were a masterpiece. Michelangelo himself considered these doors to be 'truly worthy to be the gates of paradise' for their remarkable beauty and grandeur. Ghiberti's ideas were radical. He led the way for the artist to be seen as an important figure in society and the role of art in defining culture and cultural change. Many historians point to this competition and Ghiberti's doors as the dawn of the Renaissance. A pivotal moment between the old and the new that led to a period of remarkable creativity and cultural change. The Renaissance was one of the most profound movements of aesthetics, culture and learning in the history of Europe.

Lesson for leaders

Digital organizations can accelerate change within themselves by creating movements that grow organically. Leaders can use the power of their tribes to shift the organization from the inside and create the spark for sustainable change in the longer term.

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42



Alexander the Great & The digital leader

Alexander the Great was a great leader who changes the game. From a small state in northern Greece he conquered the known world and overthrew 3000 years of imperial Persian history. We tend to focus on the military drama that accompanied his reign. It is just as captivating to consider how he had such a grand and lasting influence on civilization that he came to be called 'the Great.'

In 15 years of war, Alexander never lost a battle. Considered one of the greatest military geniuses in history, he was a supreme tactician able to adapt his approach depending on such factors as the nature of

the enemy or type of terrain. He created a more agile force that could be quickly re-located and manoeuvred. He transformed his soldiers' weapons, arming them with short stabbing spears and giving them light armour. By changing the direction of attack, he confused the opposing armies who were trained to meet head on. One note for armchair commanders: Alexander always led from the front, clearly visible to his troops in every battle.

In order to sustain his new world, Alexander relied on a series of cultural shifts to bring about permanent changes in the societies he conquered. He founded cities, often named after himself. He imposed his own legal system. He accepted

and co-opted local gods, usually making himself one of them. He encouraged his generals to marry locally. It was a system of law and civilization that proved so compelling that many of Alexander's enemies chose to surrender rather than resist, thereby creating a cultural legacy we still have today

Lesson for leaders

- He constantly surrounded himself with experts from the local people in his new lands. The greatest legacy his father gave him was his education. He learned from Aristotle the power of working with local experts.
- He worked to understand the new cultures that came into his empire and honoured their

most important ideals, whilst simultaneously transforming them.

- He knew how to organize and motivate a mobile, fast-moving force. Every soldier had simple rules to follow, depending on their role.
- He wasn't afraid to try radical new solutions. Remember the Gordian Knot, a rope with an unbreakable knot at the palace of Gordium? The legend had it that whoever could 'loose the knot' would be the ruler of all Asia. Alexander drew his sword and cut the knot in two demonstrating how he did not accept conventional ways of doing things and tapping into local mythology to promote his personal power narrative.

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43

Leading The Activated Organisation

Make Decisions & Execute

1. Create The Spine
2. Build Together
3. Design Work Around Lives
4. Add-App-Ability

Engage & Motivate

5. Create Connected Theatres of Work
6. Build Beautiful Things
7. Play the Game
8. Use the Power of Small Things

Learn & Get to the Next Level

9. Navigate with Real-Time Information
10. Transform Learning
11. Create Meaningful Alternatives
12. Turn It On

People at the heart of Digital Transformation

Stories from our work

1. Strategic Alignment and Collaboration

Engage the entire organisation in the goals and challenges to overcome



Stories

How do we enable everyone in strategic change?

1. Strategic Alignment & Collaboration

Define the Measures: Strategic Promise Management

Strategic Promise Management Portal

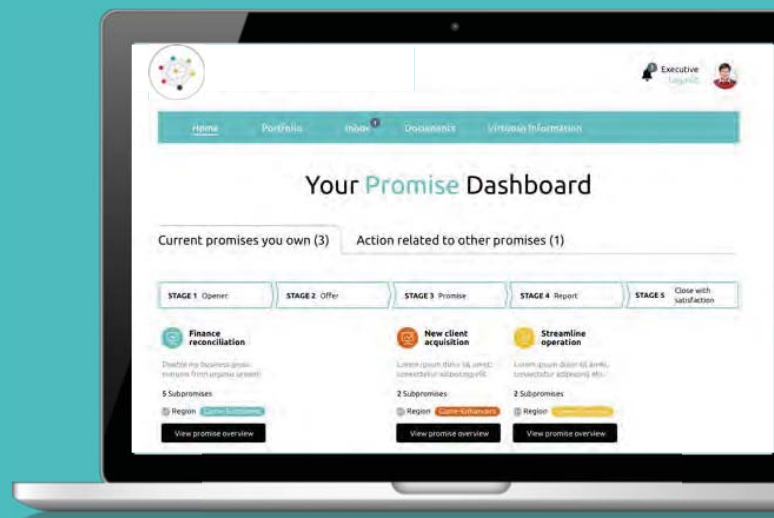
CEO strategic overview

Promise clusters linked with priorities

Promise based workflow

Gamification of promises

Linked with Enterprise Social Network



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48

2. People Engagement

Build Momentum and Scale

Stories

How do I engage the tribe in the end state vision?

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49

2. People Engagement

Connect to Experts and Provide Knowledge: Digital Awareness Hub

Global engagement on Digital

Focused on enablers, technology and culture

120,000 Target Audience

32 Content videos

Promotional videos and quizzes

Built on NVS technical infrastructure



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50

2. People Engagement Rapid Design Sessions: PCS

Pre clinical safety communications

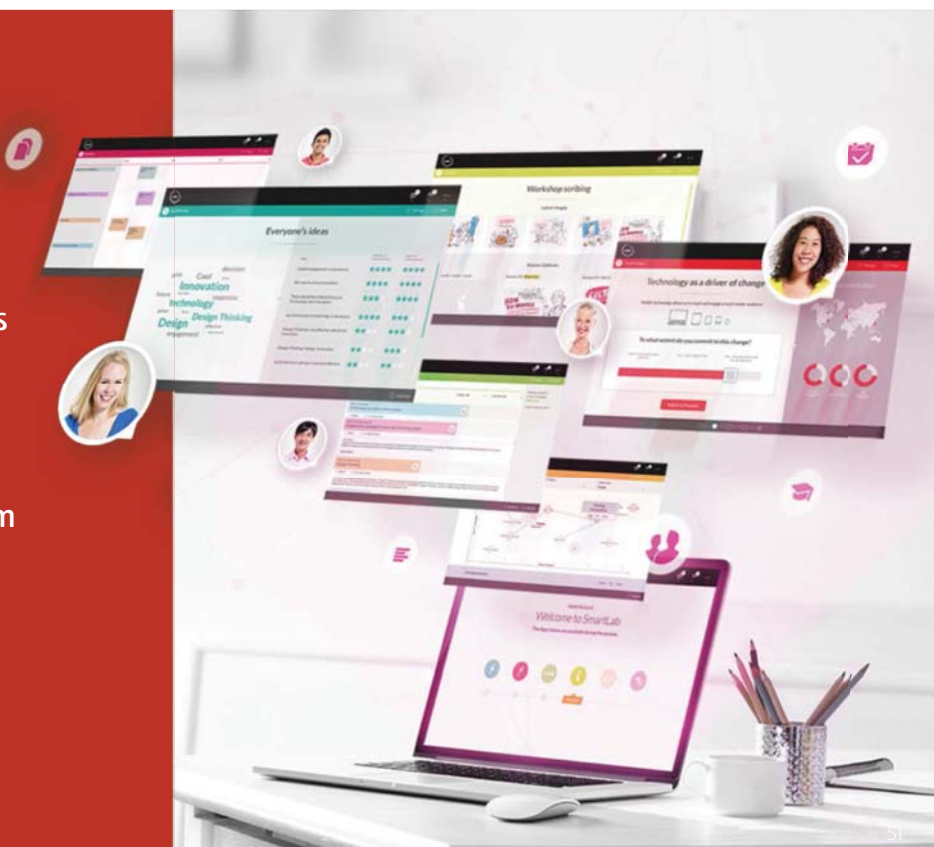
Virtual event connecting 3 sites

Interactive design session

Content and collaboration platform

Best practice digital working

Crowdsourcing ideas



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51

2. People Engagement

Participatory Tools and Media: TRD Game

End to End Medicine making process

Physical Board Game & Online game
Solution

11,000 target audience

400+ & scenarios questions

Internal and external recognition

<https://vimeo.com/265619618/c8d27b6c93>



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52

2. People Engagement

Participatory Tools and Media: NBS Strategy game

Gamification of NBS 2.0 strategy

Audience of 11,000+ associates globally

Real world scenarios & challenges

Encourages end to end collaboration

Team and individual game play

Social badges and links to Yammer



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53

2. People Engagement

Participatory Tools and Media: HR Leadership Series (Interactive Film)

Internal HR website for capability building

8,000+ Target Audience

20+ videos and interactive learning videos

Five online role play games delivered

Content released alongside pillars of strategy

6 month ongoing engagement



3. Capability Building

Enable Sustainable Change

Stories

How do we drive learning to
support sustainable change?

3. Capability Building Breakthrough Leaders

Capability requirements aligned to strategy

Top 100 Leaders plus organization wide

Connecting to experts

Multi-media kits

Blended physical events and virtual



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56

3. Capability Building Business Partners

13,200 learning modules completed

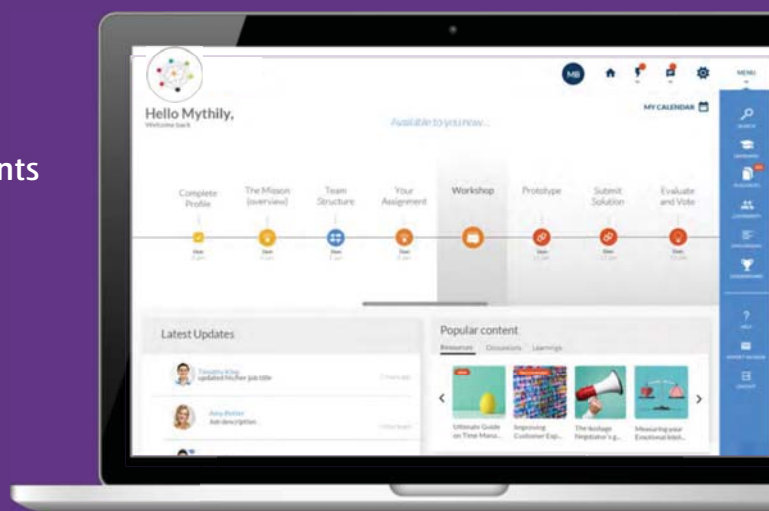
3,800 shared resources, discussions & comments

2,400 hours of individual coaching

780 learning team sessions

200 virtual classrooms

98% completion



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57

3. Capability Building

HR Capability Lab

Internal HR website for capability building

8,000+ Target Audience

20+ videos and interactive learning videos

Five online role play games delivered

Content released alongside pillars of strategy

6 month ongoing engagement



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58

3. Capability Building

Amplifying Media: Virtual Reality Learning

6 x 360 degree environments

Multimedia and interactive hotspots

Business solutions brought to life

Event showcase

Additional scenarios & media created



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59

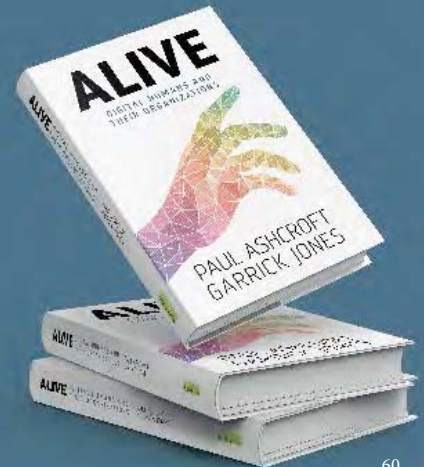
Thank you

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WE ARE ALL DIGITAL HUMANS NOW.

WHAT DOES THIS MEAN FOR HOW WE LIVE AND HOW WE WORK? HOW DO DIGITAL HUMANS THRIVE IN A CONNECTED WORLD?



60



THE LUDIC GROUP is a strategic design business, enabling clients to design, innovate, accelerate and transform.

The Ludic Group are leaders in Design Thinking.

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The Ludic Group's multi-disciplinary teams create tools and programmes that are designed for large scale sustainable change, systems transformation and Service Innovation spanning more than 20 countries over 5 continents.

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61