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Your input as we move forward, beyond predictions, to drive change, is essential.

In DNV GL we believe that tomorrow’s successful companies will be those that create value while meeting the world’s social, environmental and economic needs. While it sounds simple enough, tomorrow’s successful companies will need tools to help them build sustainable business performance. We strongly believe that management systems can and will play a central role.

The Future of Management Systems project team’s vision is, “A sustainable future for stakeholders through a management system which is integral, essential, trusted, accessible and fascinating.”

What we learned from you and other stakeholders has given us the insight to put our vision to the test. The DNV GL project team has incorporated the findings with their own industry insight and management system expertise creating a journey into five future scenarios.

Join us on that journey into the future of five typical companies to see how their challenges and opportunities change. What are the megatrends influencing them and what are the changes they implement to evolve and develop more sustainably - to be tomorrow’s successful companies - and how could management systems support them?

As we move forward, our call is for co-creation of management systems. Your input as we move forward, beyond predictions, to drive change, is essential. We hope this White Paper can inspire you to see the constraints we need to overcome but more importantly the opportunities ahead.
Organizations have used management systems for decades to help them create value and reach their objectives. They help companies manage in a systematic way issues related to quality, occupational health, safety, environment, security and social aspects, just to mention a few. When integrated and implemented well, management systems possess the power to help companies actively manage risks and continually improve their performance.

With the development of standards by organizations like the International Standardization Organization (ISO), requirements for what constitutes international best-practices have been tried and determined. Having a management system certified against a standard became the yard-stick to prove internally, and increasingly important externally, that the management system had been tried, measured and found compliant. A certificate confirming compliance, for many, became and still is a ticket-to-trade.

While a ticket-to-trade may provide a foot-in-the-door, get you on that supplier list, the hidden treasure of any management system is its ability to help any organization continually improve its processes to enable that organization to reach its organizational/business goals.

Only then does a management system do more for an organization than just getting it admitted to the party. You can realise the potential of your organization, and truly use the management system as a tool to support your business goals, build sustainable business performance over time and increase stakeholder trust.

In the past, management system certification was largely viewed as a ticket-to-trade.

Today, successful and innovative organizations recognise it as a way to better manage their business and risks to improve performance throughout the enterprise.

Mike Chaudron
Director of Sales, Region North America
DNV GL - Business Assurance
The future of management systems

Management systems used to be a simple binder with process maps and procedures. Today they are more elaborate systems intended not only to manage and mitigate risks but also drive improvements, directly supporting an organization in reaching its business goals – to build more sustainable businesses.

Over the years, we have seen management systems evolve from regulation to industry standards to business integration, driven both by organizations, legislative changes, certification bodies, standard developments and industry and societal challenges.

With the upcoming revision of ISO’s management systems standards, we see that companies will be forced to increase their understanding of the context of their organization in order to understand their most relevant risks and incorporate this broader view in their management system. To ensure that the management system is connected to and supporting its strategic direction has not been obvious for all users. History shows that some have been more successful than others, of course. What we believe to be a commonality, however, is that management systems will play an important role in how organizations will work to build sustainable business performance today and into the future.

From our interviews we see that failure to realize a management system’s true potential is often attributed to limitations in implementation, such as lack of understanding and leadership or failure to integrate the management system fully into the business. Instead the management system is seen as an isolated element to manage a particular issue, such as quality or safety, rather than how it can help manage the business as a whole. Companies perceived to go beyond compliance point to leveraging the strengths of a management system by means of thorough implementation, good communication and continuous improvement.

**MANAGEMENT SYSTEMS MUST ADAPT**

Beyond each organization’s ability to integrate and implement their management systems effectively - making them accessible - for management systems to continue to be a driving force for change, they must adapt themselves to support companies amidst rapid changes and help them tackle a broader set of challenges.

Whether targeting challenges imposed by society’s looming megatrends or specific industry trends, future management systems must be flexible enough to integrate the materiality issues derived from stakeholder involvement and able to establish performance, technology and knowledge-driven processes across the value chain. Management systems must be integral in that they assure that the outcome of organizations is linked, not only to enhanced value, but also to quality of life, environmental and societal safeguarding. They must support transparent and reliable communications related to their products or services, both internally and externally.

We find management systems fascinating, because of what they have helped companies achieve up until now. More importantly, in how they would need to develop to continue to add value for organizations over the years ahead, also considering influences from predicted megatrends.

Join us on a journey to explore the future of five very different companies in five very different industries. What is the transformation these companies will have to undergo due to industry and megatrends? What changes, developments and radical innovations will these companies undertake in order to grow and continue to be viable businesses? How will management systems change to provide the needed integration, agility and accessibility to help businesses develop in a sustainable way and continue down the road of sustainable business performance?

Status quo is not an option for companies today as their business environment grows ever more complex, changes are rapid - data and technology driven - and stakeholder demands growing.

Through the story of the five companies, we aim to show the journey from the current state of affairs to a fascinating future, coupled with the impact and ramifications of our megatrends. We see an optimistic future for management systems.

How will management systems change to provide the needed integration, agility and accessibility to help businesses develop in a sustainable way and continue down the road of sustainable business performance?
In DNV GL we believe that tomorrow’s successful companies will be those that create value while meeting the world’s social, environmental and economic needs.

While it sounds simple enough, tomorrow’s successful companies will need tools to help them build sustainable business performance, and we still believe that management systems can and will play a central role.
We have identified 7 Global Megatrends that will continue this trend. This will impact the future of management systems, both directly and indirectly, as they must evolve to meet changing stakeholder demands; projections are that 20% of the world’s population in the highest-income countries account for 86% of the highest-income countries account for 86% of the global middle class will double in size by 2020. The vast majority of new entrants will be Asia-Pacific residents, leading to increased spending on non-essential goods which may lead to rapid economic modification - and water scarcity create new risks and opportunities.

- Demands of a growing and richer global population, especially in emerging economies, depletes increasingly scarce natural resources.
- Concerns around energy security and price, growing food challenges – e.g. security, fraud and gene intensification of resource stress.
- 50% of the world’s population is the highest-average country account for 86% of the global middle class will double in size by 2020. The vast majority of new entrants will be Asia-Pacific residents, leading to increased spending on non-essential goods which may lead to rapid economic modification - and water scarcity create new risks and opportunities.
- 20% by 2020. 
- Tropical cyclones, floods, droughts, forest fires, mass extinctions, species loss and wildlife diseases.
- People will be more connected to each other with connected devices, meaning 6.58 billion devices per person!
- 95% of the world’s population is the highest-average country account for 86% of the global middle class will double in size by 2020. The vast majority of new entrants will be Asia-Pacific residents, leading to increased spending on non-essential goods which may lead to rapid economic modification - and water scarcity create new risks and opportunities.
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The future of management systems

DOING BUSINESS IN 2025

What will be required from companies?

How can management systems be an integral part of the transition companies have to undertake?

We would like to give you a glimpse into what this could look like through the stories of five different companies in five different industries: chemical, healthcare, construction, food & beverage, and transportation. We have chosen these companies and sectors to cover a wide range of management systems, given that companies are subject to different regulation, customer requirements, stakeholder engagement, marketing channels and organizational structures.

Imagine that you visit each of these companies in the year 2025 to learn how they tackled and adapted to changes in the industry, new stakeholder demands and limitations brought about by the megatrends.

As the world is changing, as we have seen from the megatrends, this requires companies to adapt and change how they operate in order to stay in business. The impacts of the megatrends will require that companies operate smarter, safer and more sustainably.

* The five companies are fictitious, created by our project team to give a glimpse into what the future of management systems may look like.
We met up with Peter C.E. Michael to speak about his experience on the changes that influenced management systems within his company from 2015 until today.

**PETER C. E. MICHAEL**
CEO, Synthesis

In 2015 we used enterprise resource planning (ERP) systems for management. Back then we recognised that we had huge environmental and broader sustainability challenges as a company but also wider in terms of future generations. We were exploring and looking to technology to help our customers deliver more sustainable products and services.

We used the industry Responsible Care initiative to continuously improve our health, safety and environmental performance adopting internationally recognised standards for quality, safety, occupational health and environment. We had a company-wide certification of our management systems. For other products and services we had specific local certification.

We realized that we had to make some radical changes. The product and services lifecycle is now a dominant priority. We worked hard to understand and influence our value chain, including customers, employees (including wellbeing), environment, shareholders and society at large.

It was crucial for us to create and maintain a strong relationship network and to generate high-end data quality and analytics. To manage stakeholder expectations, we communicate with them in real time, continuously monitoring business processes and practices, enabling transparent reporting and analysis of performance. We make high-quality, essential information which is available to our customers and other stakeholders digitally.

Consequently, we use the data to drive global continuous improvement through automated benchmarking of operational performance both internally and across the industry.

Collaboration with customers has led to innovative developments in products and services, which are now traceable throughout their lifecycle, enabling stakeholders to understand the materials that go into all our products and services, the locations of production, working conditions, wellbeing of employees and performance metrics such as waste generation and resource consumption.

We could not have achieved this without an integrated management system, guided by industry principles and best practices. It uses cloud computing, open to stakeholder groups, increasing interaction with and accountability toward those stakeholders. Our goals and objectives are derived through stakeholder consultation.

**What were Synthesis’ key success drivers?**

- Large investments to repurpose previous wastes into new products encouraging the circular economy.
- Impact of Big Data on the business model, improving customer segmentation and delivery.
- Corporate culture (from compliance to proactive) investing in leadership, training, communication and collaboration has increased employee engagement.
- Investment achieved through Green Bonds.
- Implementation of networked sensors enables interconnected systems and real time data.

The circular economy is a generic term for an industrial economy that is, by design or intention, restorative and in which material flows are of two types, biological nutrients, designed to reenter the biosphere safely, and technical nutrients, which are designed to circulate at high quality without entering the biosphere (http://en.wikipedia.org/wiki/Circular_economy).

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**Major influencing changes**

<table>
<thead>
<tr>
<th>2015</th>
<th>2025</th>
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<tr>
<td>Paper / pdf based MS</td>
<td>Cloud/paperless/integrated MS</td>
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<tr>
<td>Silo thinking</td>
<td>Systems / process thinking</td>
</tr>
<tr>
<td>Several MS</td>
<td>One integral MS</td>
</tr>
<tr>
<td>Disparate</td>
<td>Interconnected</td>
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<tr>
<td>Regulation</td>
<td>Principles</td>
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<tr>
<td>Compliance</td>
<td>Opportunity</td>
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<tr>
<td>Continual improvement</td>
<td>Transformation</td>
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<tr>
<td>Product management</td>
<td>Lifecycle management</td>
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<tr>
<td>Dispersed data</td>
<td>Data analytics</td>
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<tr>
<td>Impact on employees</td>
<td>Impact on societies</td>
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<tr>
<td>Company value</td>
<td>Shared value</td>
</tr>
<tr>
<td>Company driven business processes</td>
<td>Stakeholder driven business processes</td>
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</table>

Synthesis is as an integrated science and technology organization producing specialty chemicals, advanced materials, and agro-science products and services, it operates globally and serves customers across multiple sectors including automotive, electronics and agriculture.

**INDUSTRY SECTOR:** Chemical

**INFLUENCING MEGATRENDS:** Resourceful planet; Economic shift from west to east and south; Climate change; Digital transformation; Future of work; Lack of effective global governance; Crowded, urban and grey planet.
In her busy schedule, Christine C. Airing finds the time to share her views on the changes in management systems for hospitals over the last decade.

CHRISTINE C. AIRING
Hospital Manager, Center Care

When I look back to 2015 I’m amazed that the majority of our information in Center Care was still held in different locations and formats within and between our partner organizations. From the booking of appointments, test requests, results and patients’ notes to information on the quality of care and use of resources, we lacked a coherent information management system. This reinforced the creation of silos between care providers, reduced the productive use of resources and led to a fragmented and confusing patient experience. Along with other health and social care providers in the area, we struggled to make sense of how we were working together to meet the changing needs of our local population and to improve the quality of their health.

At the same time we faced significant threats to our sustainability. Ageing populations and emerging diseases patterns coupled with the advent of new technology (such as genomics) and tighter expectations (consumer) created enormous pressures relating to how we used information to manage and improve our performance. We were data rich but intelligence poor and business as usual was not an option.

We were also looking to us as a service provider to alter the way we delivered care: their expectations as consumers were to have easy 24-hour mobile access and to be more involved in the planning and delivery of care. Yet, at that time, patients still had limited roles in accessing and using the data on their health and well-being. Rather than being active participants in person-centered care, they more often than not had to rely on care workers to call them in for assessment and then to call back with the results and to initiate treatment or causing unnecessary and harmful delays.

These three challenges (an out of date information management system, threats to our sustainability and changing consumer expectations) created enormous pressures relating to how we used information to manage and improve our performance. We were data rich but intelligence poor and business as usual was not an option.

By 2025 we had created an integrated information management system to tackle these challenges. We did this by working together as local health and social care organizations in collaboration with patients and their families to develop an information management system that met our shared needs across primary, secondary and tertiary care. We recognized that standards including ISO 9001, ISO 27001 and ISO 15489 provided us with frameworks that encouraged innovation and facilitated the setting of common goals and to establish joint processes and a shared commitment to quality.

This empowered us to work together as local health and care providers to take a lifespan approach to patient care: creating patient held records built around defined pathways of care that enable both patients and clinicians to monitor in real-time their progress against set criteria. In this way, we are now able to use data to assess and intervene proactively not just for individual patients but also to address problems with system quality early to reduce waste and improve population outcomes. In doing so, we have been able to become a local provider that enables world-class standards whilst optimizing our performance and productivity, i.e.:

• Improving the patient experience of care;
• Improving the health of populations; and
• Reducing the per capita cost of healthcare.

Influencing megatrends

Major influencing changes

<table>
<thead>
<tr>
<th>2015</th>
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<tbody>
<tr>
<td>Reactive correction</td>
<td>Proactive risk management</td>
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<tr>
<td>Fragmented system</td>
<td>Integrated system</td>
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<tr>
<td>Organisation-centred</td>
<td>Person-centred</td>
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<tr>
<td>Multiple standards</td>
<td>Integrated standards</td>
</tr>
<tr>
<td>Fragmented culture</td>
<td>Coherent, just culture</td>
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<tr>
<td>Paper-based records</td>
<td>Integrated electronic health records</td>
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<tr>
<td>Sporadic use of evidence-based practice</td>
<td>Delivery based on clinical guidelines</td>
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<td>Office hours</td>
<td>Virtual, mobile 24/7 access</td>
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<td>Big pharmaceuticals</td>
<td>Tailored genomics, microbiome therapies</td>
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<tr>
<td>Impact on employees</td>
<td>Impact on societies</td>
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What were Center Care’s key success drivers?

• An ageing population and urbanisation with a rapid increase of people living longer and more people living in cities.
• Use of mobile technologies (e.g. tablets, mobile) is highly variable within and between countries.
• Sharing of records is fragmented.
• Shared decision-making. From closed to open systems with a shared vision across service providers and service users (patients).
• Demand for new service patterns due to engaged and empowered service users (patients) demanding instant access.
• Unsafe care in that progress on improving the safety of healthcare is slow.
• Unsustainable costs given that healthcare expenditure is one of the highest national expenditures.

Center Care is a large public general hospital in Southeast Asia. The funding of the hospital is partially subsidised by the government. Their patients, or service users, visit the hospital for acute care but also for regular check-ups and chronic diseases.
The future of management systems

Effective and efficient data management has become critical to us. The Information Officer is now a full-time role at the top management level. But this also means that continued security and integrity of data is critical to the future of our company and one of the most significant risks to continued success.

We used to dread those ISO audits. But now, wow, assurance activities are largely cloud-based and automated, with on-site audits supported by off-site monitoring of performance dashboards and verification of IT systems, again in real-time. Independent oversight is now provided through a second-party relationship with our assurance provider. For example, we have recently received a "required change notice" because their remote monitoring systems had identified a problem in our process controls for ordering of construction materials.

Small enough to care, but still big enough to deliver characterises iBuild’s organization. The owner Conrad Struction tells us about his company.

CONRAD STRUCTION

Owner, iBuild

Back in 2015 we were quite proud of having developed our management system from a series of paper-based procedures to being online on our company Intranet. That was a big step for us back then. The key elements of our management system addressed profitability, legal compliance and health and safety performance. We were certified to multiple standards - ISO 9001, ISO 14001 and OHSAS 18001 - because this was a requirement of our main stakeholders. It was a ticket-to-trade for us.

Ten years later, we see that the requirements of BIM (Building Information Modelling) have been a key driver in moving our company to a cloud-based solution and performance monitoring is now real-time and automated. Consolidation of software suppliers within the BIM market has led to further integration of the design and manufacturing process, and the business management system is now defined by our organizational strategy, governing principles, and a collection of discrete but connected software packages.

Ten years later, we see that the requirements of BIM have been a key driver in moving our company to a cloud-based solution and performance monitoring is now real-time and automated.

What were iBuild’s key success drivers?

- The mandatory requirement for Building Information Modelling (BIM)
- Need to transition to a technology-based approach to the construction process
- Data management becomes a key issue requiring expertise in data analytics and management
- 3D-printing technology takes full implementation and revolutionises the way buildings are designed and constructed.
- Sustainability within the construction process and the supply chain becomes increasingly important. For example, stakeholders require zero waste to landfill for all organizational processes and detailed targets for energy reduction.
- Impact of CO2 emission reduction along the value chain is recognised by the organization, driving a deep focus on energy efficient processes and equipment.

Major influencing changes

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<thead>
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<tbody>
<tr>
<td>Paper</td>
<td>Cloud</td>
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<tr>
<td>Certification</td>
<td>Assurance</td>
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<tr>
<td>Real</td>
<td>Virtual</td>
</tr>
<tr>
<td>Business Intelligence</td>
<td>Artificial Intelligence</td>
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<tr>
<td>Supply chain management</td>
<td>Value chain management</td>
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<tr>
<td>Relationship</td>
<td>Collaboration</td>
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iBuild is a small construction company with a workforce of 100 persons located in the UK. It primarily acts as a sub-contractor to tier one contractors in the commercial sector, mainly building offices and residential buildings.

INDUSTRY SECTOR: Construction

INFLUENCING MEGATRENDS: Resourceful planet; Economic shift from west to east and south; Climate change; Digital transformation; Future of work; Lack of effective global governance; Crowded, urban and grey planet.
The future of management systems

As a result, more controls are put on data reliability and security. We now publish periodical CSR data as well as frequent status updates (also in real time) for our stakeholders. As a consequence more focus is given to collaboration with these stakeholders.

The focus on innovation has led to efficient production with significant reductions in our use of water and energy (now obtained from renewable sources), fertilizers and pesticides and the elimination of genetic modification whilst improving healthy lifestyle.

Pippo Penne is not only passionate about pasta, but also the transition made in management systems over the past 10 years.

PIPPO PENNE
CEO and Owner, Al Dente

With our long-standing pasta production and traditions, we have been part of families’ daily lives for decades. This is a big responsibility in terms of quality and food safety, for example. Already in 2015, the management systems in our production facilities held multiple certifications: ISO 14001, SA8000, ISO 9001, HACCP (Hazard Analysis and Critical Control Points), OHSAS 18001, BRC (British Retail Consortium), IFS (International Food Standard) and Kosher Certification as well as EPD (Environmental Product Declaration) and various product certifications.

Back then we used standard software for our sales, production, HR, financial and accounting functions. We had started to migrate to an integrated management system building on the existing food safety management processes. Food safety and quality is managed from the production sites and environmental and social accountability managed from the headquarters headed up by the HSE Manager.

We now have a bespoke integrated IT and management system, covering all our business processes (CRM, design, production, sales, financial and accounting, as well as the food safety, quality and environmental management). Sensors within the production equipment enable automated real-time monitoring of critical processes. These are linked directly to the regulatory and assurance bodies providing continuous reporting on products, some of which are publicly available. Data from suppliers is directly linked to our own system enabling direct interaction with our key stakeholders.

As a result, more controls are put on data reliability and security. We now publish periodical CSR data as well as frequent status updates (also in real time) for our stakeholders. As a consequence more focus is given to collaboration with these stakeholders.

The focus on innovation has led to efficient production with significant reductions in our use of water and energy (now obtained from renewable sources), fertilizers and pesticides and the elimination of genetic modification whilst improving healthy lifestyle.

What were Al Dente’s key success drivers?

- Migration to an integrated IT platform leads to process control driven by real time data analytics.
- Climate change and water scarcity demand efficient production methods.
- Automation impacts demand for labour, work environment and labour conditions.
- Collaboration with stakeholders driven by the need for transparent business relationships.
- Food safety threatened by the possibility of food fraud and food terrorism.
- Trends in consumption and diet need to be monitored for relevance of products to the market.

Now Al Dente have an embedded and demonstrable set of values and way of working to achieve strategic goals whilst meeting all relevant stakeholders’ needs, reviewed with those stakeholders.

Major influencing changes

<table>
<thead>
<tr>
<th>2015</th>
<th>2025</th>
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<tbody>
<tr>
<td>Separated IT tools</td>
<td>Single integrated platform</td>
</tr>
<tr>
<td>Fossil based energy sources</td>
<td>Renewable energy sources</td>
</tr>
<tr>
<td>Labour (physical) intensive</td>
<td>Automated/robot</td>
</tr>
<tr>
<td>Internal based system</td>
<td>Stakeholder based system</td>
</tr>
<tr>
<td>Internal monitoring system</td>
<td>Publicly available monitoring system</td>
</tr>
<tr>
<td>Reactive communication</td>
<td>Proactive communication (incl. CSR Reporting)</td>
</tr>
<tr>
<td>Environmental compliance</td>
<td>Exceeding compliance (aspiration/ambition)</td>
</tr>
<tr>
<td>Internal organizational boundaries</td>
<td>Supply chain involvement and responsibility</td>
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Al Dente is a medium-sized food company, headquartered in Italy, and with two factory sites in addition to various sales offices around Europe. The company sells their products to supermarkets and high-end department stores throughout Europe.

INDUSTRY SECTOR: Food & Beverage

INFLUENCING MEGATRENDS: Resourceful planet; Economic shift from west to east and south; Climate change; Digital transformation; Future of work; Lack of effective global governance; Crowded, urban and grey planet.
However, as a company we do not see the need to have an established management system in the traditional sense. Our top management believes that the spirit and the core values of the company can be achieved by a flexible structure. It was an important pillar when we were a start-up and it still is. We have really found business processes that are robust, codified, and adaptable, generating traceable data, in the form of social media sharing, mobile applications, etc. These business processes are established in cloud based computing and essential functions (HR/Finance, etc.) are supported by standard software packages, which are adapted to our company’s requirements.

The large amount of data available (e.g. tweets, web exposure and customer feedback) helps us further develop our business processes and business model, with the software package provider providing process assurance.

With possession of this amount of data comes responsibility. The biggest challenge we face today is the threat of data security and integrity of our customers’ information.

What were Driving Me’s key success drivers?

- An entrepreneurial spirit with an aspiration to create jobs and make an impact on society.
- A technology-driven entrepreneurial staff with an understanding of the impact of large volumes of data, crowd sourcing and e-commerce.
- Essential business functions were either outsourced or handled with help of standard packages.
- Technological innovation is a key driver for growth.
- Assurance and reputation is earned through social media, press and word of mouth.

What’s different in a Tech start-up?

- The company operates out of a cloud, eliminating red tape and lengthy procedures.
- Start-up in today’s world, are already creating shared value by creating platforms of sharing economy.
WHAT ARE MANAGEMENT SYSTEMS IN 2025?

In the stories told by the five companies, we see that the role of management systems in organizations is changing. They are moving away from the physical boundary walls of an organization to the complete value chain, incorporating society at large.

Future management systems are no longer just a tool available to the organization, but have become integral to organizational culture, supporting its values and goals. They are an invisible, but always present and living part of the organization. Leadership and employee engagement are of paramount importance, ensuring efficient use of management systems fitting to the organizational structure chosen.

Management systems are now designed and formulated through extensive engagements with stakeholders, including consumers, employees, shareholders and society at large. Organizations are conscious of the impact of megatrends and understand, that business as usual is no longer an option. Stakeholders are increasingly sceptical and cautious about the way organizations do business and about their policies and objectives. Organizations have therefore adapted an approach based on engagement and transparency, with stakeholders involved in the creation of policies and objectives. Stakeholder communication has become tangible, with stakeholders seeking real-time validation of data and reports published by organizations.

Organizations continue to take account of the implications of the megatrends, and are now proactive in aligning their principles with their practices, rather than being reactive to regulation, standards and incidents. The transformation has been strongly driven by society, which remains extremely cautious, informed and aware about the potential impact of an organization and its business practices. To ensure that organizations are sustainable, they now have to demonstrate that they are creating shared value for relevant stakeholders.

In order to meet stakeholder expectations, organizations have to look beyond their current boundaries. They now ensure that management systems are integrated and cover the entire value chain within the business, such as technology, products, product designs, sourcing, manufacturing, marketing, distribution and service. Stakeholders are aware of how various business processes across the value chain can impact the end product and society. Hence, for them to be successful, management systems must include the value chain and also ensure sustainable processes across the complete chain. Management systems involve the collection, processing and analysis of vast amounts of data. They have become a real-time communication tool, with constant communication with stakeholders, suppliers and other parties. Operating within a cloud computing model, technological innovation prevents the amount of data from becoming overwhelming, through the use of background analysis supporting front-end dashboards and other management information communication.

This co-creation will undoubtedly contribute towards a sustainable business and a sustainable environment and society at large.

ESSENTIAL
- Business learning
- Risk and opportunities
- Relevant to business strategy and objectives
- Focused on metrics and performance

ACCESSIBLE
- IT
- Cloud
- Engagement

TRUSTED
- Stakeholder engagement
- Focused on material issues
- Secure, validated and reliable data
- Customers

FASCINATING
- Design
- Media
- Technology

INTEGRAL
- Leading
- Dashboards
- Connectivity
The future of management systems

As companies are increasingly forced to become more transparent and actively engage in two-way communication with their stakeholders, we see the role of independent certification or assurance increasing. However, the management system accreditation and certification industry faces several constraints and barriers in the future and it is vitally important that we challenge the status quo to remain relevant.

While the role management systems play in companies has evolved, the definition of and literature around management systems has largely remained the same for decades. Today the definition of management system is in fact not very different from business process management. But as predicted by a DNV GL expert, “In 2025, Management Systems should encompass business process management.”

We have now looked at what we think the changes will or should be. It is time for us to act and turn views and visions into action. Our commitment is to drive this change, together with you. To efficiently support companies in creating shared value, management systems have to transform themselves from their current state. We strongly believe that future management systems will have to be co-created by organizations or stakeholders, employees and society at large, supported by unimaginable volumes of data aggregation and intelligence.

WHERE DO WE GO FROM HERE?

When looking to the interviews and DNV GL expert opinions, we saw a clear direction that management systems must change focus from compliance to integrating and tackling science and stakeholder expectations.

As companies are increasingly forced to become more transparent and actively engage in two-way communication with their stakeholders, we see the role of independent certification or assurance increasing. However, the management system accreditation and certification industry faces several constraints and barriers in the future and it is vitally important that we challenge the status quo to remain relevant.

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The purpose of the corporation must be redefined as creating shared value, not just profit per se. This will drive the next wave of innovation and productivity growth in the global economy.

Michael E. Porter

METHODOLOGY

For this White Paper, we reviewed the literature available on Management Systems and the future of businesses. The project team conducted 56 interviews with external stakeholders in different professional roles. They represented a number of organizations (25), professionals (12) and the society (19) across different geographies.

The interview data collected and interview comments were qualitatively analysed and used to derive a direction of Management Systems in 2025. This analysis also revealed trends and future expectations of Management Systems in 2025.

In addition we conducted a 3-day workshop with leading experts in business assurance to obtain their views on the future of management systems in 2025.

In conclusion, we lean towards a more optimistic view of the future, although we recognise that the pace of transformation might vary across industry sectors and geographies.
We invite you to take a few minutes of your time in filling out a quick survey based on your view of the Whitepaper, opinions and expectations www.dnvgl.com/future2025

To further contribute and engage in our discussion, please visit www.dnvgl.com/future2025 to express your viewpoint detail.

SOURCEs

8. UN DESA (2012) Back to Our Common Future; Sustainable Development in the 21st century project

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