ANDERS
INDSET

~~Prosperity for All~~ 1957

FUTURE FOR ALL.

Who owns what works for us?
The topic for 2027.

Anders is back on tour in 2027.

With a question that concerns everyone.



KEYNOTES 2027 · INDIA

KEYNOTE · LIVE KEYNOTE · EXECUTIVE SESSION

The new keynote.
Now taking bookings for 2027.

ENGLISH · DEUTSCH · NORSK

01 THE TOPIC FOR 2027

When work costs almost nothing, who owns the prosperity?

In 1957, Ludwig Erhard promised Germany “Wohlstand für Alle”, prosperity for all. Work carried that promise: whoever worked took part in the boom. Seventy years later, the cost of energy, computing and labour is falling, field by field. Wages alone no longer decide how prosperous a society is. Ownership of the systems that work for us does. *Who owns what works for us?*

Four answers every organisation has to give.

01
Capital
The money is there. It just isn’t working. A share in it is the more honest answer to the fear of the machine.

02
Capability
Capital only works in companies that can absorb it: become more efficient, try new things, invest in their future.

03
Dignity
When the price of work falls, the worth of a person must not fall with it. Everyone needs a place and a share.

04
Judgement
When knowledge is free, judgement counts. The machine answers. Deciding is up to us.



IMMOSUMMIT 2026 · PHOTO: ANDRÉ MAURER

“The future belongs to everyone. Every person has a place in it and a share of it.”

ANDERS INDSET · THE TOPIC FOR 2027



ZUKUNFTSKONGRESS LINZ 2025 · PHOTO: PETER C. MAYR / TEAM LH STELZER

02 THE NEW KEYNOTE

FUTURE FOR ALL.

Capital, capability, dignity: who owns what works for us?

Energy, computing and labour are getting cheaper, faster than companies and societies can adapt. Anders Indset shows what follows: for the business model, for capital and for the people who carry both. He offers neither reassurance nor doom. He offers a stance: **the future belongs to everyone if everyone has a stake in it.** He calls it possibilism. A better future is possible, and that possibility is a task, not a forecast.

WHAT YOUR AUDIENCE TAKES AWAY

Where value will sit

What stays scarce and valuable in your business when labour, energy and computing cost almost nothing.

A stake, not reassurance

Why ownership is the better answer to the fear of AI: for employees, customers and regions.

A transformation that holds

How companies become more efficient, try new things and invest in their future without losing their people.

> **“Whoever has a stake in what’s coming doesn’t cling to yesterday.”**
>
> ANDERS INDSET

LENGTH	LANGUAGES	FOR	AVAILABLE
Keynote 30–60 min. Executive session 90–120 min.	English · German (“Zukunft für Alle”) · Norwegian	Kick-offs, congresses, board and client forums	Now taking bookings for 2027

03 UP FOR DISCUSSION

Six theses. None of them is comfortable.

FOR YOUR AUDIENCE

One keynote, three emphases

Banks and financial institutions: capital, wealth, participation. **Companies and family businesses:** a transformation that holds. **Associations, public bodies and leadership circles:** dignity, participation and trust. We agree the emphasis together in the briefing call.

Thesis 1

The future is cheaper than rescuing the past.

Thesis 2

When work costs nothing, ownership must belong to everyone.

Thesis 3

Debt buys speed only once.

Thesis 4

The money is there. It just isn't working.

Thesis 5

When the price of work falls, the worth of a person must not fall with it.

Thesis 6

When knowledge is free, judgement counts.

The stance

Future is a verb.

Your question for Anders

04 WHY ANDERS INDSET

Four-time SPIEGEL bestselling author. More than 1,200 keynotes in 45 countries.

4×
SPIEGEL bestsellers: Quantenwirtschaft, Wildes Wissen, Das infizierte Denken, Der Wikinger-Kodex

1,200+
keynotes for boards, congresses and client forums

45
countries, from Oslo to Abu Dhabi

5
languages his books have been published in

Thinkers50
recognised as one of the most influential future thinkers

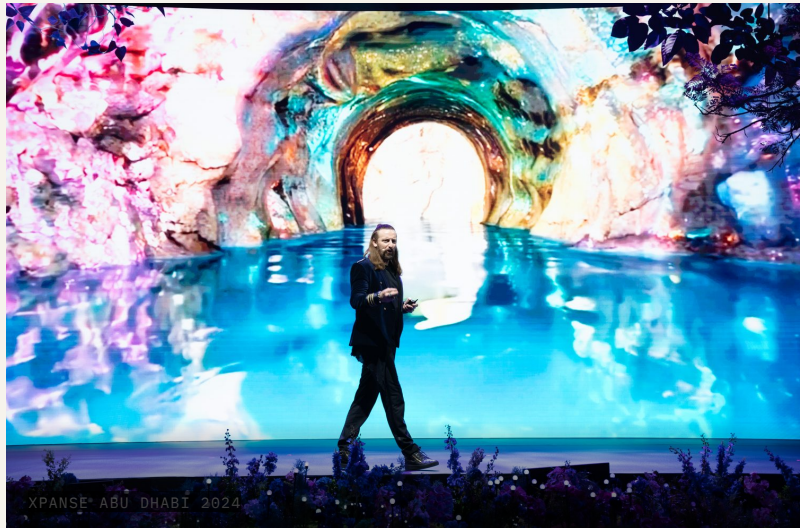
Some German media have called him
“the Digital Jesus”. He says: No messiah is coming.

STAGES (SELECTION)

Swiss Economic Forum / WIRED Istanbul / NATO Allied Foresight Conference / XPANSE Abu Dhabi / Bitkom AI, Data & Quantum Summit / Digital Excellence Conference / Zukunftskongress Linz / ImmoSummit / InsuranceCom / Radio Advertising Summit / Creative Week Frankfurt / Future Tech Fest


SWISS ECONOMIC FORUM 2024 · PHOTO: MERLIN PHOTOGRAPHY


NATO ALLIED FORESIGHT CONFERENCE, ROME 2025


XPANSE ABU DHABI 2024

One topic for the year. Four keynotes that fill halls. And one that only ever happens once.



NEW · TOPIC FOR 2027

FUTURE FOR ALL.

Capital, capability, dignity

When labour, energy and computing cost almost nothing, ownership of the systems decides who prospers. What that means for companies, capital and people, and why the future belongs to everyone.

30–60 MIN. · EN / DE / NO

SIGNATURE

THREE WORDS. ONE KEYNOTE.

The Live Keynote

The audience gives three words. From them, Anders Indset builds a complete keynote on the spot: no slides, no lectern, handheld microphone, a clear arc and a close. Every one is different. None is unprepared.

45–60 MIN. · EN / DE / NO

TRACK 1

POSSIBILISM

What comes after digitalisation?

The next industrial base is being built in energy, computation and quantum technology. Who has the inputs to win it, why so many fail to deploy them, and what possibilism asks of leaders now.

30–60 MIN. · EN / DE / NO

TRACK 2

THE LAST HUMAN AND THE MACHINE

AI, judgement and what remains

If machines take over knowledge and intelligence, what is left for us? Why judgement becomes the scarce resource in every organisation that runs on AI.

30–60 MIN. · EN / DE / NO

TRACK 3

THE VIKING CODE

A performance culture rooted in values

Why does a country of five and a half million produce so many world champions? What companies, sales teams and family businesses can take from Norway's performance culture.

30–60 MIN. · EN / DE / NO

DEEP FORMAT

SCI-PHI

Quantum, life, consciousness

Where physics, biology and philosophy meet: which economy will quantum technology produce, what is life, what is consciousness? A keynote or a half-day dialogue with a scientist.

45–60 MIN. OR HALF A DAY · EN / DE



PHOTO: ALEX KRAUS

06 ABOUT ANDERS INDSET

Business philosopher. Possibilist. Frontier-tech investor.

Anders Indset was born in Trondheim, Norway, grew up in Røros and has lived in Germany for 25 years. He connects philosophy with the state of science and technology and translates both into decisions leaders can make today. His stance is possibilism: neither naive optimism nor doom, but the decision to shape the future rather than just manage it.

Thinkers50 has recognised him as one of the most influential future thinkers in technology, leadership and economics. His recent books are *The Singularity Paradox* and *Ex Machina*, both with quantum physicist Florian Neukart, and *The Quantum Economy* (2026). He speaks English, German and Norwegian, with or without slides, and on request entirely live.

Stage

Keynotes, live keynotes and executive sessions for boards, congresses and client forums.

Books

Four-time SPIEGEL bestselling author, published by Econ, Campus and Wiley, in five languages.

tomorrowmensch

As founder, he invests in science and deep tech: energy, computation, quantum technology and the life sciences.

Voice

The podcast *The Quantum Economy*, the Substack “Anders Gedacht”, columns and interviews.

Future is a verb.

To “future” means not to wait for tomorrow, but to shape it today.

07 THE WORK

From Wild Knowledge to The Quantum Economy.

Four books on the SPIEGEL bestseller list: **Quantenwirtschaft** (2019), **Wildes Wissen** (2019), **Das infizierte Denken** (2021) and **Der Wikinger-Kodex** (2024). Plus its English edition **The Viking Code**, **The Singularity Paradox** and **Ex Machina** with Florian Neukart, **Philosophy@Work** and **The Quantum Economy**. Published by Econ, Campus, Wiley and Værøy, in German, English, Norwegian, Chinese and Turkish.

THE STANCE BEHIND EVERY BOOK

POSSIBILISM.

Neither optimism nor pessimism. Possibilism only claims that a better future is possible, and treats that possibility as a task, not a forecast.



COVERS: ECON, CAMPUS, WILEY, VÆRØY

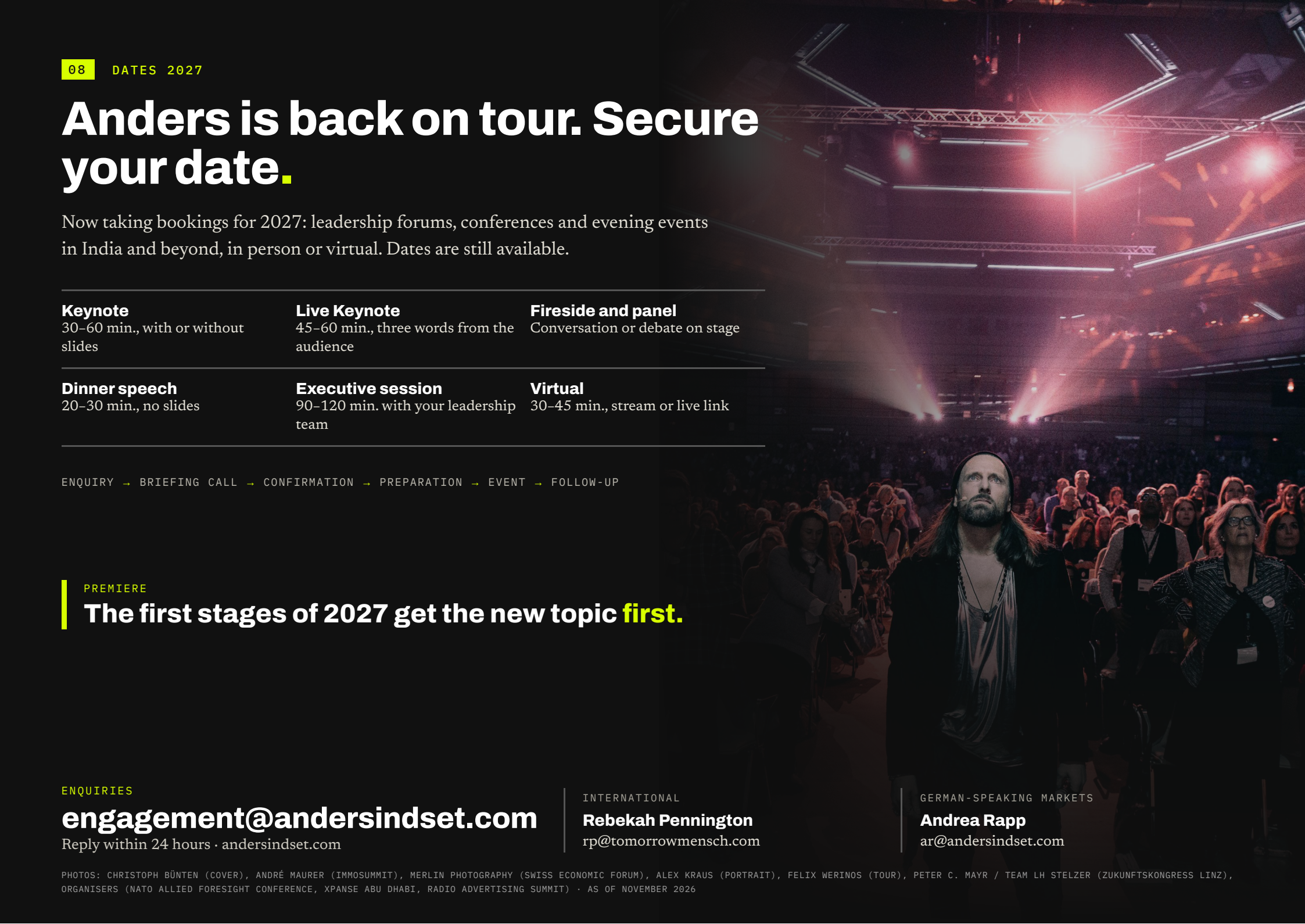
08 DATES 2027

Anders is back on tour. Secure your date.

Now taking bookings for 2027: leadership forums, conferences and evening events in India and beyond, in person or virtual. Dates are still available.

Keynote 30–60 min., with or without slides	**Live Keynote** 45–60 min., three words from the audience	**Fireside and panel** Conversation or debate on stage
Dinner speech 20–30 min., no slides	**Executive session** 90–120 min. with your leadership team	**Virtual** 30–45 min., stream or live link

ENQUIRY → BRIEFING CALL → CONFIRMATION → PREPARATION → EVENT → FOLLOW-UP



PREMIERE

The first stages of 2027 get the new topic first.

ENQUIRIES

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Reply within 24 hours · andersindset.com

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PHOTOS: CHRISTOPH BÜNTEN (COVER), ANDRÉ MAURER (IMMOSUMMIT), MERLIN PHOTOGRAPHY (SWISS ECONOMIC FORUM), ALEX KRAUS (PORTRAIT), FELIX WERINOS (TOUR), PETER C. MAYR / TEAM LH STELZER (ZUKUNFTSKONGRESS LINZ), ORGANISERS (NATO ALLIED FORESIGHT CONFERENCE, XPANSE ABU DHABI, RADIO ADVERTISING SUMMIT) · AS OF NOVEMBER 2026