

Welcome to the new economy

**How business is radically
changing in the 21st century**

Eric Bartels

An introduction

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In 1976, something happened that would later prove to be an early signal of a profound economic and societal shift. Two young men started a company in a garage. They had no finished degrees, no respect for the established business elite, and no interest in power, status, or wealth. They were closer to artists than to managers. And they did something that was - and still is - considered deeply unprofessional in business: they built everything from inner conviction and a deep artisanal passion rather than from market research, competitive analysis, or shareholder logic.

What they created would become Apple. And the two men were Steve Jobs and Steve Wozniak.

Today, Apple is the most valuable company in the world. Even more striking, it generates exponentially more value per product than any of its competitors, by margins that cannot be explained by efficiency, scale, or execution alone. What distinguishes Apple is not talent, technology, or timing, but a fundamentally different mindset and an accompanying business architecture that is equally different. What Jobs and Wozniak intuitively embodied was not a personal anomaly. It was the first visible expression of a much deeper shift already unfolding beneath the surface of Western economies.

For the 18th, 19th, and 20th centuries, human behavior was largely driven by what psychologist Abraham Maslow described as deficiency needs: the pursuit of survival,

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security, and status. But over the second half of the twentieth century, that primary driver began to change. As material scarcity decreased, people increasingly moved from being driven by deficiency needs toward what Maslow called being needs: meaning, identity, and self-actualization.

Jobs and Wozniak were among the first entrepreneurs to build a company fully aligned with this new human motivation. They did not optimize for efficiency or adaptation. They designed from identity, inner conviction, and uncompromising value creation. Apple was not just a technology company; it was an early prototype of a new economic logic.

Based on more than twenty years of scientific research, including in-depth interviews with over 600 leaders and long-term internal studies of more than 100 organizations, researcher, entrepreneur, and author Eric Bartels discovered that Apple was only the beginning. Today, approximately 5% of organizations operate according to this same inside-out logic and that number is rapidly increasing.

These companies consistently outperform their industries by orders of magnitude, generating 750 to 1500 times more value per product than their nearest competitors, who remain confined to a narrow performance band of 0 to 5. In *Welcome To The New Economy*, Bartels shows why the rules that built the businesses of the industrial age no

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longer work and why companies that continue to operate within that logic systematically underperform. He reveals how a new economic order is emerging, one in which DNA-driven identity, intrinsic value creation, and systemic architectural coherence replace control and continuous market adaptation as the primary sources of success.

Drawing on his more than twenty years of scientific research, he studied, modeled, and reverse-engineered the business logic and architecture used by these extreme outperformers. In this book, he describes this Become Framework® in detail, making it available as an empirical set of benchmark reference points, whether you want to optimize specific parts of your business or fully implement it to turn your organization into a true 21st-century business outlier.

Steve Jobs:

“One of the keys to Apple is: Apple is an incredible collaborative company. You know how many committees we have at Apple? Zero! We have no committees! We are organized like a start up.
We are the biggest start up on the planet.”

Steve Jobs was an American entrepreneur, inventor, and co-founder of Apple, widely regarded as one of the most visionary business leaders of the modern era. More than any of his contemporaries, he embodied the inside out logic that defines Telogeny and the beconomy. Jobs built Apple not on committees or external adaptation, but as a start up culture of collaboration, clarity, and inner why. He allowed the company’s DNA to guide its products and culture, making Apple the first organization to fully operate according to this new mindset. That is why his legacy runs through this book, and why one volume of this trilogy is titled Be A Steve.

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