flexing their firms’ economic muscles by threatening to move business activities out of states that pass controversial laws.

The authors missed an important point: the indirect impact on employees when business leaders become socially or politically vocal. To fit in—if not to keep their jobs—must employees overtly express the opinions and values of their leaders? What recourse is there if they don’t share those values?

**Tad Travis**, research director, Gartner

In my opinion, politics and business are increasingly intertwined. Business leaders cannot live in a political or economic vacuum. And given the rage-fueled polarization and “otherizing” that defines the current political landscape, it is difficult to be political without being partisan. Impartiality is a fallacy. **Kirsten Osolind**, partner, RE:INVENTION

I agree that augmented reality is already playing a notable role in the B2B industry. However, for B2C we are still waiting for a mature tracking and visualizing technology that is both robust and minimal in appearance. Once attractive AR tech becomes available to consumers, this new product category could rival—and even dethrone—the smartphone. Businesses should utilize design thinking and value proposition methods to figure out which customer needs could be met with AR.

**Michael Rocktaeschel**, expert manager, Diconium

**“To fit in—if not to keep their jobs—must employees overtly express the opinions and values of their leaders? What recourse is there if they don’t share those values?” — Tad Travis**

It looks like AR is not only making life easier and more productive but is also changing people’s values. If this tendency continues, it is very likely that we are going to have social problems because of fading skills and poor education. AR could end up posing more problems than solutions in the near future.

**Saul Esparza**, doctoral student, Universidad Michoacana de San Nicolas de Hidalgo

Although certainly ominous, this article suggests some positive outcomes. Many very capable people are currently hindered by difficulty learning from 2-D images and words, and are confined to low-paying roles as a result. AR could help them break through that barrier. I see positive potential in many fields—for example, those in which standards for quality and safety are becoming more rigorous. In the future, AR could help people leapfrog the challenges of literacy, language, or inability to translate 2-D information to the real world. AR could also vastly increase the potential labor pool that organizations can draw from. This is a personal observation; I am not speaking on behalf of SGS.

**John Douglas Britton**, business and process improvement, SGS NZ

The mobile augmented reality market is expected to be worth nearly $80 billion by 2022, at a CAGR of 69.85% between 2016 and 2022. Mobile augmented reality is one of the emerging technologies to view virtual information and content in a real-world environment using handheld devices.

**Pooja Patange**, corporate communicator, MarketsandMarkets

**WHY EVERY ORGANIZATION NEEDS AN AUGMENTED REALITY STRATEGY**

HBR ARTICLE BY MICHAEL E. PORTER AND JAMES E. HEPPELMANN, NOVEMBER–DECEMBER 2017

While the physical world is three-dimensional, most data is trapped on two-dimensional pages and screens. This gulf between the real and digital worlds prevents us from fully exploiting the volumes of information now available to us. Augmented reality, a set of technologies that superimposes digital data and images on physical objects and environments, is closing this gap. By putting information directly into the context in which we’ll apply it, AR increases our ability to absorb and act on it.

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