Ford

LOOKING FURTHER with FORD

2015 TRENDS
I have spent more than a decade researching trends and exploring how they might shape the future. And yet, for years, a treasure trove of information about the future has been right in front of me: My daughters—ages 11 and 13. They and their peers will likely be members of the global cohort known as Generation Z. Unlike the baby boomers or millennials, they are too young to be universally recognized as a traditional cohort. Nevertheless, their point of view is compelling, and despite their youth, they are shaping the world we live in today.

They are aware of the looming issues that we are all responsible for—climate change, privacy, disease and strife. And yet—across the globe, there’s a palpable excitement in the air. Consumers of all ages are inspired by modern day renegades and rebels, those who are bucking convention to set new standards and offer new ideas. The stigma around failure is rapidly eroding, making us more motivated and determined than ever to take risks in the march toward success. New forms of mobility and collaborative platforms are emerging every day to make us more transient and give us more freedom to pursue ideas and passions.

These are key themes in the third annual edition of Ford’s publication of micro trends, Looking Further with Ford. While the trends identified in this book resonate across many regions and ages, you’ll find some Gen Z undertones. After all, this is the world’s emerging generation—the one that is not only being influenced by these trends, but is also already helping to influence them. The picture of the future portrayed in this book is not one that’s rosy or particularly cheery, but it is invigorating, and points to a drive and determination to make change happen, for the better.

At Ford, we are always mindful of the blueprint for sustainability, and the need to push change as much as adapt to it. You’ll see that in the products Ford introduces in 2015, and you’ll find that here in this book. As you read this, we hope you’ll think about your own freedoms and willingness to challenge convention in the year ahead.

Here’s to a world that’s moving fast—and to helping set the pace.

Sheryl Connelly
Global Consumer Trends and Futuring
Ford Motor Company
MAKE WAY FOR GEN Z

The world has long been preoccupied with the generational cohort known as millennials or Generation Y, but perhaps it’s time to turn our attention to the younger group of kids, those who’ll be known as Generation Z, roughly defined as those born after 1993. No one can say for sure how these 2+ billion youth will turn out, but expectations are high. With considerable pressure on them at an early age, there’s a greater complexity than ever before in being a young person—and they share these pressures with their peers across the world, making them the first truly global generation. While Millennial teens grew up adjusting to social media, Gen Z was born into it, often learning to type their name before learning to print it. Raised in an on-demand, impatient culture, Gen Z’s mantra is ‘good things come to those who act,’ and aren’t going to let age, education, employment or lack of resources stop them from making their mark on the world.

“Gen Z’s mantra is ‘good things come to those who act,’…”

Worldwide, there are roughly 2 billion youth who make up Generation Z

GOUCHER COLLEGE: VIDEO ADMISSIONS

Recognizing that Gen Z is more visual and highly self-motivated, Goucher College, a liberal arts school in Baltimore, recently began offering applicants the opportunity to skip submitting standardized SAT and ACT scores, as well as traditional transcript, letters of recommendation and essays. Instead, students can submit a self-produced, two-minute video explaining why they want to go to Goucher and how they see themselves thriving there.

FLYNN MCGARRY

Gen Z is widely regarded as a “foodie” generation—they are acutely aware of where ingredients come from and find more enjoyment in how their meals are prepared. From this culinary ethos has emerged 15-year-old chef Flynn McGarry, who built a high-tech kitchen in his bedroom and went on to start his own supper club, Eureka, at his mother’s California home. His tasting menus are offered at $160 per person.

They are adept and self-directed researchers:

- 52% use YouTube or Social Media for typical research assignments
- 33% watch lessons online
- 32% work with classmates online
- 20% read textbooks on tablets

GOUCHER COLLEGE: VIDEO ADMISSIONS

Recognizing that Gen Z is more visual and highly self-motivated, Goucher College, a liberal arts school in Baltimore, recently began offering applicants the opportunity to skip submitting standardized SAT and ACT scores, as well as traditional transcript, letters of recommendation and essays. Instead, students can submit a self-produced, two-minute video explaining why they want to go to Goucher and how they see themselves thriving there.

FLYNN MCGARRY

Gen Z is widely regarded as a “foodie” generation—they are acutely aware of where ingredients come from and find more enjoyment in how their meals are prepared. From this culinary ethos has emerged 15-year-old chef Flynn McGarry, who built a high-tech kitchen in his bedroom and went on to start his own supper club, Eureka, at his mother’s California home. His tasting menus are offered at $160 per person.
Gen Z
Millennials
vs.

Percent considering an advanced college degree:

Gen Z: 64%
Millennials: 71%

64% more likely than Gen Y to say they want to start a business and hire others

Compared to Gen Y, Gen Z is:

55% more likely to want to start a business and hire others

54% more likely than Gen Y to say they want to have an impact on the world

“Gen Zers have more in common with their global peers than they do with adults in their own country”

58% percent of adults ages 35+ worldwide agree

“Gen Zers have more in common with their global peers than they do with adults in their own country”

58% percent of adults ages 35+ worldwide agree

“Gen Zers have more in common with their global peers than they do with adults in their own country”

58% percent of adults ages 35+ worldwide agree

“Gen Zers have more in common with their global peers than they do with adults in their own country”

58% percent of adults ages 35+ worldwide agree

“Ireland’s Diazotroph Scientists

This year’s Google Science Fair Grand Prize winners—Ciara Judge, 16; Emer Hickey, 17; and Sophie Healy-Thow, 17—are the Irish scientists behind the discovery of Diazotroph, a bacteria that helps increase the yield of crops like barley and oats. Most Gen Zers say they want to make an impact on the world, and this trio has already done it; their discovery could help solve the global food crisis.

Body Bijou and Girls Helping Girls

Linda Manziaris, a 14-year-old jewelry entrepreneur from Toronto, gives half of the profit from her online business, Body Bijou, to charity. Her charity of choice is Girls Helping Girls, a not-for-profit started by her 16-year-old sister Susanna that has funded school building, training and scholarships for girls in South Africa, Kenya and Jamaica. According to Linda, “Our generation sees a problem and they want to fix it.” The teen won Young Entrepreneur of the Year at the 2014 Startup Canada Awards.

Lorde

At age 18, New Zealand Gen Z singer Lorde is famous thanks largely to her smash hit “Royals,” a Grammy-winning song about the allure and pitfalls of hedonism and materialism. Lorde has also emerged as a role model and an advocate of healthy body image: In March 2014, she revealed two photos of herself on Twitter, one Photoshopped and one unedited, to show that “flaws are ok.”

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.

Lorde’s invention—a flashlight powered solely by hand heat—is made from Peltier tiles that produce energy when one side stays cool and the other is heated using the warmth of a human palm. The device can produce a steady beam of LED light for 20 minutes.
RALLY FOR RENEGADES AND REBELS

Society has always loved risk takers, but the marketplace has never been more receptive to them than it is today. Consider Henry Ford, who had to fight tooth and nail against skepticism of his vision, summed up by one prominent businessman who reportedly said, “The horse is here to stay, but the automobile is only a novelty, a fad.” Today’s rebels have not just the ear of consumers—but also the platforms needed to gain support, like Kickstarter and Pozible. More and more, consumers are turning away from “conventional wisdom” players and instead giving their attention—and their dollars—to companies and leaders that take risks and break the mold. Why? Because as red tape layers on in life, cutting through it to beat the system feels even more exciting. Whether we’re with or without a cause, going against the grain or supporting those who do helps us find our inner badass.

“I admire unconventional solutions to problems.”

“Whether we’re with or without a cause, going against the grain or supporting those who do helps us find our inner badass.”

“I’m drawn to companies and brands that are rebellious.”

“In today’s society, it’s better to be a rebel than it is to follow conventional rules.”

Percent under age 35 who agree:

- U.S.: 45%
- China: 44%
- Japan: 42%
- Brazil: 38%
- Germany: 45%
- Germany: 57%

Percent of adults under age 35 who agree:

- China: 63%
- U.S.: 44%

82% of adults worldwide agree.

GERMANY

JAPAN

CHINA

U.S.

BRAZIL

CHINA

U.S.
ALL-NEW FORD F-150: A REBEL THAT KEEPS GETTING TOUGHER

For decades, the Ford F-150 has been America’s favorite pickup—and it still has its rebel edge. The all-new 2015 Ford F-150 has once again crushed the standard for toughness with an impressive combination of power, capability and efficiency. To do this, Ford engineers bucked convention by increasing the use of high-strength steel in the truck’s frame from 23% to 77%. Ultimately, they accomplished what was once unthinkable: creating a pickup frame that is stronger, more durable and structurally more rigid than the previous generation F-150.

Coupled with an innovative, high-strength, military-grade, aluminum-alloy body, this makes the truck nearly 700 pounds lighter. As a result, the F-150 can now tow up to 11,000 pounds, haul up to 530 more pounds and is projected to achieve significantly higher gas mileage than its predecessor.

POPE FRANCIS: THE REBEL POPE

The South American Pope is widely seen as a rebel, one who has radically shifted the Catholic Church’s focus to emphasize mercy over moralizing. He has upended the style of the papacy, bucking formality in favor of a more “common” lifestyle. The Pope is not just breaking the rules, he’s rewriting them—and pushing Rome to see the papacy, and the Catholic Church, in a different light.

MINK

Mink is using 3D printing technology to disrupt the cosmetic industry—taking any image and instantly transforming it into a wearable color cosmetic. Launched in May 2014, the brand seeks to bypass large cosmetic industry players by fulfilling consumers increasing need for instant gratification and DIY solutions.

SCHOOL OF DOODLE

A website filled with short videos by celebrities and artists talking to their young female viewers about things like inspiration, creativity and failure, School of Doodle’s mission is bold: “To change the way girls value themselves and teach them to Be Loud!” And its vision is equally big: Creating “a world where girls don’t ask for permission.” Funded on Kickstarter, and now the school has big name backers—including Yoko Ono, Sarah Silverman, Anna Wintour and Courtney Love.

23ANDME

23andMe, the genetic testing startup backed by Google Ventures, has a vision of providing consumers direct control of their genetic information—and, by extension, their own healthcare—by creating a massive database of genetic profiles. 23andMe has been embroiled in a battle with the FDA over its Personal Genome Service, a $99 service that gathers people’s saliva to unearth their ancestry information and, corresponding health reports. The FDA temporarily forced the startup out of the health reports business, but 23andMe is continuing its push toward “empowering individuals with their genetic information.”

“JUSTICE AS A SERVICE”

If you’ve ever driven a car, you likely know the fury that comes with finding a parking ticket stuffed into your windshield. Now, in San Francisco, Fixed is there to save the day. Started by David Hegarty, a native Irishman, the iPhone app offers a simple resolution: If the company thinks there’s good reason to contest your ticket, they’ll do it on your behalf. If they win, you pay 25% of the fine—a small price to remove the hassle. This concept is part of a growing “justice as a service” business model, originally coined by Nicholas Michaelsen. The Denmark native is a founder of Airhelp, a global service that assists air travelers in getting refunds for canceled or delayed flights. Breaking with convention, these rebels are parlaying consumer frustration into profits.

PEOPLE FRANCIS: THE REBEL POPE

The South American Pope is widely seen as a rebel, one who has radically shifted the Catholic Church’s focus to emphasise mercy over moralising. He has upended the style of the papacy, bucking formality in favor of a more “common” lifestyle. The Pope is not just breaking the rules, he’s rewriting them—and pushing Rome to see the papacy, and the Catholic Church, in a different light.
FLAUNTING FAILURE
The stigma of failure is eroding—indeed, it has become something to flaunt: I failed, therefore I learned from my mistake and I am stronger for it. In an age of constant change, the only real failure is the failure to try to improve, to evolve. Today’s consumers embrace the entrepreneurial spirit and increasingly recognize—and accept—that their own lives and the products they use are constantly in beta mode. These days, start-up flameouts are increasingly serving as badges of honor and—especially in Silicon Valley—failure has become a bragging right. But the glorification of failure also serves as a hopeful reminder that, if you persevere, setbacks can indeed morph into success.

“Today’s consumers...are increasingly recognizing—and accepting—that their own lives and the products they use are constantly in beta mode.”

“Today the stigma of failure has disappeared.”
Percent of adults age 35+ who agree:

“People today brag more about failure than they did in the past.”
Percent of adults who agree:

An estimated 90% of tech startups fail

“There is no such thing as failure. Failure is just life trying to move us in another direction.”
– Oprah Winfrey, Harvard University commencement speech, 2013

Failure Success

U.S. 57% 56%

CHINA 48% 41%

GERMANY 57% 56%

JAPAN 55% 41%

CHINA 47% 41%

Brazil 23% 23%
In 2009, after her social media startup bit the dust, Cass Phillips came up with the idea for FailCon—a safe space where entrepreneurs could shed their pride and ask openly for help. Her first event, held in San Francisco, attracted more than 400 attendees, all eager to hear about the ups and downs from speakers like PayPal’s Max Levchin and Zynga’s Mark Pincus. Since then, FailCon has grown into a conference in dozens of cities worldwide.

DAY FOR FAILURE
Founded in Finland in 2010, Day for Failure was designed to kickstart conversation around failure, and its role in creating success. Recognition of the day has spread internationally, and is hosted by more than 40 groups in 17 countries.

“MISTAKES AREN’T A NECESSARY EVIL. THEY AREN’T EVIL AT ALL.”
— Ed Catmull, Pixar Co-founder and author of “Creativity Inc”, released in April 2014

MY STARTUP FAILED AND THIS IS WHAT IT FEELS LIKE…
Over 90% of tech startups fail, but I never thought my baby, 99dresses, would be one of them.

If there is one thing that doing a startup has taught me, it’s that I am much more resilient than I could have ever imagined. Looking back, when I started 99dresses fresh out of high school I was very naive and had zero idea what I was doing…

Since then I’ve survived being stabbed in the back by cofounders, investment rounds falling through, massive technology errors that brought sales to a halt, visa problems, lack of money, lack of traction, lack of a team, hiring the wrong people, firing people I didn’t want to fire, lack of product-market fit, and everything else in between.

And yet I failed. I won many battles but I lost the war.

—Nikki Durkin, the Australian founder of the fashion-trading company 99dresses, writing about her failures in Medium, an online magazine

“FAILURE IS NOT AN OPTION”
“At Domino’s, failure is an option. It has to be if we want to continue to push ourselves, and give our customers the food they deserve.

That’s why we’re introducing our new Specialty Chicken. It’s not something you’d expect from a pizza company, but that’s what we do.” —Domino’s Pizza, 2014

“EXPERIENCE IS MORE IMPORTANT THAN EDUCATION.”
Percent of adults who agree:

JAPAN 79%
CHINA 72%
U.S. 66%

In 2009, after her social media startup bit the dust, Cass Phillips came up with the idea for FailCon—a safe space where entrepreneurs could shed their pride and ask openly for help. Her first event, held in San Francisco, attracted more than 400 attendees, all eager to hear about the ups and downs from speakers like PayPal’s Max Levchin and Zynga’s Mark Pincus. Since then, FailCon has grown into a conference in dozens of cities worldwide.

DAY FOR FAILURE
Founded in Finland in 2010, Day for Failure was designed to kickstart conversation around failure, and its role in creating success. Recognition of the day has spread internationally, and is hosted by more than 40 groups in 17 countries.

“MISTAKES AREN’T A NECESSARY EVIL. THEY AREN’T EVIL AT ALL.”
— Ed Catmull, Pixar Co-founder and author of “Creativity Inc”, released in April 2014

MY STARTUP FAILED AND THIS IS WHAT IT FEELS LIKE…
Over 90% of tech startups fail, but I never thought my baby, 99dresses, would be one of them.

If there is one thing that doing a startup has taught me, it’s that I am much more resilient than I could have ever imagined. Looking back, when I started 99dresses fresh out of high school I was very naive and had zero idea what I was doing…

Since then I’ve survived being stabbed in the back by cofounders, investment rounds falling through, massive technology errors that brought sales to a halt, visa problems, lack of money, lack of traction, lack of a team, hiring the wrong people, firing people I didn’t want to fire, lack of product-market fit, and everything else in between.

And yet I failed. I won many battles but I lost the war.

—Nikki Durkin, the Australian founder of the fashion-trading company 99dresses, writing about her failures in Medium, an online magazine

“FAILURE IS NOT AN OPTION”
“At Domino’s, failure is an option. It has to be if we want to continue to push ourselves, and give our customers the food they deserve.

That’s why we’re introducing our new Specialty Chicken. It’s not something you’d expect from a pizza company, but that’s what we do.” —Domino’s Pizza, 2014

“EXPERIENCE IS MORE IMPORTANT THAN EDUCATION.”
Percent of adults who agree:

JAPAN 79%
CHINA 72%
U.S. 66%

In 2009, after her social media startup bit the dust, Cass Phillips came up with the idea for FailCon—a safe space where entrepreneurs could shed their pride and ask openly for help. Her first event, held in San Francisco, attracted more than 400 attendees, all eager to hear about the ups and downs from speakers like PayPal’s Max Levchin and Zynga’s Mark Pincus. Since then, FailCon has grown into a conference in dozens of cities worldwide.

DAY FOR FAILURE
Founded in Finland in 2010, Day for Failure was designed to kickstart conversation around failure, and its role in creating success. Recognition of the day has spread internationally, and is hosted by more than 40 groups in 17 countries.

“MISTAKES AREN’T A NECESSARY EVIL. THEY AREN’T EVIL AT ALL.”
— Ed Catmull, Pixar Co-founder and author of “Creativity Inc”, released in April 2014

MY STARTUP FAILED AND THIS IS WHAT IT FEELS LIKE…
Over 90% of tech startups fail, but I never thought my baby, 99dresses, would be one of them.

If there is one thing that doing a startup has taught me, it’s that I am much more resilient than I could have ever imagined. Looking back, when I started 99dresses fresh out of high school I was very naive and had zero idea what I was doing…

Since then I’ve survived being stabbed in the back by cofounders, investment rounds falling through, massive technology errors that brought sales to a halt, visa problems, lack of money, lack of traction, lack of a team, hiring the wrong people, firing people I didn’t want to fire, lack of product-market fit, and everything else in between.

And yet I failed. I won many battles but I lost the war.

—Nikki Durkin, the Australian founder of the fashion-trading company 99dresses, writing about her failures in Medium, an online magazine

“FAILURE IS NOT AN OPTION”
“At Domino’s, failure is an option. It has to be if we want to continue to push ourselves, and give our customers the food they deserve.

That’s why we’re introducing our new Specialty Chicken. It’s not something you’d expect from a pizza company, but that’s what we do.” —Domino’s Pizza, 2014

“EXPERIENCE IS MORE IMPORTANT THAN EDUCATION.”
Percent of adults who agree:

JAPAN 79%
CHINA 72%
U.S. 66%
THE CARRYLESS MOVEMENT

Out with the purse and the messenger bag—today, people don’t want to carry stuff, and increasingly, they don’t need to. Bitcoin, Apple Pay and Google Wallet are displacing the need for physical wallets and money clips. The rise of subscription based shopping services means we can avoid the store. Wearable gadgets and smartphone apps have dismantled the need for physical keys. With these technologies, consumers are able to pare necessities down to their essence—less baggage, more nimbleness. Across the globe, the advent of these technologies brings a transformation in the mechanics of how we pay, how and where we are marketed to, and who we trust with our most valuable information. Convenience is at a premium, and consumers are opting in for it—but at what price?

“Convenience is at a premium, and consumers are opting in for it—but at what price?”
of adults who intend to purchase a luxury vehicle expect it to have keyless entry.

SECURICODE KEYLESS ENTRY:
With the Ford-exclusive keypad, drivers don’t have to worry about pocketing their key fob—they can just leave it in the locked vehicle, and then re-enter it by typing their 5-digit Securicode onto the touch-sensitive keypad. The latest keypad iteration uses the same technology, processors and algorithms used by Apple iPod and iPhone.

people activated Apple Pay within the first 72 hours of the service’s debut.

More than 1,000,000

CAIXABANK
In Spain, retail bank La Caixa CaixaBank has developed its own contactless wristbands for customers who want to ditch the physical wallet and pay with a simple tap of the wrist. The wristband uses a microchip with the customer’s encrypted card details, which then securely connects to POS systems to complete transactions. Users are immediately alerted to transactions made using the wristband via a companion app. To date, the wristband can be used at 300,000+ locations across Spain.

COIN.PH
In emerging markets in particular, paying bills and transferring money can be complicated, frustrating and expensive for those trying to send cash to loved ones across borders. Now there’s the Philippines’ coins.ph, a mobile Bitcoin wallet that’s delivering the crypto-currency to areas without secure banking. The app allows users to buy and sell Bitcoin and store it in their digital wallets—and easily send Bitcoin to family members and friends, bypassing long bank lines and high transfer fees.
NO STRINGS ATTACHED
Why buy the cow when you can get the milk for free? Or at least borrow, share or rent the cow? These days, that adage is prevalent in the consumer mindset as renting and borrowing replace the need or desire to buy. Many people think collaborative consumption and the sharing economy are motivated by altruism, but it’s also motivated by personal gain—the benefit of being freed from responsibility or maintenance. In a world where innovation is moving so rapidly, no one wants to be stuck with what’s quickly outdated. The result is an emerging “a la cart” mentality that trumpets access over ownership. To satisfy financially-constrained and commitment-phobic cultures, more and more platforms are emerging to let us try out experiences and goods without putting much, if anything, down.

“Try out experiences and goods without putting much if anything down.”

73% of all adults worldwide say “I would rather have a few useful possessions than many possessions.”

64% of Americans think sharing lowers environmental impact

76% of Americans think sharing saves money

37% of U.S. adults ages 18 to 25 in 2013 said they chose to rent a product rather than purchase it

64% of Americans think sharing lowers environmental impact
“The share economy allows me to take more risks.”

U.S. adults under age 35 are 63% more likely to agree than adults 35+

“I have trouble making long term commitments.”

Percent of adults under age 35 who agree:

- Japan: 64%
- China: 56%
- U.S.: 40%
- Brazil: 35%

“Changing your last name when you get married is old fashioned.”

40% of U.S. adults under age 35 agree

WANT A DOG FOR THE WEEKEND?
In Ireland and the UK, BorrowMyDoggy is a trusted community where local dog lovers help take care of dogs for walkies, playdates, weekends, and happy holidays.

READY TO DITCH THE OLD PHONE FOR A NEW ONE?
Sprint’s “Phone for Life” plan lets customers get a new Apple smartphone every two years with a service that costs $70 a month and includes unlimited data.

NEED A HOUSEHOLD GOOD FOR AN AFTERNOON?
Sites like Streetbank and Neighborgoods allow neighbors to lend to or borrow things from each other for a set amount of time.

WANT TO CUT THE CORD?
Fon enables people to share their home Wi-Fi network in exchange for getting free Wi-Fi from any of the 7 million people on the Fon network.

CAN’T COMMIT TO EATING EVERYTHING YOU COOK?
LeftoverSwap is an app that lets users share their leftovers with others seeking a fresh meal—users just take a picture of their offerings and arrange for pick up or delivery.

WANT TO LEOVE LIKE THE RICH AND FAMOUS FOR A WEEK OR TWO?
Sites like millionairesconcierge.com and lendingluxury.com allow those who covet luxury to rent it, even if they can’t afford to own it.

THINK ONE MAN’S FASHION TRASH IS ANOTHER’S TREASURE?
Tradesy lets users sell and buy used brand label clothes.

FAIRWEATHER ATHLETE WITH GOODS TO SPARE?
Skiers, surfers and cyclists who have invested in sporting gear but aren’t frequently using it turn to Spinlister to offer up their equipment to eager renters.

WONDERING WHAT TO DO WITH THAT LEFTOVER FOREIGN CURRENCY?
CurrencyFair lets travelers transfer money internationally between their bank accounts in different currencies, connecting with like-minded friends and peers to trade currency at a true exchange rate without the bank margin.

WANT TO SHARE A RIDE?
Across the world, ride-sharing apps are proliferating. Among them are Lyft, SideCar, Via and now Hitch, which sets itself apart from the pack by making more efficient use of all the seats in a car—sharing the ride, so to speak—and thereby lowering the cost for each user.

THINKING ABOUT DITCHING YOUR OLD PHONE FOR A NEW ONE?
Sprint’s “Phone for Life” plan lets customers get a new Apple smartphone every two years with a service that costs $70 a month and includes unlimited data.

NEED A HOUSEHOLD GOOD FOR AN AFTERNOON?
Sites like Streetbank and Neighborgoods allow neighbors to lend to or borrow things from each other for a set amount of time.

WANT TO CUT THE CORD?
Fon enables people to share their home Wi-Fi network in exchange for getting free Wi-Fi from any of the 7 million people on the Fon network.

CAN’T COMMIT TO EATING EVERYTHING YOU COOK?
LeftoverSwap is an app that lets users share their leftovers with others seeking a fresh meal—users just take a picture of their offerings and arrange for pick up or delivery.

WANT TO LEOVE LIKE THE RICH AND FAMOUS FOR A WEEK OR TWO?
Sites like millionairesconcierge.com and lendingluxury.com allow those who covet luxury to rent it, even if they can’t afford to own it.

THINK ONE MAN’S FASHION TRASH IS ANOTHER’S TREASURE?
Tradesy lets users sell and buy used brand label clothes.

FAIRWEATHER ATHLETE WITH GOODS TO SPARE?
Skiers, surfers and cyclists who have invested in sporting gear but aren’t frequently using it turn to Spinlister to offer up their equipment to eager renters.

WONDERING WHAT TO DO WITH THAT LEFTOVER FOREIGN CURRENCY?
CurrencyFair lets travelers transfer money internationally between their bank accounts in different currencies, connecting with like-minded friends and peers to trade currency at a true exchange rate without the bank margin.

WANT TO SHARE A RIDE?
Across the world, ride-sharing apps are proliferating. Among them are Lyft, SideCar, Via and now Hitch, which sets itself apart from the pack by making more efficient use of all the seats in a car—sharing the ride, so to speak—and thereby lowering the cost for each user.

READY TO DITCH THE OLD PHONE FOR A NEW ONE?
Sprint’s “Phone for Life” plan lets customers get a new Apple smartphone every two years with a service that costs $70 a month and includes unlimited data.

NEED A HOUSEHOLD GOOD FOR AN AFTERNOON?
Sites like Streetbank and Neighborgoods allow neighbors to lend to or borrow things from each other for a set amount of time.

WANT TO CUT THE CORD?
Fon enables people to share their home Wi-Fi network in exchange for getting free Wi-Fi from any of the 7 million people on the Fon network.

CAN’T COMMIT TO EATING EVERYTHING YOU COOK?
LeftoverSwap is an app that lets users share their leftovers with others seeking a fresh meal—users just take a picture of their offerings and arrange for pick up or delivery.

WANT TO LEOVE LIKE THE RICH AND FAMOUS FOR A WEEK OR TWO?
Sites like millionairesconcierge.com and lendingluxury.com allow those who covet luxury to rent it, even if they can’t afford to own it.

THINK ONE MAN’S FASHION TRASH IS ANOTHER’S TREASURE?
Tradesy lets users sell and buy used brand label clothes.

FAIRWEATHER ATHLETE WITH GOODS TO SPARE?
Skiers, surfers and cyclists who have invested in sporting gear but aren’t frequently using it turn to Spinlister to offer up their equipment to eager renters.

WONDERING WHAT TO DO WITH THAT LEFTOVER FOREIGN CURRENCY?
CurrencyFair lets travelers transfer money internationally between their bank accounts in different currencies, connecting with like-minded friends and peers to trade currency at a true exchange rate without the bank margin.

WANT TO SHARE A RIDE?
Across the world, ride-sharing apps are proliferating. Among them are Lyft, SideCar, Via and now Hitch, which sets itself apart from the pack by making more efficient use of all the seats in a car—sharing the ride, so to speak—and thereby lowering the cost for each user.

READY TO DITCH THE OLD PHONE FOR A NEW ONE?
Sprint’s “Phone for Life” plan lets customers get a new Apple smartphone every two years with a service that costs $70 a month and includes unlimited data.

NEED A HOUSEHOLD GOOD FOR AN AFTERNOON?
Sites like Streetbank and Neighborgoods allow neighbors to lend to or borrow things from each other for a set amount of time.

WANT TO CUT THE CORD?
Fon enables people to share their home Wi-Fi network in exchange for getting free Wi-Fi from any of the 7 million people on the Fon network.

CAN’T COMMIT TO EATING EVERYTHING YOU COOK?
LeftoverSwap is an app that lets users share their leftovers with others seeking a fresh meal—users just take a picture of their offerings and arrange for pick up or delivery.

WANT TO LEOVE LIKE THE RICH AND FAMOUS FOR A WEEK OR TWO?
Sites like millionairesconcierge.com and lendingluxury.com allow those who covet luxury to rent it, even if they can’t afford to own it.
EXPANDING “NEXT OF KIN”

Divorce rates continue to rise, the battle over same-sex marriage goes on and the tendency of young people to opt for perpetual singlehood grows—yet the concept of “family” remains resilient. The fundamental questions of “Who is always there for you?”, “Who shares your dreams?” and “Who do you want to grow old with?” continue to address the basic human needs of companionship, love and support. But as societal norms shift, the answers to these questions do not necessarily fall under the umbrella of the nuclear family. As traditional families and communities become less common, the concept of family adapts, expands and evolves in the most personal fashion.

“As traditional families and communities become a rarity, the concept of family adapts, expands and evolves in the most personal fashion.”

17 countries worldwide have approved same-sex marriage countrywide
20 others have recognized same-sex marriage in some way

“My definition of family includes good friends who aren’t blood relatives.”

“I embrace non-traditional methods of companionship.”

Percent of adults under age 35 agree:

77% JAPAN
58% U.S.

Family
[fahm-uh-lee, fam-lee]: includes good friends who aren’t blood relatives.

Percent of adults who agree:

76% U.S.
72% BRAZIL
58% GERMANY
52% CHINA

“Family includes good friends who aren’t blood relatives.”
JAPANESE ADULT ADOPTION:
Roughly 90% of people adopted in Japan are adult males in their 20s and 30s. This practice of adult adoption originally developed as a way for families to protect their family name and estates without relying only on blood lines. Today, this practice is commonly used as an alternative to same-sex marriage, which does not exist in Japan—but it's also used for business purposes: if a family business lacks a qualified male heir, it often adopts a successor to continue the "family" business tradition.

FRENCH CIVIL SOLIDARITY PACTS (PACS):
A civil solidarity pact is a contractual form of civil union between two adults for organizing their joint life. The French Parliament approved PACS in 1999, primarily to give legal status to same-sex couples—but as of 2012, 94% of PACS were between opposite-sex couples, who often see the arrangement as "marriage lite."

RENTING BOYFRIENDS IN CHINA:
Young people in China, particularly women, are renting boyfriends to appease nagging parents. These fake boyfriends are available through sites like Taobao, an online shopping destination similar to eBay or Amazon, for anywhere from 500 to 8,000 yuan (about $82 to $1,300 USD) a day. Fake boyfriends are said to be most popular around the Chinese New Year and China's Singles' Day, when young women head home to visit family.

SPRINT FAMILY PLAN:
Introduced in early 2013, Sprint’s Family plan allowed family and friends to share an account—pricing was based on the "framily" size. The quirky ad campaign showcased an eclectic group of individuals and a hamster as unlikely members of the same household. Though the plan has since been discontinued, Sprint was one of the first global brands to have broadened its definition of family.

HONEY MAID:
In March 2014, the graham cracker brand introduced its "This is Wholesome" marketing campaign, with TV spots that showed real-life diverse families—not actors—including an interracial family and a same-sex couple and their sons. A senior marketing director for Honey Maid said the campaign demonstrates that "the family dynamic and composition has evolved."

SPRINT FAMILY PLAN:
In the U.S., just 20% of households fit the conventional definition of "nuclear family," a decrease from 40% in 1970.

HONEY MAID:
In Japan, pets outnumber children under age 16 by roughly 6 million.
THE GIVE & TAKE OF PRIVACY
Privacy has become a balancing act. There is a recognizable and willing trade-off between the information consumers are willing to share about themselves and the benefits they receive in exchange. And yet, companies can never stop asking ‘How far is too far?’ or respecting the distinctions between public, personal and private domains and the need for consumer choice among them. When those boundaries are crossed or when trade-offs aren’t realized—in other words, when we realize we’ve made a bad deal with the Devil—there is a consumer backlash that companies must face and reconcile.

“There is a consumer backlash that companies must face and reconcile.”

78% of millennials expressed a wish for privacy
59% of older internet users

26% of teen social media users say they post fake information on their profile to help protect their privacy

“I am willing to share my location with companies in order to receive coupons to nearby businesses.”

“Adolescents consider different things to be private than adults… They don’t care if Facebook knows their religion, but they do care if their parents find out about their sex life.” Ian Miller, a doctoral research candidate on the psychology of online sharing at the University of Toronto

Percent who agree:

MILLENNIALS
AGES 35+

56%
42%
THE GREAT WI-FI EXPERIMENT:
European law enforcement agency Europol recently backed an experiment in London that saw consumers signing onto free public Wi-Fi unwittingly signing away their oldest child or a beloved pet. When Londoners registered for a public hotspot, they were required to sign an agreement with a so-called “Herod clause” that had them agree to “assign their first born child to us for the duration of eternity.” In 30 minutes, 250 devices reportedly connected to the hotspot, and their owners freely shared their passwords and data without being aware of the consequences.

PLEASE ENABLE COOKIES:
Cookies—the real, edible kind—were the centerpiece of a recent experiment in New York where 380 people shared sensitive, personal information in return for a tasty treat. The art event, “Please Enable Cookies,” was held in Brooklyn in October 2014. The more information participants shared, the more homebaked cookies they earned.

WHISPER
This free app allows users anonymously share their thoughts with the rest of the Whisper network. The app was heralded as an antidote to the phenomenon of “oversharing” and “too much information” that young users engage in online.

THE RIGHT TO BE FORGOTTEN:
Recognized in the European Union and Argentina, the “right to be forgotten” refers to an individual’s right to autonomy, to living life without the perpetual stigma that can emerge from a Web history and profile. As of August 2014, Google had received over 30 million deletion requests for deletion of an online footprint, many due to privacy violations.

“As a society, we have given up on the concept of privacy”
Percent who agree:

- 73% US
- 64% Germany
- 39% China
- 31% Japan

30

“Hello my name is

59% of internet users do not believe it is possible to be completely anonymous online

Percent who agree:

- 55% US
- 40% Germany

86%

31
ELUSIVE HEALTH

Achieving optimal health seems to be an uphill battle. Since the 1960’s, more than 600,000 articles have been published with purportedly meaningful information about obesity. That’s just the tip of the iceberg—there are also scores of reports and opinions about how we should exercise, the vitamins and vaccinations we should take, and what we should eat, drink and feed our children. And yet, the global population keeps getting fatter and sicker. The seismic effort to inform consumers about healthier lifestyle habits has just led to more confusion, and, for those looking for an easy way out, greater apathy. Consumers need a clear signal in the noise—not just another data dump—to effectively translate information into action.

“...the global population keeps getting fatter and sicker.”

Between 2008 and 2013, obesity in the population aged 15+ rose:

- Vietnam: 92%
- China: 57%
- India: 37%

48% of Americans believe it is easier to figure out how to do their own taxes than to figure out how to eat healthfully.

15% of Americans correctly estimate the amount of calories they need in a day to maintain their weight.

54% of Americans agree that enjoying their food is more important than worrying what’s in it.

Of Americans agree that enjoying their food is more important than worrying what’s in it.
MEAT-FREE MONDAYS:
If figuring out the right way to eat isn’t confusing enough, there’s also the environment to factor in. In September 2014, Paul McCartney made a music video in support of his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment. The song spells out his family’s Meat Free Mondays campaign, which urges people to take a weekly break from eating meat in an effort to help the environment.
ESCAPE ARTIST

While escapism has always been a human instinct, the context of our world has changed—and so too have the means by which we escape. It used to be that we could escape simply by reading a book or watching a film or going for a walk. While those options still exist, they are at the whim of 24/7 connectivity—and our own growing boredom and ADHD—making it harder to truly escape. Now there’s an emerging “Great Escapism”—a heightened formality around escapism, from scheduling “mindfulness” classes or going on sabbaticals to take a break from the world, or doing ever more daring, outrageous things to will ourselves into another world.

“Doing ever more daring, outrageous things to will ourselves into another world.”

62% of adults under age 35 worldwide say that they seek experiences they feel can’t be replicated

61% of US adults and 82% of Chinese adults say slowing down is a luxury

82% of Chinese
58% of Brazilians
55% of Americans

say that when they travel they want the experience of living like a local

25% of Netflix subscribers cram an entire 13-hour season of a popular show into two days
ESCAPISM AND THE PURSUIT OF A HAPPY COMMUTE

For many Americans, the daily commute is a source of daily dread. Two-thirds of Americans spend at least 30 minutes a day commuting, roughly the same amount of time they spend reading books, newspapers or magazines, and more than they spend exercising. Not surprisingly, about 50% of commuters feel that their commute has little positive impact on their lives.

Recognizing this, Ford this year launched its “Pursuit of a Happy Commute”—a year-long program designed to help make the daily drive a happier and less stressful experience. By identifying ways to simplify and enhance the overall driving experience, Ford is reviving the joy of driving—making it an enjoyable escape, rather than a necessary commute. Vehicles like the Ford Escape are designed to include features that can make a big impact in making a commute more enjoyable, such as:

- Better gas mileage
- Improved sound insulation
- Remote keyless entry
- Climate-controlled seats
- Advanced navigation
- Hands-free communication and entertainment

LA BALADE DES GNOMES:
This Belgian hotel has taken inspiration from myths and fairy tales to create 10 fantastical guest rooms. One room is housed entirely in a Trojan Horse, and another has a wooden sailboat floating in its own pond.

PROPELLER ISLAND:
At this Berlin hotel, each room is more bizarre than the next—one room has a bath in a giant plastic bag, another has coffin beds, and one is upside-down, with most of the furniture suspended from above.

FOUR SEASONS RESORT COSTA RICA:
This luxury hotel challenges its guests to go without their phones for one day. The staff sucks your iPhone into a safety deposit box for 24 hours, and gives you a guide to “24 Things to Do Without Technology at Four Seasons Resort Costa Rica.”

SALA SILVERMINE UNDERGROUND SUITE:
This one-room hotel is in a Swedish mine—500 feet underground—buried farther into the earth than any other hotel in the world. Once a guest is checked-in, they’ll get a quick tour of the mine—after that, they are left to enjoy (or endure) the constant 36 degrees, and deep solitude, until checkout.

“All players can be the main character in the story, not watching the character.”
– Kazuya Iwata, a game designer for the Real Escape Game™, speaking to the New York Times in an article about the growing popularity of “escape rooms” in Asia and the United States. The Real Escape Game™ invites players to escape from a physical place filled with puzzles in an altered amount of time.

BRAIN GYMS:
A membership to a fitness gym is common practice for those looking for a healthy life. But more and more, part of that healthy life is escaping the clutter of everyday business—and for that, consumers are turning to the “brain gyms” popping up across the U.S. and U.K., places to breathe, unwind, reset and de-stress. The fitness chain Equinox now offers 15-minute, 30-minute and 60-minute meditation classes at locations in select cities. U.K.-based Headspace, billed as a “gym membership for the mind,” offers short audio and visual presentations and asks members to set aside at least 10 minutes a day to escape life’s worries and reconnect with the inner self.
In an age of constant innovation, mobility has outpaced our definition of the word. Our ability to move ourselves—and objects—from A to B has pushed beyond what was previously imagined: Space travel, drone delivery, digital payments and even taxi transportation have evolved in ways that make us more mobile and more transactionally fluid. And as we become more mobile, our sense of belongings has shifted—we are streamlining our possessions, and reexamining ‘home’ in the light of our transient lifestyle.

“"In an age of constant innovation, mobility has outpaced our definition of the word."
the future for a mobility company is uncertain, but all this disruption, the future for a collective action for a viable future. And it means changing condition. And it means changing and private businesses to take calls for regulators, cities, countries multi-year strategy, the Blueprint the challenges we saw coming. A In 2012, Ford introduced its moving. limitting our ability to conduct bigger issue is how global gridlock traffic jams are inconvenient, the population will live in megacities of by 2025, more than half the world's packed. Some reports predict that while emerging markets are full of the future of mobility. After all, of Henry Ford, uses to set the “Global Gridlock”—it's a phrase includes: Ford's “Blueprint for Mobility” In the next five to 10 years, part Ford's near-term blueprint includes new technological advancements such as those shown in the all-new 2015 Edge, including adaptive steering, enhanced active park assist (cue parallel parking and perpendicular parking), and a front 180-degree camera. Part of Ford's near-term blueprint includes new technological advancements such as those shown in the all-new 2015 Edge, including adaptive steering, enhanced active park assist (cue parallel parking and perpendicular parking), and a front 180-degree camera. “For most of my adult life, I worried about how am I going to sell more cars and trucks? The freedom of mobility that my great-grandfather brought to people throughout the world is now threatened.” — Bill Ford, speaking in Dubai in October 2014 about “The Future of Mobility” AMBULANCE DRONES: The Ambulance Drone is an all-purpose medical toolkit that can be automatically flown to any hospital, EMTs, police or the incident command. This enables emergency responders to deliver medical equipment and supplies for people to use while waiting for a medical professional. E-BIKES: In China, there are more than 200 million electric-powered bicycles on the road, and e-bike manufacturers are reporting 200% annual sales growth in Brazil. Sales are reportedly also strong in Europe, and Philippine consumers are getting behind electrically-powered three-wheelers. E-bikes typically travel at speeds of 20 to 30 mph and are charged via a regular electrical outlet. AMBULANCE DRONES: The Ambulance Drone is an all-purpose medical toolkit that can be automatically flown to any hospital, EMTs, police or the incident command. This enables emergency responders to deliver medical equipment and supplies for people to use while waiting for a medical professional. E-BIKES: In China, there are more than 200 million electric-powered bicycles on the road, and e-bike manufacturers are reporting 200% annual sales growth in Brazil. Sales are reportedly also strong in Europe, and Philippine consumers are getting behind electrically-powered three-wheelers. E-bikes typically travel at speeds of 20 to 30 mph and are charged via a regular electrical outlet. HEATHROW AIRPORT'S GLOBAL ULTRA PRT PODS A network of driverless electric pods that shuttle passengers between Heathrow’s Terminal 5 and the parking lot, the Global Ultra PRT Pod system has won numerous awards since it launched three years ago. Passengers simply summon the four-person pods when they park, and the pods then whisk them to the terminal using a dedicated trackway. The pods have been credited with transporting 900,000 passengers a day, thereby removing 50,000 shuttle bus journeys from the airport’s busy road network. Today, the company has plans to build a system in Northern India, and is conducting a feasibility study under way to build the first Shweeb designed for public use. ESTONIA DIGITAL IDENTITY PROGRAM In Estonia, a radical program is in place to make sure every citizen has a secure, authenticated identification. All residents ages 15 and over have an electronic ID card, which they use for health care, banking, shopping, to sign contracts, encrypt e-mail, and to vote. The goal is to simplify processes, drive efficiencies and make government-verified, identity independent of location—giving citizens the peace of mind in knowing that their identity is with them wherever they go. SHWEB: Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first E-BIKES: In China, there are more than 200 million electric-powered bicycles on the road, and e-bike manufacturers are reporting 200% annual sales growth in Brazil. Sales are reportedly also strong in Europe, and Philippine consumers are getting behind electrically-powered three-wheelers. E-bikes typically travel at speeds of 20 to 30 mph and are charged via a regular electrical outlet. AMBULANCE DRONES: The Ambulance Drone is an all-purpose medical toolkit that can be automatically flown to any hospital, EMTs, police or the incident command. This enables emergency responders to deliver medical equipment and supplies for people to use while waiting for a medical professional. E-BIKES: In China, there are more than 200 million electric-powered bicycles on the road, and e-bike manufacturers are reporting 200% annual sales growth in Brazil. Sales are reportedly also strong in Europe, and Philippine consumers are getting behind electrically-powered three-wheelers. E-bikes typically travel at speeds of 20 to 30 mph and are charged via a regular electrical outlet. HEATHROW AIRPORT'S GLOBAL ULTRA PRT PODS A network of driverless electric pods that shuttle passengers between Heathrow’s Terminal 5 and the parking lot, the Global Ultra PRT Pod system has won numerous awards since it launched three years ago. Passengers simply summon the four-person pods when they park, and the pods then whisk them to the terminal using a dedicated trackway. The pods have been credited with transporting 900,000 passengers a day, thereby removing 50,000 shuttle bus journeys from the airport’s busy road network. Today, the company has plans to build a system in Northern India, and is conducting a feasibility study under way to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first Shweb is a hyper-efficient, human-powered monorail system in which skier, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedaling puts into faster one, forming a aerodynamic train of pods that move at a unified speed. And the amusement park Agriventures in New Zealand, the Shweb has proven reach speeds of up to 28 mph. Shweb received $1 million investment from Google in 2010, and the company says plans are underway to build the first
MAKE WAY FOR GEN Z

of Global Adults under age 35 Agree
Global Study, September 2014)

Gen Z is 55% more likely than Gen Y

Generation Z,” Jun. 25, 2014)

“Millennials Are Old News — Here’s

71% of Millennials (Business Insider,

64% of Gen Z-ers are considering

42% of Gen Z works with classmates

Research in the Digital Age,” Nov. 1,

1. MAKE WAY FOR GEN Z

2. THE RALLY FOR REBELS AND REMEDIERS

3. FAILURE AS AN OPTION

4. THE CARRY-LESS MESS

Global Study, Adults 2014)

 Adults 2014)

 Adults 2014)

 Adults 2014)

 Adults 2014)

 Adults 2014)

 Adults 2014)

 Adults 2014)
EXPANDING “NEXT OF KIN”

French Civil Solidarity Pacts

under age 16 by roughly 6 million

to the Dogs,” May 2, 2011)

family,” down from 40% in 1970 (JWT,

In the U.S., just 20% of households fit

marriage in some way (CNN, “By the

20 others have recognized same sex

same-sex marriage countrywide, and

methods of companionship”—60%

Percent of Adults under age 35 who

“Anonymity, Privacy, and Security

digital footprints (Pew Research,

80% of Millennials expect to work

80% of Millennials in the U.S., versus 42% of those 35 and

Agreement: “As a business, you care if Facebook knows their religion,

56% of millennials are willing to share

they post fake information on their

54% of Americans agree that enjoying

54% of Americans believe it is easier

hard to know what to believe (Food

48% of Americans think it is more important

their food is more important

54% of Americans agree that enjoying

to figure out how to do their own

47% of Gen Z kids will be obese by

Between 2008 and 2013, obesity in

8. ELUSIVE HEALTH

that worrying what’s in it (Food

their time to accomplish something

At least 80% of premature deaths

security inform the contemporary

E-Bikes (Quartz, “Consider the
e-bike. Can 200 million Chinese be

Schwab (CityLab), “Whatever

Healthcare Global Ltd. (http://www

Estonian Digital Identity Program (The

Happened to The Shweeb? ”, Mar. 27,

3.6 billion in 2013 (GSMA Intelligence,

Global LTE network forecasts and

1 billion: Projected number of 4G LTE

“fake’ and ‘mislabelled’ food,” Feb. 11,

“Let’s Move!”

“Green Is The New Gold,” Jan.15,

“Sprint Kills Off the Framily Plan, But

“Why Are So Many Adults Adopted in

“The Truth About Teenagers, The

Internet users (FastCompany.com,

This moment (thismoment.com)

“Anonymity, Privacy, and Security

“I seek experiences I feel can’t be

“How is the food you order when

“I seek experiences I feel can’t be

“Meet Delicious,” Apr.23, 2013

“Ascetic diet of raw vegetables.” (Mark

“Slow down and enjoy life,”

Chinese Adults agree “Slowing down

is a luxury” (BAV Consulting, Global

adults agree (BAV Consulting, Global

Overall, 56% of adults agree that

were willing to share their

14% of U.S. and 82% of

Chinese adults agree “savoring
time is a luxury” (BAV Consulting,

Global Health Care Sector Outlook,

“Why Are So Many Americans

Insider, “What It’s Like To Rent A

Humlebad (Advertising Age, “Honey

Meet The Frobinsons Around,”

“It’s a marathon, not a sprint,”

“Without thinking twice. And so a

Tesco “Farm To Fork” Project

The Mislabeled Food Epidemic (Food

“An踏t relaxed life is a luxury” (Food


the time they reach adulthood (North

47% of Gen Z kids will be obese by

2014)

For Your Data?”, Oct. 3, 2014)

Penny for Your Thoughts and a Cookie

We can’t afford” (Food Information

56% of Americans agree that enjoying

54% of Americans believe it is easier

47% of Gen Z kids will be obese by

80% of Millennials in the U.S., versus 42% of those 35 and

9. ESCAPE ARTIST

“[Honey Maid] brands and their
different from others (two-thirds of

“Anonymity, Privacy, and Security

“I seek experiences I feel can’t be

“Meet Delicious,” Apr.23, 2013

“Ascetic diet of raw vegetables.” (Mark

“Slow down and enjoy life,”

Chinese Adults agree “Slowing down

is a luxury” (BAV Consulting, Global

adults agree (BAV Consulting, Global

Overall, 56% of adults agree that

were willing to share their

14% of U.S. and 82% of

Chinese adults agree “savoring
time is a luxury” (BAV Consulting,

Global Health Care Sector Outlook,

“Why Are So Many Americans

Insider, “What It’s Like To Rent A

Humlebad (Advertising Age, “Honey

Meet The Frobinsons Around,”

“It’s a marathon, not a sprint,”

“Without thinking twice. And so a

Tesco “Farm To Fork” Project

The Mislabeled Food Epidemic (Food

“An踏t relaxed life is a luxury” (Food


the time they reach adulthood (North

47% of Gen Z kids will be obese by

80% of Millennials in the U.S., versus 42% of those 35 and

9. ESCAPE ARTIST

“[Honey Maid] brands and their
different from others (two-thirds of

“Anonymity, Privacy, and Security

“I seek experiences I feel can’t be

“Meet Delicious,” Apr.23, 2013

“Ascetic diet of raw vegetables.” (Mark

“Slow down and enjoy life,”

Chinese Adults agree “Slowing down

is a luxury” (BAV Consulting, Global

Overall, 56% of adults agree that

were willing to share their

14% of U.S. and 82% of

Chinese adults agree “savoring
time is a luxury” (BAV Consulting,

Global Health Care Sector Outlook,