



LOOKING  
FURTHER  
with FORD

**2015 TRENDS**

# 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 are members of the global cohort known as Generation Z. Unlike the generations before them, they are still too young to be universally recognized as a traditional cohort. Nevertheless, their point of view is compelling, and despite their youth, they are helping to shape the world we live in today.

This is the third annual edition of Ford's publication of micro trends, *Looking Further with Ford*, one that reflects changes across the globe and across demographics. In it, you'll find undertones of Gen Y (millennials), Gen X, Baby Boomers and, yes, the emerging Generation Z—making this collection relevant to all consumers, old and young, around the world.

We are all aware of the issues we must confront—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 agile and give us more freedom to pursue ideas and passions.

As always, the trends outlined in this book will raise more questions than answers. But while the outlook for the future may not be certain, it is invigorating, and signals 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.

Enjoy.

**Sheryl Connelly**

Global Consumer Trends and Futuring  
Ford Motor Company



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## MAKE WAY FOR GEN Z

For more than a decade, the world has been preoccupied with Gen Y, the millennial generation that has marched us through this age of digital disruption. And while Gen Y continues to both fascinate and puzzle us, behind them is another powerful cohort: Gen Z, roughly defined as those born after 1993. **No one can say for sure how this group of more than 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. Raised in an on-demand, impatient culture, Gen Z's mantra is 'good things come to those who act,' and they 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,’...”*



### 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 a 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.

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



### 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:



use YouTube or  
Social Media for  
typical research  
assignments



watch lessons  
online



work with  
classmates online



read textbooks  
on tablets



### IRELAND'S DIAZOTROPH SCIENTISTS

This year's Google Science Fair Grand Prize winners—Ciara Judge, 16; Émer 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 dramatically improve global food production.

### ANN MAKOSINSKI'S HOLLOW FLASHLIGHT

In 2013, then-16 year old Ann Makosinski's patent-pending invention—a flashlight powered solely by hand heat—won the top prize in her age category at the Google Science Fair. The Canadian teenager's inspiration for the flashlight came from a friend in the Philippines who didn't have electricity and, as a result, was failing in school because she didn't have enough time to study during daylight hours. Makosinski's "Hollow Flashlight" 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

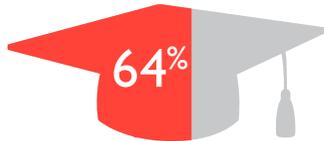
At age 18, New Zealand Gen Z singer Lorde is famous thanks largely to her smash hit "Royals," a Grammy-winning song about the allure and pitfalls of hedonism and materialism. Lorde has also emerged as a role model and an advocate of healthy body image. In March 2014, she revealed two photos of herself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



### BODY BIJOU AND GIRLS HELPING GIRLS

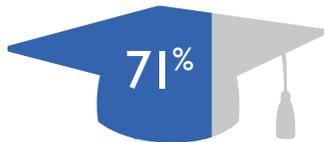
Linda Manziaris, a 14-year-old jewelry entrepreneur from Toronto, gives half of the profit from her online business, Body Bijou, to charity. Her charity of choice is Girls Helping Girls, a not-for-profit started by her 16-year-old sister Susanna that has funded school building, training and scholarships 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.

## Percent considering an advanced college degree:



Gen Z

vs.



Millennials



## Compared to Gen Y, Gen Z is:



more likely to want to start a business and hire others



more likely to say they want to have an impact on the world

“There is too much pressure to decide on a career when you are young.”



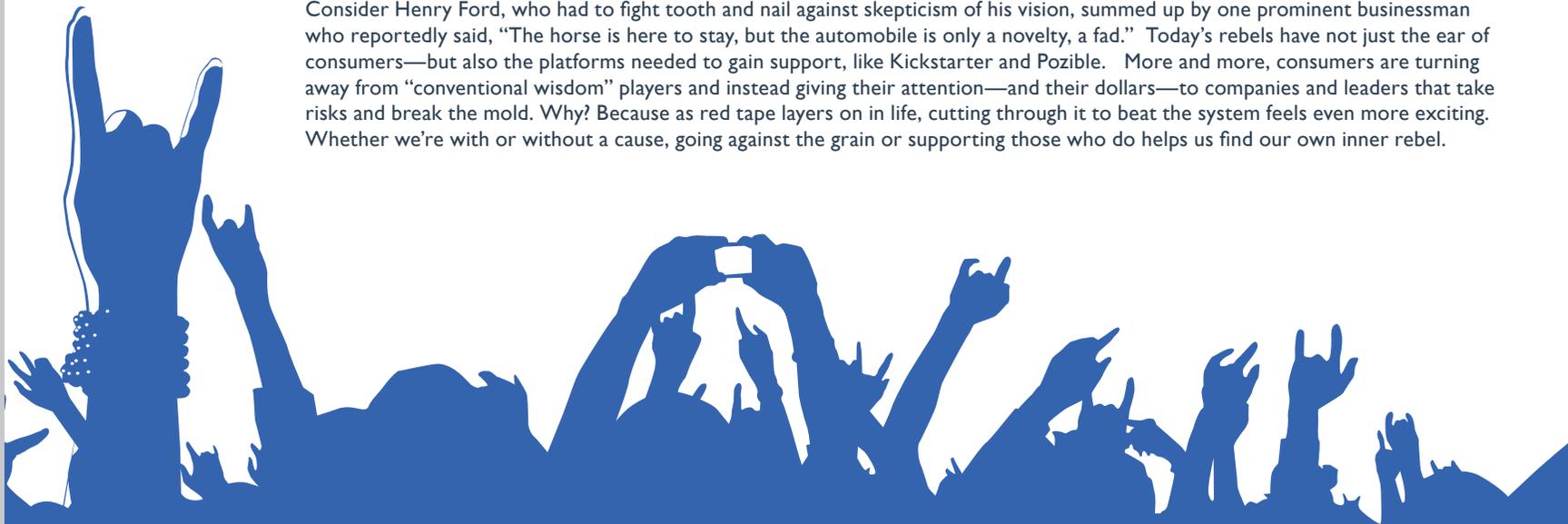
75% of adults under age 35 worldwide agree

“Kids today 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

## RALLY FOR RENEGADES AND REBELS

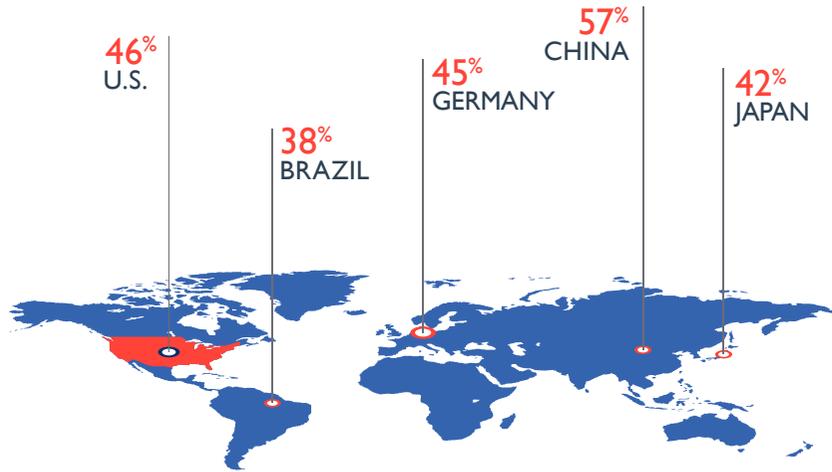
**Society has always loved risk takers, but the marketplace has never been more receptive to them than it is today.** Consider Henry Ford, who had to fight tooth and nail against skepticism of his vision, summed up by one prominent businessman who reportedly said, “The horse is here to stay, but the 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 own inner rebel.



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

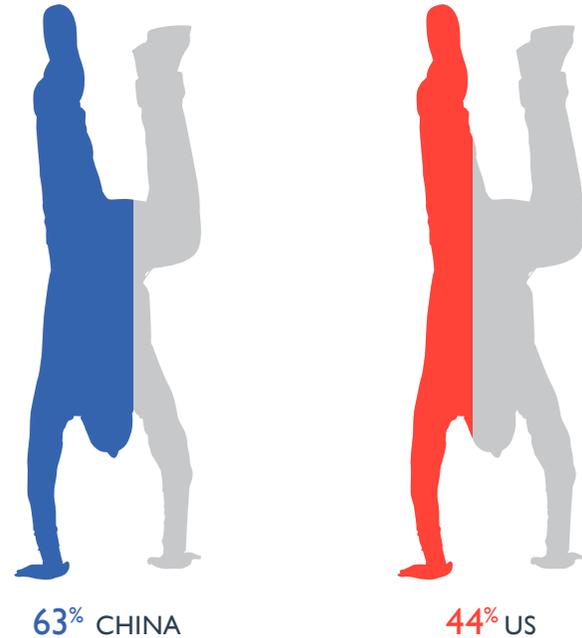
## “I’m drawn to companies and brands that are rebellious.”

Percent of adults under age 35 who agree:



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

Percent of adults under age 35 who agree:



## “I admire unconventional solutions to problems.”



82% of adults worldwide agree



**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 1,100 more pounds and haul up to 530 more pounds—and it is projected to achieve significantly higher gas mileage than its predecessor.



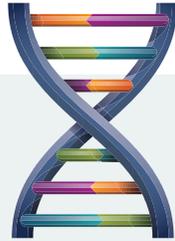
## SCHOOL OF DOODLE

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." Funding began on Kickstarter, and now the school has big name backers—including Yoko Ono, Sarah Silverman, Arianna Huffington and Courtney Love.



## 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 do-it-yourself solutions.



## 23ANDME

23andMe, the genetic testing startup backed by Google Ventures, has a vision of providing consumers with 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 on your windshield. Now, in San Francisco, a new company, Fixed, is there to save the day. Co-founded 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 Nicolas Michaelson. The Denmark native is a co-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 business opportunity.



## 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.

## 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, improve and 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.**



FAILURE

*“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 ages 35+ who agree:

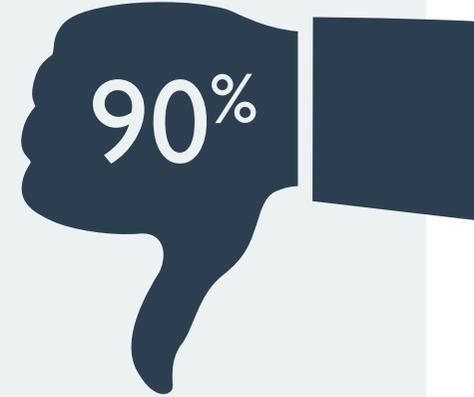


**“People today brag more about failure than they did in the past.”**

Percent of adults who agree:



**An estimated**



**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



In 2009, after her social media startup bit the dust, Cass Phillipps 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 start-up adversity from speakers like PayPal’s Max Levchin and Zynga’s Mark Pincus. Since then, FailCon has grown to include conferences in dozens of cities worldwide.



### **DAY FOR FAILURE**

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



### **“FAILURE IS 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



**“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

## “Experience is more important than education.”

Percent of adults who agree:

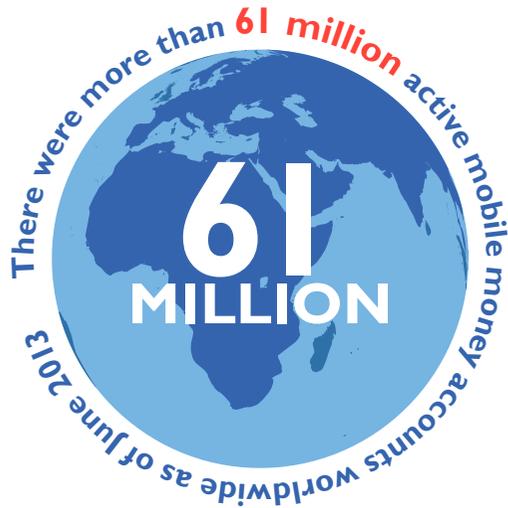




## CARRYLESS MOVEMENT

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?”*



By 2017, there are expected to be **450 million** mobile payment users



**45%** of millennials say they'd be comfortable connecting their payment information to a wearable device to make fast, hassle-free payments



Percent of U.S. and U.K. consumers who made a payment using a mobile app in the last year:

**26%** of millennials  
**7%** of adults ages 35+



## PLASTC

Introduced in October 2014, the Plastc payment card is a single credit card-sized entity that holds up to 20 cards, all protected by a system-wide PIN. It has a touchscreen display and uses Bluetooth Low Energy to sync cards to your phone, and to alert you when you leave the card behind—in these cases, Plastc will erase all stored card data after a pre-set time period. Once the card is retrieved, it will restore the wiped data back to the card without having to go through the set up process again.



## RING

A winner at the TechCrunch Tokyo Startup Battle in 2013, the Ring can be used as a television remote control, as a means to activate light switches directly, and to perform a variety of key functions. It's activated with a simple tap on the side, and reacts to a series of gestures that allow the user to carry out its various functions.

## SUBSCRIPTION FOOD DELIVERY

More and more consumers are ditching the grocery bag, opting instead for delivery services like Blue Apron, Plated and HelloFresh. Subscribers to these services don't ever have to wheel around a clunky grocery cart—meals get delivered straight to their door—and they don't have to worry about measuring or stashing excess ingredients: every meal comes with ingredients perfectly portioned out. HelloFresh claims to have delivered more than 10 million meals internationally since 2012—last year, in the U.S. alone, the company says its business more than quadrupled.



## MOBILE HOTEL KEYS

In November, Starwood Hotels & Resorts became the first chain to let guests unlock doors with their phones. The feature is available at select Aloft, Element and W hotels—but the chain aims to expand to 140 more properties by the middle of 2015. “Guests want this because it makes their lives simpler,” said Mark Vondrasek, head of Starwood's loyalty program and digital initiatives. “The ability to go right to your room, gives them back time.”



## COINS.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 coins.ph, the Philippines-based mobile Bitcoin wallet that's delivering the cryptocurrency to areas without secure banking. The app allows users to buy and sell Bitcoin and store it in their digital wallet—and easily send Bitcoin to family members and friends, bypassing long bank lines and high transfer fees.



### CAIXABANK

In Spain, retail bank La Caixa, part of CaixaBank, has developed its own wristbands for customers who want to ditch the physical wallet and pay with a simple tap of the wrist. The wristband uses a microtag 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.



Africa accounts for  
**52%**  
of the world's  
mobile money usage



### 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's iPod and iPhone.

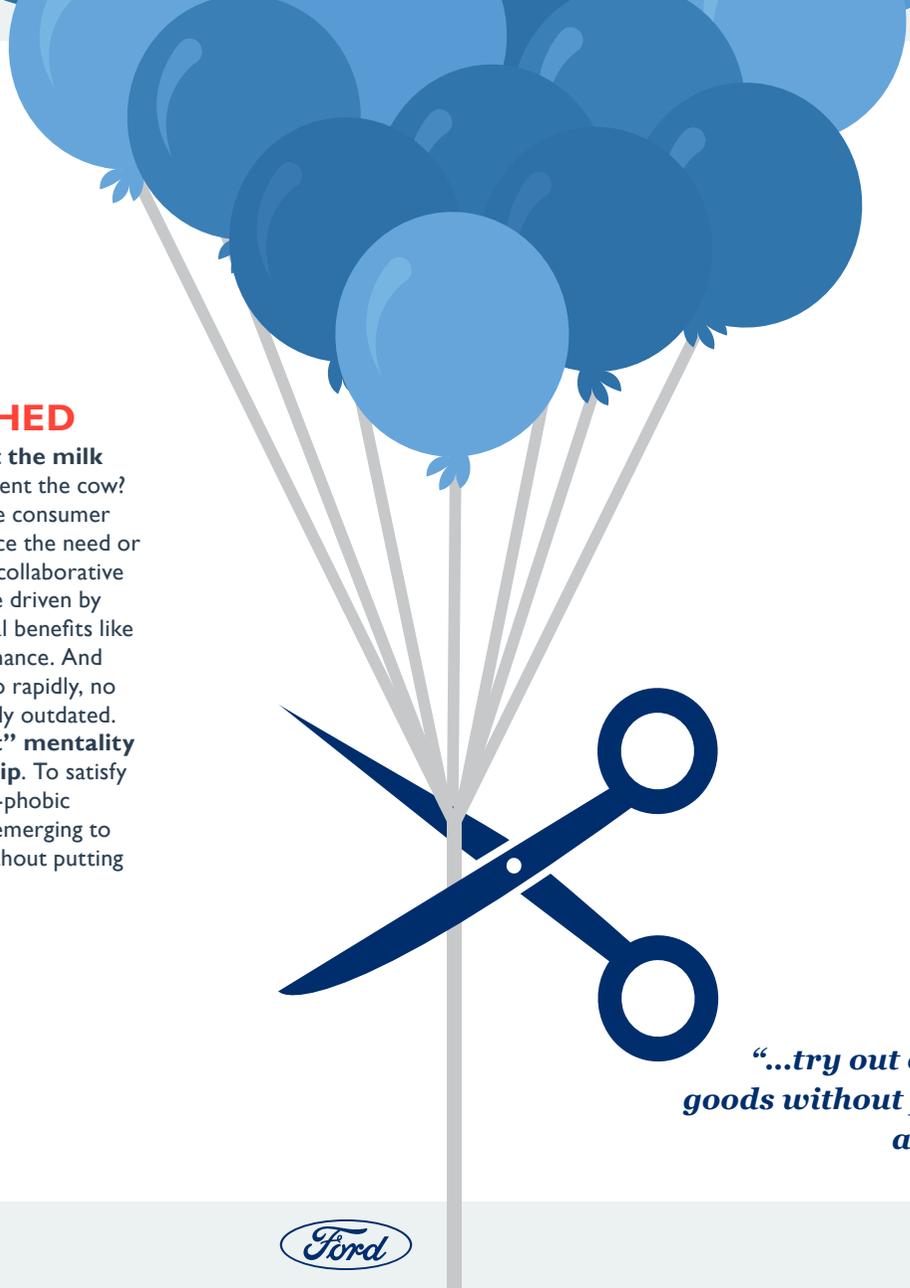
More than



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



41% of adults who intend to purchase a luxury vehicle expect it to have keyless entry



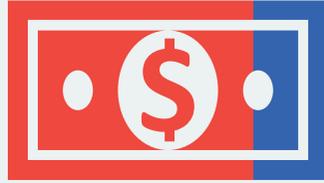
## NO STRINGS ATTACHED

**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 displace the need or desire to buy. While many people think collaborative consumption and the share economy are driven by altruism, they are also driven by personal benefits like freedom from responsibility and maintenance. And 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.”*



**64%** of Americans think sharing lowers environmental impact



**76%** of Americans think sharing saves money



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



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

### **WANT A DOG FOR THE WEEKEND?**

In Ireland and the U.K., BorrowMyDoggy is a trusted community where local dog lovers help take care of dogs for walks, playdays, weekends, and happy holidays.



### **CAN'T COMMIT TO EATING EVERYTHING YOU COOK?**

Leftover Swap 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.



### **NEED A HOUSEHOLD GOOD FOR AN AFTERNOON?**

Sites like Streetbank and Neighborgoods allow neighbors to lend and 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 in the Fon network.

### **WANT TO LIVE LIKE THE RICH AND FAMOUS?**

Sites like Millionaire's Concierge and Lending Luxury allow those who covet luxury to rent it, even if they can't afford to own it.

### **READY TO DITCH THE OLD PHONE FOR A NEW ONE?**

Sprint's "iPhone 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.



### **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.

### **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.

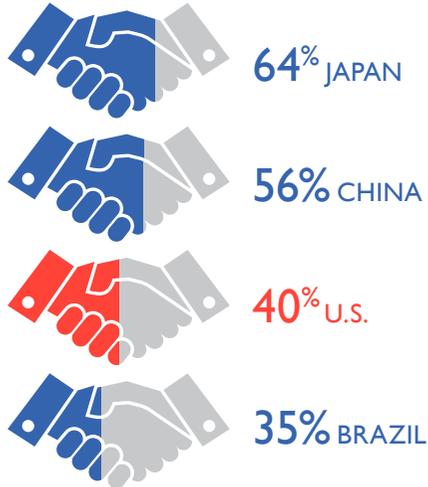


### **WANT TO SHARE A RIDE?**

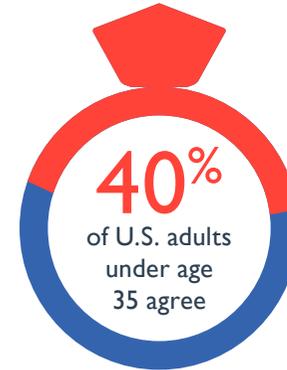
Across the world, ride-sharing apps are proliferating. Among them are Lyft, SideCar, Via and now Hitch, which sets itself apart from the pack by making more efficient use of all the seats in a car—sharing the share, so to speak—and thereby lowering the cost for each user.

## “I have trouble making long term commitments.”

Percent of adults under age 35 who agree:



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



“The share economy  
allows me to take  
more risks.”

U.S. adults under age 35 are

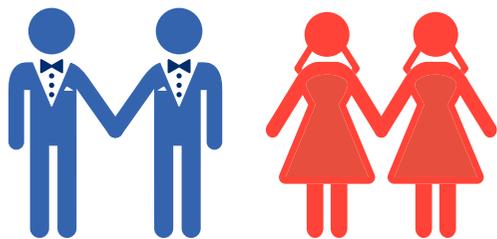
**63% more likely to agree**  
than adults ages 35+



## 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. Against this backdrop, 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 ways.

*“As traditional families and communities become less common, the concept of family adapts, expands and evolves in the most personal ways.”*



**17** countries worldwide have approved same-sex marriage countrywide

**20** others have recognized same-sex marriage in some way

### “I embrace non-traditional methods of companionship.”

Percent of adults under age 35 who agree:

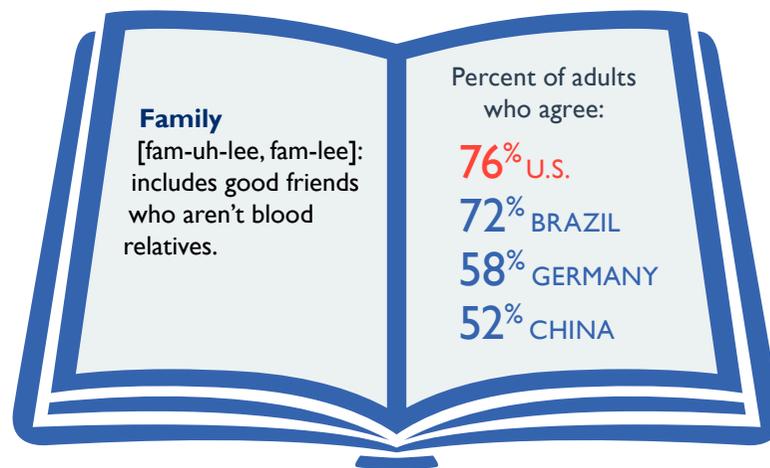


**77%** JAPAN



**58%** U.S.

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





### 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.”

### 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.

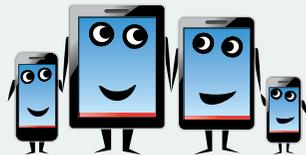


### RENTING BOYFRIENDS IN CHINA

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.

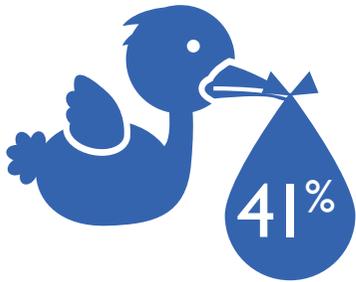
### HONEY MAID

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’S FAMILY PLAN

Introduced in early 2013, Sprint’s Family plan allowed family and friends to share an account—pricing was based on the “family” 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.



of U.S. babies are now born to unmarried mothers



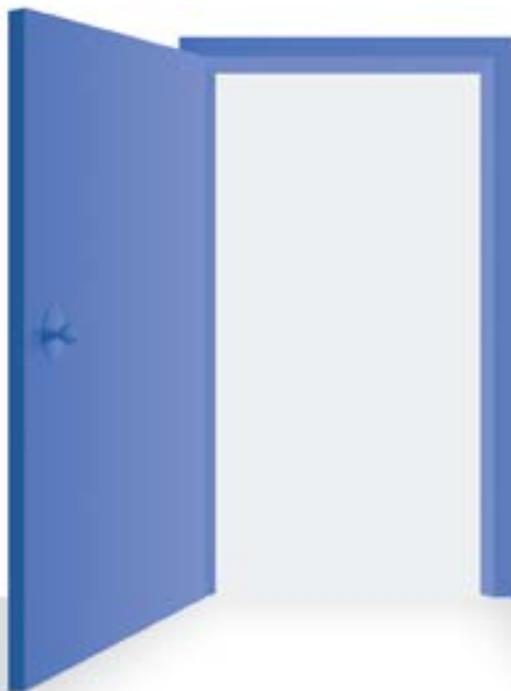
In the U.S., just **20%** of households fit the conventional definition of “nuclear family,” a decrease from **40%** in 1970



of American pet owners refer to themselves as “**pet parents**”



In Japan, pets outnumber children under age 16 by roughly **6 million**



## GIVE & TAKE OF PRIVACY

**Privacy has become a balancing act.** There is a recognizable trade-off between the information consumers are willing to share about themselves and the benefits they receive in exchange. 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—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



59% of older internet users

expressed a wish for privacy



26%

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



*“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

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

Percent who agree:



MILLENNIALS

vs.



AGES 35+



## THE GREAT WI-FI EXPERIMENT

In June 2014, the European law enforcement agency Europol backed an experiment designed to showcase the dangers of connecting to unknown Wi-Fi networks—and the willingness of consumers to connect despite those dangers. In the experiment, Londoners trying to connect with Wi-Fi encountered lengthy terms and conditions, including a “Herod clause,” which promised free Wi-Fi only if “the recipient agreed to assign their first born child to us for the duration of eternity.” In total, six people agreed to the clause—but many more Londoners signed on to the unsecured Wi-Fi network once the terms and conditions were removed, exposing their passwords and personal information.



## THISMOMENT

To help manage the content that floods social media from people eager to connect with brands, ThisMoment shows brands what comments and photos consumers are posting in real time—if a brand sees an image it likes, it can then immediately ask that user for permission to use the image in its marketing.

## 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 requests for deletion of an online footprint, many due to privacy violations.



## 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 Brooklyn in October 2014. The more information participants shared, the more homebaked cookies they earned.



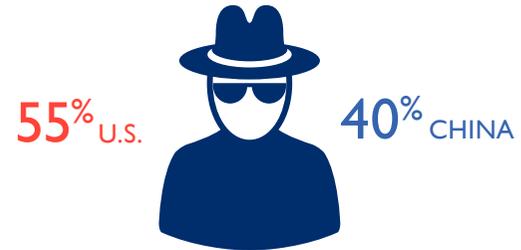
## WHISPER

This free app allows users to 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.



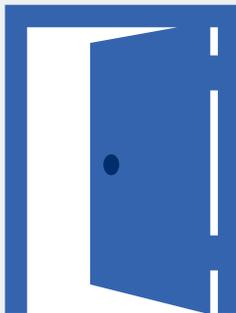
## “I feel I am being spied on by companies.”

Percent who agree:

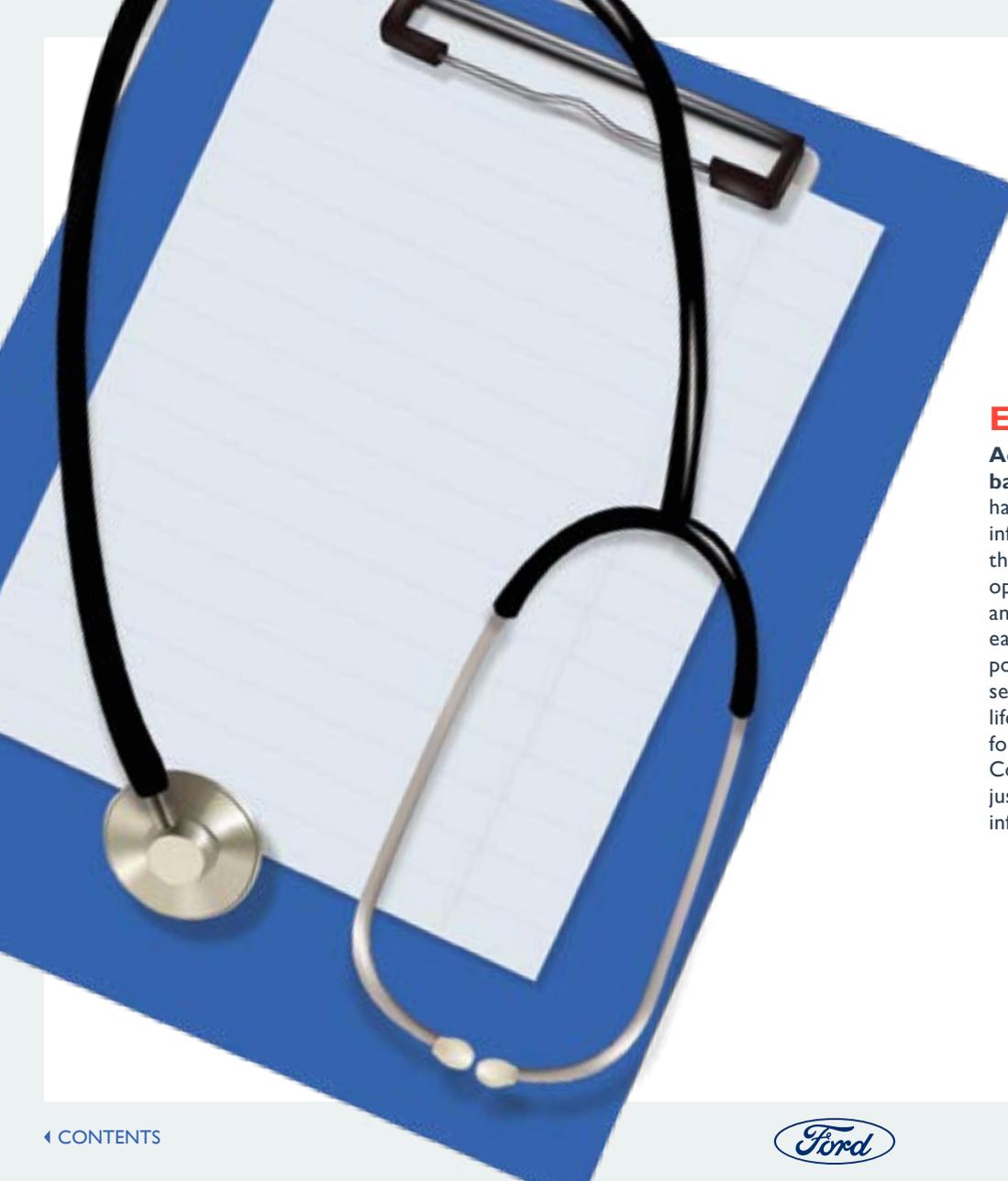


## “As a society, we have given up on the concept of privacy.”

Percent who agree:



of internet users have taken steps online to remove or mask their digital footprints

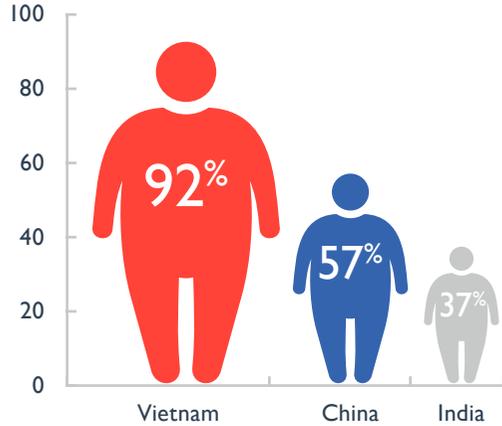


## ELUSIVE HEALTH

**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.”*

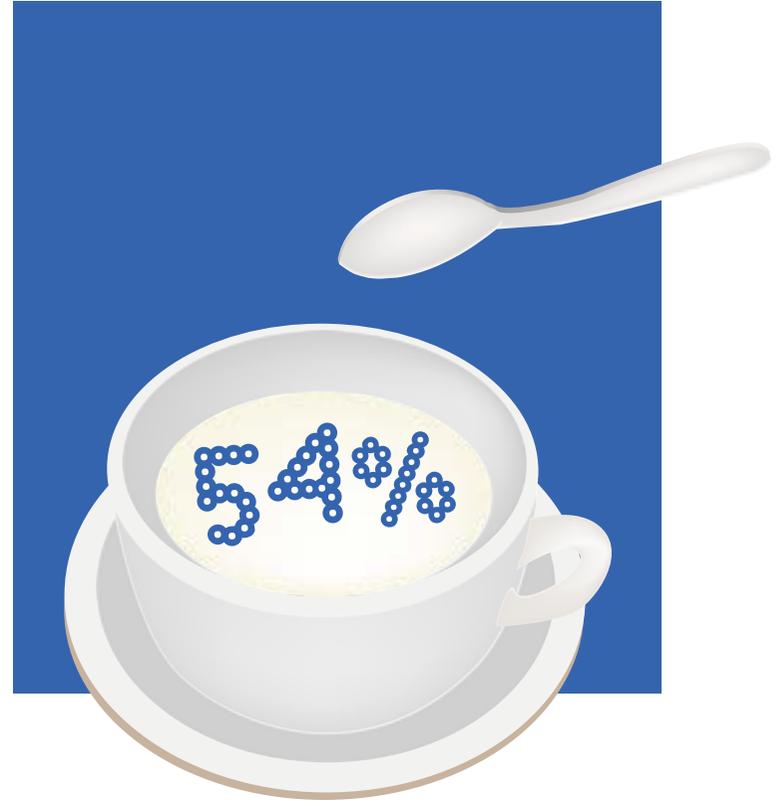
**Between 2008 and 2013, obesity in the population ages 15+ rose:**



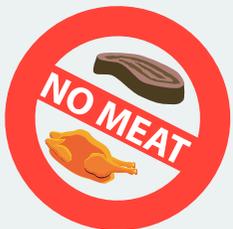
of Americans believe it is easier to figure out how to do their own taxes than to figure out how to eat healthy



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

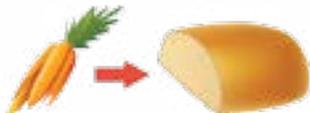


**of Americans agree that enjoying their food is more important than worrying what's in it**



### 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 highlights the impact that moderate diet changes can have on the environment—including reducing greenhouse gases, slowing down the polar ice thaw and mitigating rising ocean levels. According to the United Nations Food and Agricultural Organization, meat production is responsible for at least 14.5 percent of global greenhouse gas emissions, so even one less day of meat consumption would significantly lower that number.



### NEED VEGETABLES? EAT BREAD.

To get consumers to eat more vegetables, food manufacturers are introducing creative new products. George Weston Ltd., a leading bread manufacturer in Canada, introduced Country Harvest Veggie Bread, which boasts one full serving of vegetables per slice and comes in three varieties—Green Pepper and Spinach; Carrot, Celery and Leek; and Tomato, Red Pepper and Zucchini. Similarly, in London, the nationwide sandwich company Plan Bread is addressing its country's wellness concerns by using flour made entirely from dried broccoli florets and added fiber. Broccoli bread reportedly has 70% fewer calories than standard bread, is high in fiber and is free of wheat, gluten, yeast and soy.



### THE JUICING FRENZY

Cold-pressed juices have surged in popularity in recent years—earning the nickname “the green gold rush.” The “ultra-premium juice” business—which includes brands like Starbucks' Evolution Fresh, BluePrint and Suja—has ballooned to an estimated \$200 million in annual retail sales nationwide. Sales of home juicers in the US have grown to nearly \$300 million annually. Raw food idealists are sticklers for the cold press because of how it purportedly preserves nutrients and enzymes during the juicing process—but many of these claims are disputed by experts. Everyone agrees getting more greens in your system is a good thing—but whether this should be done at the expense of eating other food is a question that's still up for debate.

### THE MISLABELED FOOD EPIDEMIC

In early 2014, a laboratory in England found that up to 40 percent of nearly 400 food and beverage products for sale within Europe were either mislabeled, contained additives not permitted in the EU, or were otherwise not what they claimed to be. The study reportedly included an herbal slimming tea that, when tested, did not actually contain any tea—instead it was made of glucose powder and prescription obesity medication that contained more than 13 times the recommended dose. Other findings included beef mince that contained poultry or pork products, and juice that included brominated vegetable oil, a substance most often used as a fire retardant.

## TESCO “FARM TO FORK” PROJECT

In the U.K., Tesco has launched a nationwide program aimed at improving primary school children’s understanding of how to eat healthy. Called Farm to Fork, the program takes students on virtual field trips to factories, farms and supermarkets, where they receive practical demonstrations of where the food is sourced and how it is made.

**FLEXITARIAN** [*flek-si-tair-ee-uhn*]: A person who practices eating a vegetarian, plant-based diet most of the time—but not always.

## LET’S MOVE! CAMPAIGN

Pioneered by First Lady Michelle Obama, the Let’s Move! initiative began with the goal of “solving the challenge of childhood obesity within a generation so that children born today will reach adulthood at a healthy weight.” The campaign includes the “Chefs Move to Schools” program, a nationwide effort in which professional chefs teach culinary skills to school children and school staff and introduce them to new, healthy food options.

*“Now, almost nothing can be eaten without thinking twice. And so a spectrum informs the contemporary diet: on one end is thoughtlessness; on the other, neurosis. One extreme is Morgan Spurlock’s orgy of fast food; the other is something like an ascetic diet of raw vegetables.”*

– Mark Bittman, The New York Times



of all global deaths are caused by chronic diseases such as heart disease, stroke, cancer, chronic respiratory diseases, diabetes, and mental illness, among others



of premature deaths from cardiovascular diseases worldwide could be prevented through a healthy diet, regular physical activity and avoiding the use of tobacco



of Gen Z kids will be obese by the time they reach adulthood



of Americans say that ever-changing nutritional guidance makes it hard to know what to believe



## 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 shortened attention spans—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 U.S. adults and **82%** of Chinese adults say **slowing down is a luxury**



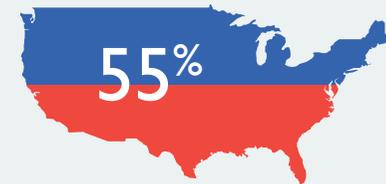
**25%** of Netflix subscribers crammed an entire 13-hour season of a popular show into two days



of Chinese



of Brazilians



of Americans

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



**PURSUIT**  
**of**  
**HAPPY**  
**COMMUTE**  
**A BROUGHT TO YOU BY FORD**

## **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 drive 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 a pleasant escape, rather than a necessary drive.

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

## 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.



## 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.



## SALA SILVERMINE UNDERGROUND SUITE

This one room hotel in a Swedish mine—500 feet underground—is buried farther into the earth than any other hotel in the world. Once guests are checked in, they get a quick tour of the mine—after that, they are left to enjoy (or endure) the chilly temperatures and deep solitude.



## 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.

**“All players can be the main character in the story, not watching the character.”**

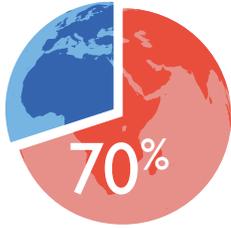
– Kazuya Iwata, a game designer for the Real Escape Game, speaking to the New York Times in an article about the growing popularity of “escape rooms” in Asia and the United States. The Real Escape Game invites players to escape from a physical place filled with puzzles in an allotted amount of time.



## MANY FACES OF MOBILITY

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. 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.

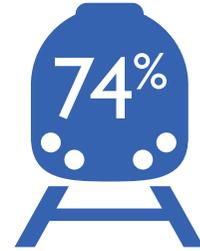
*“In an age of constant innovation, mobility has outpaced our definition of the word.”*



of adults globally say that they are **open to unconventional** methods of transportation



of millennials **expect to work abroad** during their careers



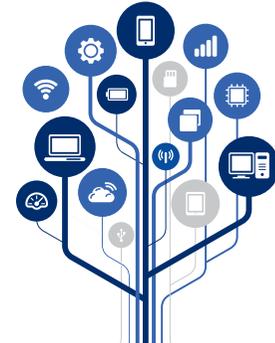
of adults globally say that when they are in transit they **try to use that time to accomplish something else**



**719%:** increase in global share of time spent watching videos on tablets and mobile devices between 2011 and 2013



**1 billion:** projected number of 4G LTE connections by 2017, up from 176 million in 2013

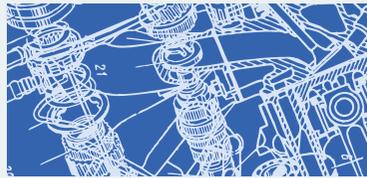


**64%** of adults globally say **technology is moving too fast to keep up with**

## BLUEPRINT FOR MOBILITY

“Global Gridlock”—it’s a phrase that Bill Ford, our executive chairman and the great-grandson of Henry Ford, uses to set the context for how Ford thinks about the future of mobility. After all, while emerging markets are full of consumers—they are also densely packed. Some reports predict that by 2025, more than half of the world’s population will live in megacities of 10+ million residents. And while traffic jams are inconvenient, the bigger issues are how global gridlock will stifle economic growth—limiting our ability to conduct commerce—and impact human welfare.

In 2012, Ford introduced its vision for the future, a Blueprint for Mobility, to begin to address the challenges we saw coming. This multi-year strategy calls for regulators, cities, countries and private businesses to take collective action for a viable future so that together we can find ways for mobility to improve both transportation and the human condition. It also calls for Ford to change the way it defines itself—amidst all this disruption, the future for a car company may be uncertain, but the future for a mobility company is very bright.



**In the next five to 10 years, Ford’s “Blueprint for Mobility” includes:**

- The introduction of semi-autonomous driving technology, including technologies that will provide improved accident avoidance and driver assistance features
- Heightened interaction between individual cars on the road through computing power and vehicle sensors to reduce the number of accidents at intersections and enable semi-autonomous and autonomous highway lane changing and exiting
- Vehicle-to-cloud and vehicle-to-infrastructure communications enabling vehicles to recommend alternative transport options when congestion is unavoidable and pre-reserve parking
- An integrated transport network, featuring cars plugged into public databases
- Introducing more one-, two-, and three-passenger vehicles to help maneuver congested city streets



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 (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?” But today, I worry about “what happens if we do 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 emergency situation to help citizens perform lifesaving procedures. This way, when people at the scene phone emergency services for help, emergency services immediately dispatch both an ambulance and an Ambulance Drone—with the drone capable of arriving in roughly one minute. Created by Alex Monton, a graduate of the Netherlands based Delft University of Technology, the drone houses a compact defibrillator, medication and CPR aids, as well as other essential 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 a 200% annual sales growth in Brazil. Sales are reportedly also strong in Europe, and Philippine consumers are getting behind electricity-powered three wheelers. E-bikes typically travel at speeds of 20 to 30 mph and are charged using a regular electric socket.



## 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 passengers a day, which so far has helped remove more than 50,000 shuttle bus journeys from the airport's busy roads. Today, the company has plans to build a system in Northern India, is conducting a feasibility study in Brazil, and is in discussions with partners in Malaysia, Taiwan, Thailand, Australia and Saudi Arabia.

## SHWEEB

Shweeb is a hyper-efficient, human-powered monorail system in which clear, bullet-shaped pods hang from a metal track. Riders climb into them and pedal to propel themselves along. Faster pedalers bump into slower ones, forming an aerodynamic train of pods that moves along at a unified speed. At the amusement park Agroventures in New Zealand, the Shweeb has proven to reach speeds of up to 28 mph. Shweeb garnered a \$1 million investment from Google in 2010, and the company says plans are underway to build the first Shweeb designed for public use.

## ESTONIA'S DIGITAL IDENTITY PROGRAM

In Estonia, a program is in place to make sure every citizen has secure, authenticated identification. All residents ages 15 and over have an electronic ID card, which they use for health care, banking, shopping, and to sign contracts, encrypt e-mail and 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.

# CITATIONS

## I. MAKE WAY FOR GEN Z

- Worldwide, there are roughly 2 billion youth who make up Generation Z (Maclean's, "Get Ready for Gen Z," July 15, 2014)
- 52% of Gen Z uses YouTube or Social Media for typical research assignments (Pew Research, "How Teens Do Research in the Digital Age," Nov. 1, 2012)
- 33% of Gen Z watches lessons online (JWT, Gen Z: Digital in their DNA, April 2012)
- 20% of Gen Z reads textbooks on tablets (JWT, Gen Z: Digital in their DNA, April 2012)
- 32% of Gen Z works with classmates online (JWT, Gen Z: Digital in their DNA, April 2012)
- 64% of Gen Z-ers are considering an advanced college degree, vs. 71% of Millennials (Business Insider, "Millennials Are Old News — Here's Everything You Should Know About Generation Z," Jun. 25, 2014)
- Gen Z is 54% more likely than Gen Y to say they want to have an impact on the world (Sparks & Honey, Meet Generation Z, June 2014)
- Gen Z is 55% more likely than Gen Y to want to start a business and hire others (Millennial Branding, Gen Y vs. Gen Z Workplace Expectations Global Study, September 2014)
- "There is too much pressure to decide on a career when you're young"—75% of Global Adults under age 35 Agree (BAV Consulting, Global Survey,

Adults 2014)

- The Diazotroph Scientists (pbs.org, "Irish teens win Google science fair with bacteria-enhanced plant growth," Sept. 25, 2014)
- Ann Masosinski's Hollow Flashlight (smithsonian.com, "This Flashlight is Powered by the Touch of Your Hand," Mar. 24, 2014)
- Lorde (Huffington Post, "Lorde Calls Out Photoshopped Pic, Reminds Us That 'It's Ok To Have Flaws,'" Mar. 31, 2014)
- Body Bijou and Girls Helping Girls (The Globe and Mail, "Generation Z: The kids who'll save the world?," Sept. 24, 2014)
- Goucher College Video Admissions (npr.org, "Lights, Camera, College? Goucher College Introduces Video Applications," Sept. 5, 2014)
- Flynn McGarry (New York Times, "The Chef at 15," Mar 28, 2014)

## 2. RALLY FOR REBELS AND RENEGADES

- Percent of Adults under age 35 who agree that "In today's society, it is better to be a rebel it is to follow conventional rules" — 63% China, 45% Germany, 44% U.S., 41% Japan, 38% Brazil (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults under age 35 who agree that "I'm drawn to companies and brands that are rebellious" —57% China, 46% U.S., 45% Germany, 42% Japan, Brazil 39%(BAV Consulting,

Global Survey, Adults 2014)

- "I admire unconventional solutions to problems"—82% of Global Adults Agree (BAV Consulting, Global Survey, Adults 2014)
- 23andMe (23andme.com)
- Pope Francis—The Rebel Pope (The Independent, "Pope Francis - the first year: Is the rebel too good to be true?," Mar. 8, 2014)
- Mink (Tech Crunch, "Mink Is A 3D Printer For Make-Up," May 5, 2014)
- The School of Doodle (New York Times, "School of Doodle Draws on Knowledge Dropped by Creative Types," Oct. 29, 2014)
- "Justice As A Service" (Business Insider, "... Startups That Find You Money You Didn't Know You Were Owed," July 25, 2014)

## 3. FLAUNTING FAILURE

- Percent of Adults who agree "Experience is more important than education"—79% Japan, 72% China, 66% U.S. (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults 35+ who agree "Today the stigma of failure has disappeared" —57% Germany, 55% Japan, 47% China, 37% U.S., 23% Brazil (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults who agree "People today brag more about failure than they did in the past"—72% Brazil, 57% U.S., 56% China, 48% Germany, 41% Japan (BAV Consulting, Global Survey,

Adults 2014)

- An estimated 90% of tech startups fail (The Guardian, “Silicon Valley’s Culture of Failure,” June 28, 2014)
- FailCon (thefailcon.com)
- Day for Failure—October 13th (dayforfailure.com)
- Domino’s “Failure is an Option” campaign (MediaPost, “For Domino’s, ‘Failure Is An Option,’” Apr. 14, 2014)
- “Mistakes aren’t a necessary evil. They aren’t evil at all.” (Ed Catmull, Creativity Inc., 2014)
- “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)

#### 4. CARRY-LESS MOVEMENT

- More than 1 million people activated Apple Pay within the first 72 hours of the service’s debut (Wall Street Journal, “Apple CEO Tim Cook Happy With New Apple Pay Service,” Oct. 28, 2014)
- In 2013, there were about 245 million mobile payment users; By 2017, there are expected to be 450 million mobile payment consumers (Gartner, Forecast: Mobile Payment Worldwide 2013 Update, June 2013)
- Africa currently accounts for 52 percent of the world’s mobile money usage (GSMA Mobile Money for the Unbanked, 2013 State of the Industry, February 2014)
- 26% of US and UK Millennials made a

payment using a mobile app in the past year, vs. 7% of adults ages 35+ (JWT, The Future of Payments and Currency, October 2014)

- 7% of US and UK Millennials made a payment using a virtual currency in the past year, vs. 1% of adults ages 35+ (JWT, The Future of Payments and Currency, October 2014)
- There were more than 61 million active mobile money accounts worldwide as of June 2013 usage (GSMA Mobile Money for the Unbanked, 2013 State of the Industry, February 2014)
- 45% of Millennials say they’d be comfortable connecting their payment info to a wearable device in order to make fast, hassle-free payments (JWT, The Future of Payments and Currency, October 2014)
- 41% of adults who intend to purchase a luxury vehicle expect it to have a keyless entry system (Intel, Luxury Cars U.S., October 2014)
- Plastc (plastc.com)
- Ring (Tech Crunch, “The Ring Input Device Puts Gesture Control And Home Automation On Your Finger,” Feb. 28, 2014)
- Subscription Food Delivery (LearnVest, “Box It Up! Is Subscription Food Delivery Worth the Money?,” May 2, 2014)
- Mobile Hotel Keys (International Business Times, “Guests At Starwood Hotels Can Check In, Enter Rooms With New Smartphone App,” Nov. 3, 2014)

- Coin.ph (Springwise, “The first Bitcoin wallet for emerging markets,” Oct. 24, 2014)
- CaxiaBank (Springwise, “In Spain, CaixaBank launches its own contactless payment wristbands,” Oct. 27, 2014)

#### 5. NO STRINGS ATTACHED

- Percent of Adults under age 35 who agree “I have trouble making long term commitments”—64% Japan, 56% China, 40% U.S., 35% Brazil (BAV Consulting, Global Survey, Adults 2014)
- “Changing your last name when you get married is old fashioned”—40% of Adults globally under age 35 agree (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults who agree “I am overwhelmed by all the options in my life”—57% Japan, 46% China, 42% Germany, 40% U.S. (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults under age 35 who agree “I benefit from the share economy”—63% China and 49% U.S. (BAV Consulting, Global Survey, Adults 2014)
- “The share economy allows me to take more risks”—U.S. adults under the age of 35 are 63% more likely to agree than adults ages 35+ (BAV Consulting, Global Survey, Adults 2014)
- “I would rather have a few useful possessions than many possessions”—73% of Adults globally agree (BAV Consulting, Global Survey, Adults 2014)
- 64% of Americans think sharing lowers environmental impact (Center for the New American Dream, New American Dream Survey 2014, April 2014)
- 76% of Americans think saves money (Center for the New American Dream, New American Dream Survey 2014, April 2014)
- “37% of Americans ages 18 to 25 and 25% of Americans ages 26 to 35 in 2013 chose to rent a product rather than purchase it.” (Walker Sands Communications, The Future of Retail 2014, December 2013)
- BorrowMyDoggy (borrowmydoggy.com)
- LeftoverSwap (leftoverswap.com)
- Fon (fon.com)
- Streetbank (streetbank.com)
- NeighborGoods (neighborgoods.com)
- Millionaire’s Concierge (millionairesconcierge.com)
- Lending Luxury (lendingluxury.com)
- Sprint iPhone for Life Plan (Bloomberg, “Sprint Offers ‘iPhone for Life’ Plan to Win Back Users”, Sept. 10th, 2014)
- CurrencyFair (currencyfair.com)
- Tradesy (tradesy.com)
- Spinlister (spinlister.com)
- Ridesharing (BizJournals, “Will ride-sharing apps be the death of taxis?”, Feb. 21, 2014)

## 6. EXPANDING “NEXT OF KIN”

- Percent of Adults who agree “My definition of family includes good friends who aren’t blood relatives”—76% U.S., 72% Brazil, 58% Germany, 52% China (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults under age 35 who agree “I embrace non-traditional methods of companionship”—60% Global, 77% Japan, 58% U.S. (BAV Consulting, Global Survey, Adults 2014)
- 41 percent of US babies are now born out of wedlock, 4X more than in 1970 (United States Center for Disease Control and Prevention, Births: Final Data for 2009, November 2011)
- 17 countries worldwide have approved same-sex marriage countrywide, and 20 others have recognized same sex marriage in some way (CNN, “By the Numbers: Same-sex Marriage,” Oct. 6, 2014)
- In the U.S., just 20% of households fit the conventional definition of “nuclear family,” down from 40% in 1970 (JWT, Meet the New Family, September 2014)
- 54% of American pet owners refer to themselves as “pet parents” (BusinessWire, “New Study Reveals That the American Family Has Gone to the Dogs,” May 2, 2011)
- In Japan, pets outnumber children under age 16 by roughly 6 million (JWT, Meet the New Family, September 2014)
- French Civil Solidarity PACs

(Washington Post, “Straight Couples in France Are Choosing Civil Unions Meant For Gays,” Feb. 14, 2009)

- Renting Boyfriends in China (Business Insider, “What It’s Like To Rent A Boyfriend In China,” Feb. 13, 2014)
- Japanese Adult Adoption (Economist, “Why Are So Many Adults Adopted in Japan?,” Apr. 16, 2013)
- Sprint Family Plan (Advertising Age, “Sprint Kills Off the Family Plan, But May Keep the Frobinsons Around,” Aug. 20, 2014)
- HoneyMaid (Advertising Age, “Honey Maid’s Take on Wholesome Families Includes Gay Couple,” Mar. 10, 2014)

## 7. GIVE & TAKE OF PRIVACY

- 86% of internet users have taken steps online to remove or mask their digital footprints (Pew Research, “Anonymity, Privacy, and Security Online,” Sept. 5, 2013)
- 59% of internet users do not believe it is possible to be completely anonymous online (Pew Research, “Anonymity, Privacy, and Security Online,” Sept. 5, 2013)
- Percent of Adults who agree “As a society, we have given up on the concept of privacy”—73% U.S., 64% Germany, 39% China, 31% Japan (BAV Consulting, Global Survey, Adults 2014)
- 55% of American Adults and 40% of Chinese Adults say that they feel they are being spied on by companies (BAV Consulting, Global Survey, Adults 2014)
- 78% of millennials expressed a wish for privacy, compared to 59% of older internet users (FastCompany.com, “The Truth About Teenagers, The Internet, and Privacy,” Nov. 4, 2014)
- 26% of teen social media users say they post fake information on their profile to help protect their privacy (Pew Research, “Teens, Social Media, and Privacy,” May 21, 2013)
- 56% of millennials are willing to share their location with companies in order to receive coupons to nearby businesses, versus 42% of those 35 and older (Pew Research, “Teens, Social Media, and Privacy,” May 21, 2013)
- The “Right to be Forgotten” (The New Yorker, “The Solace of Oblivion,” Sept. 29, 2014)
- “Please Enable Cookies” (Brand Channel, “What Price Privacy? A Penny for Your Thoughts and a Cookie for Your Data?,” Oct. 3, 2014)
- Thismoment (thismoment.com)
- “The Great Wi-Fi Experiment” (The Guardian, “Londoners give up eldest children in public Wi-Fi security horror show,” Sept. 29, 2014)
- Whisper (whisper.sh)
- “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, FastCompany.com, “The Truth About Teenagers, The Internet, and Privacy,” Nov. 4, 2014)

## 8. ELUSIVE HEALTH

- Chronic diseases — heart disease, stroke, cancer, chronic respiratory diseases, diabetes, and mental illness, among others — represent 63 percent of all deaths globally (Deloitte, 2014 Global Health Care Sector Outlook, 2014)
- Between 2008 and 2013, obesity in the population aged 15+ rose: 92% in Vietnam, 57% in China, 37% in India (Euromonitor International, Top 10 Global Consumer Health and Wellness Trends for 2014, Apr. 12, 2014)
- 47% of Gen Z kids will be obese by the time they reach adulthood (North Carolina State University Institute for Emerging Issues, What’s Next for Gen Z, June 2013)
- Only one in four US adolescents ages 12 to 15 meets daily federal physical activity guidelines (USA Today, “One in Four Adolescents Meets Physical Activity Guidelines,” Jan. 8, 2014)
- 76% of Americans say that ever-changing nutritional guidance makes it hard to know what to believe (Food Information Council Foundation, 2012 Food & Health Survey, May 2012)
- 48% of Americans believe it is easier to figure out how to do their own taxes than to figure out how to eat healthfully (Food Information Council Foundation, 2012 Food & Health Survey, May 2012)
- 54% of Americans agree that enjoying their food is more important than worrying what’s in it (Food

Information Council Foundation, 2012 Food & Health Survey, May 2012)

- Only 15% of Americans correctly estimate the amount of calories they need in a day to maintain their weight (Food Information Council Foundation, 2012 Food & Health Survey, May 2012)
- At least 80% of premature deaths from cardiovascular diseases worldwide could be prevented through a healthy diet, regular physical activity and avoiding the use of tobacco (World Health Organization, “10 Facts on the State of Global Health,” June 2014)
- Meat-Free Mondays (meatfreemondays.com)
- Need Vegetables? Eat Bread. (Euromonitor International, “Top 10 Global Consumer Health and Wellness Trends for 2014”, Apr. 12th, 2014)
- The Juicing Frenzy (Food Republic, “Green Is The New Gold,” Jan.15, 2014)
- The Mislabeled Food Epidemic (Food Magazine, “UK laboratory exposes ‘fake’ and ‘mislabeled’ food,” Feb. 11, 2014)
- Tesco “Farm To Fork” Project (eathappyproject.com)
- Let’s Move Campaign (letsmove.gov)
- “Now, almost nothing can be eaten without thinking twice. And so a spectrum informs the contemporary diet: on one end is thoughtlessness; on the other, neurosis. One extreme

is Morgan Spurlock’s orgy of fast food; the other is something like an ascetic diet of raw vegetables.” (Mark Bittman, New York Times, “Healthy, Meet Delicious,” Apr.23, 2013)

## 9. ESCAPE ARTIST

- 25% of Netflix subscribers cram an entire 13-hour season of a popular show into two days (Wall Street Journal, “Netflix Says Binge Viewing is No ‘House of Cards,’” Dec. 12, 2013)
- 61% of U.S. Adults and 82% of Chinese Adults agree “Slowing down is a luxury” (BAV Consulting, Global Survey, Adults 2014)
- “I seek experiences I feel can’t be replicated”—62% of Adults under age 35 globally agree (BAV Consulting, Global Survey, Adults 2014)
- Percent of Adults who agree “When I travel I want the experience of living like a local”—82% China, 58% Brazil, 55% U.S. (BAV Consulting, Global Survey, Adults 2014)
- Propeller Island (propeller-island.com)
- La Balade des Gnomes, Durbuy, Belgium (labaladedesgnomes.be)
- Sala Silvermine Underground Suite, Västmanland, Sweden (salasilvergruva.se)
- Four Seasons Resort Costa Rica at Peninsula Papagayo (Forbes Travel, “Best Hotels for Technology Detox,” Jan. 15, 2013)
- Brain Gyms (Q by Equinox, “Should You Join a Brain Gym?,” Apr. 17, 2014)
- Ford “Pursuit of a Happy Commute”

(McGuire Research, Ford Commuter Survey, January 2014)

- “All players can be the main character in the story, not watching the character.” (New York Times, “In Escape Rooms, Video Games Meet Real Life,” June 3, 2014)

## 10. MANY FACES OF MOBILITY

- “When I am in transit I try to use that time to accomplish something else”—74% of Adults globally agree (BAV Consulting, Global Survey, Adults 2014)
- “I am open to unconventional methods of transportation”—70% of Adults globally agree (BAV Consulting, Global Survey, Adults 2014)
- “Today technology is moving too fast to keep up with”—64% of Adults globally agree (BAV Consulting, Global Survey, Adults 2014)
- 719%: Increase in global share of time spent watching videos on tablets and mobile devices between 2011 and 2013 (Oolaya, Global Video Index Q4 2013, 2013)
- 1 billion: Projected number of 4G LTE connections by 2017, up from 176 million in 2013 (GSMA Intelligence, Global LTE network forecasts and assumptions 2013–17, November 2013)
- 80% of Millennials expect to work abroad during their careers (PWC, Talent Mobility 2020, 2011)
- Ambulance Drones (Springwise, “Ambulance Drone is a flying first aid kit that could save lives”, Oct. 29, 2014)
- E-Bikes (Quartz, “Consider the e-bike: Can 200 million Chinese be wrong?,” Oct. 22, 2013)
- Schwebb (CityLab, “Whatever Happened to The Shwebb? ,” Mar. 27, 2012)
- Heathrow Airport’s Global Ultra Prt Pods (ultraglobalprt.com)
- Estonia Digital Identity Program (The Economist, “Estonia takes the plunge,” June 28, 2014)

This book was put together  
by Ford Motor Company in  
conjunction with  
BAV Consulting, and designed  
by Haddad & Partners.

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U.S.A. on 20% post-consumer  
waste paper.

