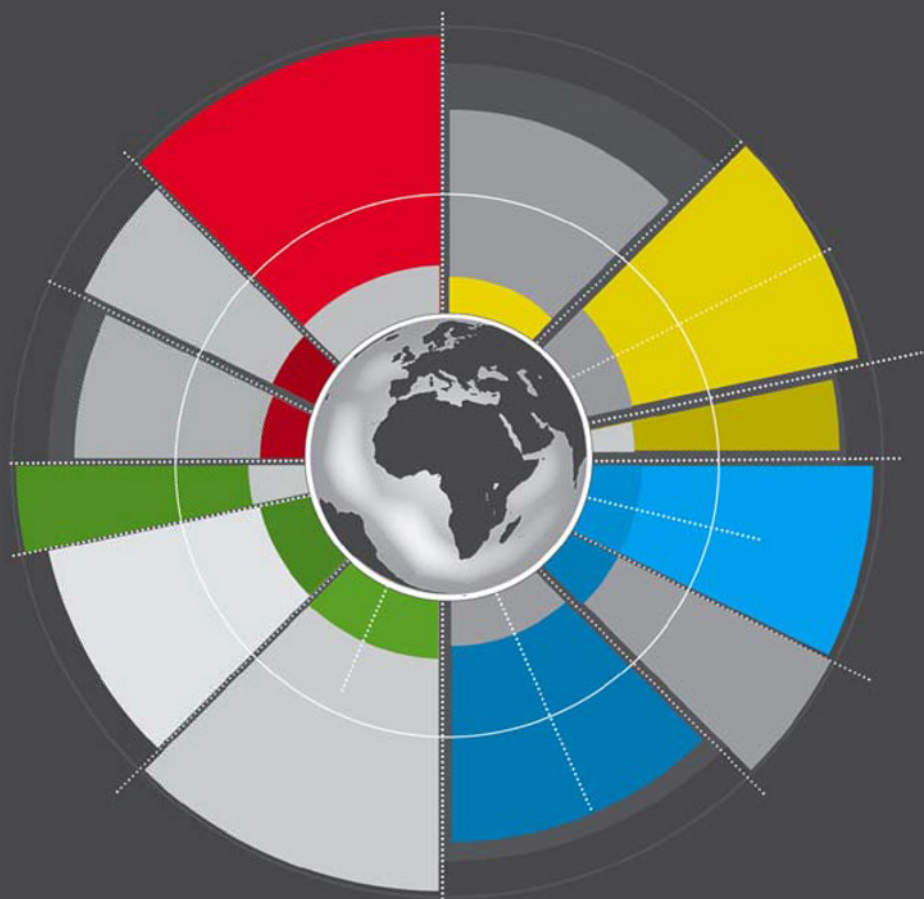


ANNE LISE KJAER



# THE TREND MANAGEMENT TOOLKIT

A PRACTICAL GUIDE TO THE FUTURE

### Praise for *The Trend Management Toolkit*

“This book is truly inspirational. An excellent toolkit for anybody who needs to think about what the future will hold and prepare their business for it before it happens. It will help all its readers both to see and understand ‘the big picture’ and how we will evolve as people, consumers, and societies in a not so distant future.”

John Carstensen, Head of Profession for Climate and Environment,  
UK Department for International Development

“I’ve read this book with the utmost interest and found it not only a professionally useful but a personally captivating read as well. It offers plenty of food for thought and – what is more important – a methodology and a set of tools that really help to organize and orient the reflection process, be it individual or collective. *The Trend Management Toolkit* offers a rare combination of sharp insights, sound methodology, and effective tools. It will be of great help to companies when it comes to navigating the complexity of the future.”

Fernando Gutiérrez, Director and Advisor to the Chairman and CEO, BBVA

“To make our world a better and greener place, we need to work together for the common good. This book presents the business case for a balanced people, planet, purpose, and profit outlook – a sustainable business model that is close to my own heart. It is essential reading for anyone wishing to map out and create positive future scenarios.”

Søren Hermansen, CEO, Samsø Energy Academy;  
*TIME* magazine Hero of the Environment 2008

“As we are living in a world where the amount of data is increasing dramatically, technology is developing at a speed never seen before, and the stress we are putting on environment and resources is coming to a tipping point – it is hard not to get confused. But with *The Trend Management Toolkit* we get sound help to navigate in this complex world.”

Anders Eldrup, Former CEO, DONG Energy; Permanent Secretary,  
Danish Ministry of Finance

“Anne Lise Kjaer provides a valuable toolkit for conscious capitalists looking to shape the 21st century. Unapologetically Nordic in her approach, she shows how a strong focus on inclusion, empowerment, and social consciousness can spur innovation and give businesses a competitive edge. This book is a must-read for current and future business leaders.”

Henrik Fogh Rasmussen, Founder, Rasmussen Public Affairs

“This inspiring and generous book cleverly explains how society has developed over the last 20 years and pulls all the complexity into an accessible tool that ensures strategic thinking. Dig in and choose what future you want to create – the business case is already argued thoroughly and the warmth and wit make it a captivating read. As both a toolbox and a summary of 20 years plus of professional learning, I can see it becoming a key source for university courses, not just within business but also design and sociology. It will also be the Christmas present for my entire network.”

Esther Davidsen, Brussels lobbyist; head of Zealand Denmark EU Office

“Trends on their own tell a small part of the story. Using techniques from *The Trend Management Toolkit*, business leaders can apply a systemic approach to understanding how to visualize the future.”

R “Ray” Wang, Founder, Constellation Research Inc.;  
author of *Disrupting Digital Business*

“Our success relies on adapting to the future faster than our competitors. This book’s toolkit is an invaluable resource to think deeply about that future.”

Sir Ian Cheshire, Group CEO, Kingfisher plc

“Just as Alvin Toffler’s *Third Wave* helped frame the coming decades for me in 1980, Anne Lise Kjaer has put words to the uncertainties and opportunities facing our global village in coming years. The need to think in terms of circular economies and understand the critical relevance of social inclusion has never been greater. She equips the reader with both the mindset and the tools to help adapt, and even thrive, in the face of radical change.”

Gary Baker, Executive Director, Climate Change &  
Sustainability Services, Ernst & Young AB

“The future, and how to make sense of it – these are the themes of Anne Lise Kjaer’s new book. A guidebook to long-term planning in a fast-morphing world, *The Trend Management Toolkit* will particularly interest businesses looking for new ways of responding to changes in consumer behaviour. But its potted history of the art of prediction will fascinate all – as should Kjaer’s argument that vapid consumerism has heightened, rather than destroyed, a desire for social ties and collaboration.”

Patrick Kingsley, *Guardian* foreign correspondent, author of *How to be Danish*; best young journalist at the 2014 British Press Awards

“Trends – every company depends on understanding them yet few do. In Anne Lise Kjaer’s new book, *The Trend Management Toolkit*, she takes a brave step into the future by introducing a new way of predicting and managing trends. She has cracked it!”

Martin Lindstrom, New York Times best selling author of *Brandwashed* and *Buyology*

“The opportunities presented by the ongoing digital and social revolution make a culture and architecture of continuous innovation an even bigger imperative for progressive organisations. The ability to paint a holistic picture of the future is an important component of this innovation architecture. *The Trend Management Toolkit* provides a valuable method to map the future and thereby contribute directly to the innovation process.”

Neetan Chopra, Senior Vice President, IT Strategy, Emirates Group

“I was captivated by the direct, personal and inspiring tone of this toolkit and storytelling book about the future. I read it in one day – simply couldn’t put it down – because I wanted to know more. A new societal learning map and master class is born, complete with history, data and tools. This is a solid overview, with clear arguments and insights, which explains why we need a new and multidimensional set of tools to navigate in the 21st century.

Lars Engman, former design director, IKEA

“The future is something to be embraced not feared, but it has never been harder to discern. Political, economic, social, environmental, and technology trends bounce around the world, colliding and merging at a fearsome rate; Anne Lise’s book is a great practical guide to understanding these trends and building a strategy to respond to them.”

Mike Barry, Director Plan A, Marks & Spencer

“In an era of constant change, brands are finding that it is vital to be able to identify and embrace new and game-changing trends. *The Trend Management Toolkit* offers incisive insights and practical steps to help marketers better understand the future needs and wants of their customers.”

Muireann Bolger, Features Editor, *The Marketer*

# **The Trend Management Toolkit**

A Practical Guide to the Future

Anne Lise Kjaer

palgrave  
macmillan



© Anne Lise Kjaer 2014  
Softcover reprint of the hardcover 1st edition 2014 978-1-137-37008-2

All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No portion of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The author has asserted her right to be identified as the author of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2014 by  
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC, 175 Fifth Avenue, New York, NY 10010.

Palgrave Macmillan is the global academic imprint of the above companies and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States, the United Kingdom, Europe and other countries.

ISBN 978-1-349-47519-3 ISBN 978-1-137-37009-9 (eBook)  
DOI 10.1057/9781137370099

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

Typeset by Aardvark Editorial Limited, Metfield, Suffolk.

*This book is dedicated to my son  
Vicente Macia-Kjaer who challenges  
and inspires me by bringing a true  
Millennial dimension to every discourse  
about the future.*

*This page intentionally left blank*

# Contents

<i>List of figures and tables</i>	xi
<i>Foreword</i>	xiii
<i>Acknowledgments</i>	xiv
<b>1 From facts to feelings</b>	<b>1</b>
Introducing trend management as a concept	1
What this book can do for you	9
Taking time out to think and act	22
<b>2 Sense making in a fast-forward society</b>	<b>28</b>
Connecting the dots	29
Understanding the evolution of consumption	30
Future consumer landscape and culture shifts	39
The rise of meaningful consumption	47
<b>3 Trend mapping: past, present and future</b>	<b>55</b>
From weak signals to macro trend	55
Rethinking human decision making	56
21st-century sense making	64
From 2D to 4D thinking explained	70
The future is not set in stone	75
Signposts to the road ahead	80
<b>4 Your essential trend toolkit</b>	<b>83</b>
The bigger picture	84
Creating your Trend Atlas	87
Identifying key trends in the multiple dimensions	90
The Trend Index	99
Adopting a glocal perspective	110

---

<b>5</b>	<b>Major trends to 2030+</b>	<b>116</b>
	Major structural drivers	116
	A people-centric vision	117
	The ones to watch	118
	Trends in the scientific dimension 2030+	120
	1. Radical Openness	120
	2. The Global Brain	123
	3. Green Growth	126
	4. Rising Economies	129
	Trends in the social dimension 2030+	132
	5. Smart Living	132
	6. Global Citizens	135
	7. Betapreneurship	138
	8. The No-age Society	140
	Trends in the emotional dimension 2030+	144
	9. Better World	144
	10. Lifelong Learning	147
	11. Social Capital	150
	Trends in the spiritual dimension 2030+	153
	12. The “Good Life”	153
<b>6</b>	<b>Practical trend mapping: focusing on people</b>	<b>157</b>
	The people factor	157
	How to build the business case	164
	Recognizing contradictions and transitions	168
	Scenario 1: Mobile Millennials	173
	Scenario 2: New Urbanites	177
	Scenario 3: Green Sustainers	181
	Scenario 4: Mindful Idealists	185
	Trends across continents	189
<b>7</b>	<b>Practical trend mapping: organizations</b>	<b>195</b>
	From confusion to trend management	197
	Trend management in action across sectors	202
	Summary: Shaping tomorrow today	219
	<i>Notes</i>	221
	<i>Index</i>	238

# List of figures and tables

## Figures

1.1	Key forecasting methodologies	21
2.1	Mapping the trends	30
2.2	The evolution of consumption	33
2.3	The 4P business model	43
2.4	Time to Think poll in 2006	45
2.5	Hyper consumption versus meaningful consumption	51
3.1	Most used forecasting methods	57
3.2	Left- versus right-brain thinking	61
3.3	Multidimensional thinking model	67
3.4	The 4D quadrant and multidimensional Trend Index	69
3.5	Generic Trend Atlas 2030+	73
3.6	Future scenarios example	77
4.1	Trend Atlas template	91
4.2	Generic Trend Atlas	100
4.3	Trend mapping in action	102
4.4	Trend Index	104
4.5	Trend Engagement Barometer	106
4.6	Global Trend Relevance Index	107
4.7	Local Trend Relevance Index	109
6.1	Nordic competitiveness	161
6.2	Mindset Map and the 2030+ scenarios	171
6.3	Mobile Millennials Trend Index	173
6.4	Mobile Millennials visual snapshot	176
6.5	New Urbanites Trend Index	177
6.6	New Urbanites visual snapshot	180
6.7	Green Sustainers Trend Index	181

6.8	Green Sustainers visual snapshot	184
6.9	Mindful Idealists Trend Index	185
6.10	Mindful Idealists visual snapshot	188
6.11	Trend and Lifestyle Navigator	192
7.1	Connecting the dots	196
7.2	Trend management iteration process	199

## Tables

1.1	Some key influencers through time	4
3.1	Brain processing	66
4.1	The scientific framework	93
4.2	The social framework	95
4.3	The emotional framework	96
4.4	The spiritual framework	98
4.5	Trend SWOT analysis	103
4.6	Historical time frame	112

# Foreword

We are faced with a particularly tough set of challenges in today's information society. With a vast and growing data deluge, keeping up with analysis, pattern spotting, and extracting useful information has never been more crucial; hence, we need a system that talks back to us and enables informed decision making. Over the past 20 years, I have developed tools and approaches to help organizations discuss and determine the best way ahead. The Trend Atlas integrates the management of data and societal insights to provide a sense-making platform for anticipating future challenges and opportunities.

My roots in Denmark, where democratic thinking and a strong design culture are ingrained, have profoundly influenced how I navigate the world and map "what comes next." Visiting Copenhagen, the capital of one of world's happiest nations, always inspires me. Here, it appears to me, the future is already happening. Urbanization in Denmark stands at 87%, yet over 40% of the capital's commuters travel by bicycle and the country has robust plans to run solely on renewable energy by 2050. Strongly committed to e-government, it has 100% broadband penetration. Employment rates are high, four out of five women work, and the affordable kindergarten system, attended by 90% of Danish children, is a highly visible investment in nurturing tomorrow's smart and inclusive society.

As you will realize, I am an unapologetic believer in the values I grew up with. Recognizing that there is not just one but many possible futures, we can't ignore that our choices today profoundly influence tomorrow. When we consider the full range of societal values, we enable groundbreaking scenario thinking. It is in this spirit that I set out my road map for how trend management delivers value to business and society as a whole.

# Acknowledgments

This book simply wouldn't have become a reality without all the inspiring people who helped me develop it.

First of all, a huge thank you to Libby Norman, my editor since 2003, who carefully edited each chapter to perfection and summarized sections into digestible "future sound bites." Sociologist Esther Giner Macia meticulously scanned and condensed more than a decade of Kjaer Global's work, and helped research the core concepts presented in this book, while my husband, architect Harald Brekke, lent his analytical and critical judgment, tirelessly reading the manuscript again and again. I am indebted to Louise Loecke Foverskov, design and trend strategist at Kjaer Global since 2006, who gave invaluable input over the years, not least our work to evolve the toolkit shown here. Environment strategist Ela Rose diligently assisted in researching the trends and refining the case studies. All of you were instrumental in bringing this book to fruition. Also, a special thanks to my publishers Palgrave Macmillan and the Aardvark Editorial team for their extraordinary work during the development, editing, and production phases.

Last, but not least, I could not have amassed the experience or knowledge to write this book without the support from Kjaer Global's clients, who have given us the great privilege to share their journeys into the future. While there are too many great brand names to list here, they know who they are. All of our clients – through their visionary leadership – demonstrate time and again how strategies that focus on improving lives and communities will also deliver on the bottom line.

**Anne Lise Kjaer**

Futurist and Copenhagen Goodwill Ambassador

Learn more on [www.kjaer-global.com](http://www.kjaer-global.com)

## CHAPTER 1

---

# From facts to feelings

*In the past, when I mentioned “feelings” to companies the immediate response was: “We are not interested in feelings about the future, we want facts.”*

Nobel Prize-winning psychologist Daniel Kahneman, who won his prize in economics, noted in an interview for UK newspaper *The Guardian* in 2012:<sup>1</sup>

Many people now say they knew a financial crisis was coming, but they didn't really. After a crisis we tell ourselves we understand why it happened and maintain the illusion that the world is understandable. In fact, we should accept the world is incomprehensible much of the time.

While I agree with part of Kahneman's statement, I also believe that very often the writing is on the wall before seismic change occurs – we simply need a method of tuning into the vibrations of our universe. This means that, alongside the gathering of data and insights to give us rational knowledge, we must develop our intuition to enable us to predict and develop strategies for change.

### **Introducing trend management as a concept**

To make sense of the future, even the seemingly sudden shifts, we must have a system in place that sifts and correlates trends. The Trend Management Toolkit is such a system, acting as a platform for integrated thinking that allows us to anticipate developments and make more informed choices in the present about the future. At its simplest, the process of

managing trends involves observing specific changes or advances, as well as considering the general direction in which society is moving. But to do this consistently and with confidence, it is essential to have a trend management system that deals with the complexity of diverse information, fosters alternative viewpoints, and generates fresh thoughts. This offers a structure that makes trend forecasting come alive, enabling us to discover and analyze trends that tell us something about the future as well as inspiring timely ideas and solutions.

The system I describe in this book is a powerful strategic method developed for making sense of the many multifaceted, sometimes conflicting, drivers influencing today's reality and tomorrow's world. Trend mapping and scenario building are typically part of the trend management process, in which we build narratives around nascent trends to consider likely outcomes for organizations by projecting the impact for business development, product design, and service concepts. We use a wide range of data for broad insight, incorporating experts' opinions as well as case studies and analysis to build a 360-degree outlook. The outcome is a framework that can be applied to everything from new business models, innovation and design strategies to brand building and marketing.

### Decoding society and human behavior

Future forecasting is a relatively new and developing field. However, in recent decades, it has become an increasingly widely accepted decision-making tool for assessing societal influences, economic drivers, and – ultimately – boosting sales to increase revenues and reputation. Over the past 20 years, my team and I have built tools and processes to help companies and organizations navigate the future, often refining and developing these tools in response to the specific challenges faced by the organizations we've worked with, as well as taking on board new theories and approaches as we've added fresh research perspectives to our multi-disciplinary practice. Today, this methodology allows us to combine a wide spectrum of trend snapshots to create viable and inspirational scenarios.

One of our vital tools is the Trend Atlas, a visual sense-making platform that integrates management of a wide variety of data and information to provide insights for determining what lies ahead. The Trend Atlas is a structured compilation of macro trends that acts as a compass, enabling

us to decode the socioeconomic and cultural contexts of society to decipher patterns that provide a framework for projection, planning, and ideation. Trend management combines a wide spectrum of drivers and insights to create powerful future sound bites. These are essentially the building blocks for creating sustainable and credible future narratives that make it possible for companies to explore potential developments, both short to medium term. The narratives are underpinned by a variety of research findings and insights – not just numbers – and enable us to contextualize lifestyle situations that consider people’s future preferences, choices, and actions. In effect, we are teleported into the future and encouraged to ask the big “what if?” questions. The narratives are more compelling than a simple forecast and allow organizations to visualize future situations in a believable, multilayered way. As such, they become powerful tools for imagining the future and creating sound strategies, as well as managing risk.

The sociology of people is an essential component in understanding the future, but we also need to factor in the sociology of things – technology in particular, as technological development plays a key role in the interpretation of how global economies and cultures connect. This is another key reason why multidimensional trend management is fundamental for imagining the future. Its much broader set of research tools invite us to detach ourselves from our current, local context, consider the whole picture and thereby view our organization holistically to understand how we come across to the rest of the world – a process we call “looking from the outside in.” In order to assist our clients develop their critical thinking about the future, we also consider the evolution of societies, businesses, lifestyle patterns, and the environment. We find that when we observe the past and present, it’s possible to gain deeper insights into how the future might unfold. In a nutshell, trend management assists with the process of mapping out current trends and influences for businesses within a society-wide context.

### The evolution of future studies

The business of trend forecasting and the need for it is nothing new; indeed, there have always been thinkers and seers imagining the future (see Table 1.1). However, it is only in the last half-century that it has become a discernible business with its own distinct methodologies and

TABLE 1.1 Some key influencers through time

Year	Name	Expertise and future-focused studies
1452–1519	Leonardo da Vinci Italian	Artist, engineer, scientist and inventor, architect, musician, mathematician, anatomist, geologist, cartographer, botanist, and writer. Surviving notebooks reveal the most eclectic of predictive minds. Key publications: <i>Codex Arundel</i> (1480), <i>Codex Leicester</i> (1508), <i>Codex Atlanticus</i> (1519)
1828–1905	Jules Verne French	Novelist, poet, and playwright. Inspired many future scientists with his body of science fiction collected within <i>Voyages Extraordinaires</i> (1863–1905). Key publications: <i>Journey to the Centre of the Earth</i> (1864), <i>From the Earth to the Moon</i> (1865), <i>Twenty Thousand Leagues Under the Sea</i> (1870), <i>Around the World in Eighty Days</i> (1873)
1856–1943	Nikola Tesla Serbian-American	Futurist inventor, electrical mechanical engineer, and physicist. Devised the modern alternating current electricity supply system, with 300 inventions patented worldwide and amazing 21st-century predictions
1866–1946	H.G. Wells English	Futurist and science fiction author, with wide-ranging interests in science and social policy. Considered among the founders of future studies. Key publications: <i>The Time Machine</i> (1895), <i>The War of the Worlds</i> (1898), <i>Anticipations</i> (1901), <i>A Modern Utopia</i> (1905), <i>The Shape of Things to Come</i> (1933), <i>World Brain</i> (1936–38)
1895–1983	Buckminster Fuller American	Futurist, architect, systems theorist, author, designer, and inventor. Key publications: <i>4D Timelock</i> (1928), <i>Operating Manual for Spaceship Earth</i> (1968), <i>Critical Path</i> (1981)
1896–1960	Gaston Berger French	Futurist, industrialist, philosopher, and modernizer of French university system. Contributed noted analysis of Edmund Husserl's work. Key publication: <i>Recherches sur les conditions de la connaissance</i> (1941)
1900–86	Walter Greiling German	Futurist and chemist. Researched agricultural microbiology and predicted that systematic international efforts to mitigate climate change would begin in 1990. Key publication: <i>Wie werden wir leben? Ein Buch von den Aufgaben unserer Zeit</i> (1954)
1903–87	Bertrand de Jouvenel French	Futurist, political economist, philosopher, and author. Pioneer of future studies. Key publications: <i>On Power: The Natural History of Its Growth</i> (1945), <i>The Ethics of Redistribution</i> (1951)
1906–92	Grace Hopper American	Mathematician, computer scientist, and US Navy rear admiral. One of the first programmers of the Harvard Mark I computer and developed the first compiler for computer programming language

Year	Name	Expertise and future-focused studies
1907–85	Fred Polak Dutch	Futurist, philosopher, and sociologist. Theorized the central role of imagined alternative futures. Key publication: <i>The Image of the Future</i> (1973)
1911–80	Marshall McLuhan Canadian	Futurist, media theorist, philosopher, and author. Coined the phrases “the medium is the message” and “the global village” and predicted the World Wide Web in the 1960s. Key publications: <i>The Gutenberg Galaxy</i> (1962), <i>Understanding Media</i> (1964), <i>Medium is the Massage: An Inventory of Effects</i> (1967), <i>The Global Village: Transformations in World Life and Media in the 21st Century</i> (1989)
1915–69	M.G. Gordon American	Futurist, businessman, inventor, and social theorist. Advocate for privacy rights and envisioned expanded telephone network as the ideal social network
1916–	Jacque Fresco American	Structural engineer, architectural designer, author, and educator. Writes and lectures on sustainable cities, energy efficiency, natural resource management, cybernetic technology, advanced automation, science in society
1917–2008	Arthur C. Clarke British	Futurist, inventor, TV presenter, and science fiction writer. A polymath and popularizer of science, with many notable works about the future. The book and film (with Stanley Kubrick) <i>2001: A Space Odyssey</i> , based partly on two earlier short stories by Clarke, is one of the most influential films of all time
1918–88	Richard Feynman American	Theoretical physicist. Introduced the concept of “nanotechnology” and received the Nobel Prize in Physics in 1965
1919–	James Lovelock British	Futurist, independent scientist, and environmentalist. Proposed the Gaia hypothesis and the concept “sustainable retreat.” Key publication: <i>Gaia: A New Look at Life on Earth</i> (1979)
1919–2009	Russell L. Ackoff American	Organizational theorist, consultant, professor. Pioneer in the field of operations research, systems thinking and management science, inspiring many future developments in areas such as decision science
1920–92	Isaac Asimov American	Author and professor of biochemistry. Known for his works of science fiction and science. Key publications: <i>The Foundation Series</i> (1949–93), <i>I, Robot</i> (1950), <i>The Intelligent Man’s Guide to Science</i> (1960)
1921–2006	Stanisław Lem Polish	Writer of science fiction, philosophy, and satire. His books explore philosophical themes, including the nature of intelligence, communication, human limitations, technology, and the universe. Key publications: <i>Solaris</i> (1961), <i>The Cyberiad</i> (1965)

Year	Name	Expertise and future-focused studies
1922–83	Herman Kahn American	Futurist, physicist, mathematician, and thinker. A military strategist and systems theorist who analyzed the likely consequences of nuclear war. Key publications: <i>On Thermonuclear War</i> (1960), <i>The Coming Boom: Economic, Political and Social</i> (1983)
1922–97	Pierre Wack French	Oil executive. Developed the use of scenario planning in the private sector in the 1970s. His articles are among the first to bring Herman Kahn's theories into business strategy
1923–	Freeman Dyson British-American	Theoretical physicist and mathematician. Pioneering work in quantum electrodynamics, solid-state physics, astronomy, and nuclear engineering
1924–2010	Benoît B. Mandelbrot French-American (born Poland)	Mathematician. The founder of fractal geometry to understand roughness in nature and complex data sets. An ambassador for "the unity of knowing and feeling." Key publications: <i>Les objets fractals</i> ([1975] 1995), <i>The (Mis)Behaviour of Markets: A Fractal View of Risk, Ruin and Reward</i> (2004)
1925–2013	Douglas Engelbart American	Engineer, inventor, computer and Internet pioneer. Focused on the area of human–computer interaction in order to improve computer interfaces long before PCs were even envisaged
1928–	Alvin Toffler American	Futurist, author, and inventor. Exploratory work mapping the digital and communication revolutions and technological singularity. Key publications: <i>Future Shock</i> (1970), <i>The Third Wave</i> (1980)
1929–	John Naisbitt American	Futurist and author. Expanded interest in trends and coined the phrase "radical center." Key publication: <i>Megatrends</i> (1982)
1934–96	Carl Sagan American	Astronomer, author, and science popularizer. Key publications: <i>Cosmos</i> (1980), <i>Contact</i> (1997)
1937–	Joël de Rosnay French (born Mauritius)	Futurist, science writer, and molecular biologist. Pioneered the role of the Internet in the emergence of a global brain
1945–	Jeremy Rifkin American	Political advisor, economic and social theorist. President of Foundation on Economic Trends with key focus on the impact of scientific and technological changes. Key publications: <i>The End of Work</i> (1995), <i>The Age of Access</i> (2000), <i>The Empathic Civilization</i> (2010)
1945–	Jerome C. Glenn British	Futurist, co-founder of The Millennium Project. Created the Futures wheel technique and is a Singularity University advisor. Key publication: <i>Futures Research Methodology Version 3.0</i> (2009)

Year	Name	Expertise and future-focused studies
1947–	Michio Kaku American	Futurist, theoretical physicist, and communicator. University professor and popularizer of science topics. Key publications: <i>Physics of the Impossible</i> (2008), <i>Physics of the Future</i> (2011)
1947–	Hugo de Garis Australian	Professor and researcher of artificial intelligence. Noted for work in field of “intelligent machines” and has attracted controversy for belief that major conflict will be a by-product of their evolution. Key publication: <i>Artificial Brains: An Evolved Neural Net Module Approach</i> (2009)
1948–	Ray Kurzweil American	Futurist, inventor, computer scientist, and author. Involved in development of several technologies, including CCD flatbed scanner, text-to-speech synthesizer, and first commercially marketed large-vocabulary speech recognition. Key publications: <i>The Singularity is Near</i> (2005), <i>How to Create a Mind: The Secret of Human Thought Revealed</i> (2012)
1950–	Lidewij Edelkoort Dutch	Trend forecaster, designer, publisher. Influential developer of brand and product identities via lifestyle analysis, trend mood books, and audiovisuals. Key publications: <i>View on Colour</i> magazine
1952–	Kevin Kelly American	Futurist, writer, editor, publisher, and photographer. Co-founded <i>Wired</i> magazine in 1993. Key publications: <i>Signal: A Whole Earth Catalog</i> (1988), <i>Out of Control: The New Biology of Machines, Social Systems and the Economic World</i> (1994), <i>New Rules for the New Economy</i> (1999), <i>What Technology Wants</i> (2010)
1960–	Jaron Lanier American	Futurist, writer, composer, and computer scientist. Pioneer in the field of virtual reality. Key publications: <i>You Are Not a Gadget: A Manifesto</i> (2010), <i>Who Owns the Future?</i> (2013)
1961–	Andrey Korotayev Russian	Anthropologist, sociologist, and economic historian. Prolific writer and pioneer in fields such as world systems theory, cross-cultural studies, and mathematical modeling of social and economic dynamics and cliodynamics
1964–	Clay Shirky American	Professor and writer. Focus on socioeconomic and cultural effects of Internet on society. Key publications: <i>Here Comes Everybody: The Power of Organizing Without Organizations</i> (2008), <i>Cognitive Surplus: Creativity and Generosity in a Connected Age</i> (2010)
1970–	George Dvorsky Canadian	Futurist, bioethicist, and transhumanist. Ethical and sociological impacts of emerging technology, specifically, “human enhancement” technologies

Source: Kjaer Global

objectives. One of the first books ever written on future studies, *The Language of Forecasting*, with a French-English vocabulary by François Hetman, was first published in 1969.<sup>2</sup> The foreword notes that forecasting, as developed by Gaston Berger, originally focused on the philosophical questions, later developing an economic twist from Bertrand de Jouvenel and then adding politics and sociology to the mix. It adds:

In view of Society's accelerated technological progress however, it is normal that the work carried out in this field, particularly in the United States, should develop the fastest.<sup>2</sup>

Certainly, this perspective proved to be correct, with many of the early trend forecasting methods developing and evolving within the US. However, what strikes me most about this early evaluation of an emerging field is the succinct and utterly persuasive vindication for its existence.

We see a clear recognition that the science of forecasting is about much more than divining how the future *might* turn out – it enables us to *influence it* and adapt to society's challenges by making sounder decisions about the future in the present. The book adds what I believe is a salutary reminder that the business of futures has a higher purpose than simply predicting ways to boost market share:

The future is therefore our most precious resource. Its methodological exploration becomes a new dimension of our society. Concern for its implications must therefore increase rapidly.<sup>2</sup>

Discussion continues to this day about the best systems and methods – and even the best language – to decode the future. The current exponential data flow and our increasingly interconnected society adds to this debate, as we become ever more information burdened with shorter lead times. The principal question is: How do we evolve a framework that balances the tangible scientific and social data insights while also recognizing the impact of the intangible, value-driven changes in our society?

There are many examples of recent events – distrust in economic models and corporate governance, technology-driven behaviors, and grassroots movements for democracy, to name just a few – that simply couldn't have been foreseen, let alone explained, by reliance on pure data alone. So, the biggest challenge in the 21st century is to use a model that is adequate to validate and satisfy theoretical demands – scientific research and statisti-

---

cal data – while also considering cultural ecosystems that are the human, emotional aspects of the future. As *The Language of Forecasting* puts it, forecasting “must assimilate the material which is the subject matter of its activity, be it logical, exploratory or normative.”<sup>2</sup>

Whatever methods are used, we must consider the core purpose of trend forecasting in order to benefit from the process. To make it meaningful, it needs to encompass an analytic framework, as well as an intuitive vision of possible events. With that principle in place, we are much more aware of how to actively realize our vision of a better tomorrow.

---

### SUMMARY: Trend management

---

- At its simplest, trend management observes specific changes or developments and considers the general direction in which society is moving.
  - Trend mapping and scenario building are part of the process and build a model applicable to brand building, communication, innovation, and future business strategies.
  - The Trend Atlas is used to visualize research findings and provide a framework that enables the creation of future narratives.
  - The ultimate goal of trend management is to view our organization holistically, considering our current position and future choices within a society-wide context.
- 

## What this book can do for you

Working out how to best navigate the future is now a global debate with many crucial questions to be answered. What leadership qualities are needed and how do we prioritize now and down the line? Do we opt for a more human-centric and inclusive society model or adjust current structures and let the market take care of things? Conversations have always taken place at every level, from government through to business leaders, media and citizens, so this is not a new discussion. The real game-changer in recent years, however, is the channels used, with the Internet enabling real-time dialogue and placing people, not governments and businesses, in charge of directing the conversation and shaping expectations about tomorrow’s world.

As an organization anticipating the future, you have two choices. You either sit back and wait for the debate to reach a firm conclusion and change to take its course or you become an influencer – acting on the future before it acts on you. Clearly, in my line of business, I advocate becoming an active change-maker as the only forward-looking strategy. To be a successful organization or – come to that – individual in the 21st century, we must learn how to approach change with confidence by recognizing that current and future shifts also represent some of the greatest opportunities for fresh ideas, growth, and success.

True confidence comes from anticipating likely outcomes – including discovering a need or gap in the market before your competitors – and that means organizations must engage in honest and open debates with all stakeholders to build a foundation of future intelligence. Stakeholder debates don't provide all the answers, but they do raise the crucial questions that need to be addressed within strategy in order to formulate a viable direction for your organization.

It is already widely accepted that gathering and analyzing information is a necessity for any business wanting to stay ahead in the knowledge economy. Companies make future mapping – in which they extrapolate likely developments in their markets based on current data – an integral part of their business practice as a means of becoming more innovative and competitive in an ever-changing landscape. It has huge potential and benefits for any organization that is serious about being ahead because success and growth depend on the knowledge, creativity, and commitment of the people working for you. Organizations also have to cultivate a culture of innovative thinking based on behavioral economics – monitoring current trends in society to understand people and their behavior, needs, and wants. And this is where trend management comes into its own because it starts with a systematic process of trend tracking.

Monitoring and analyzing local and global society drivers by extrapolating forward to recognize developments in the medium- to long-term future is what trend management can do, but its benefits to your organization extend far beyond that to supporting and shaping organizational mindsets and culture. This is because the shared act of considering where your organization is now and where it wants to be in the future not only takes the conjecture out of the process, but also acts as a unifying force that

boosts people's shared sense of working towards a common goal. And this is exactly what this book prepares you for: visualizing and navigating the change-making process. The Trend Management Toolkit system brings you closer to people by giving you profound insights into the trends that influence and shape all of us – in society, in business, and as citizens. By understanding that we are all part of a vast global network in an intertwined system, we start to influence and shape our future.

### Creating your map of the future

Using trend management tools can teach people and organizations how best to grow together and make positive change happen in a directed and organic way. As a futurist, my business is not to present all the answers, but rather to act as a guide by sharing inspirational thoughts and ideas and then inviting companies to map out their challenges, strengths, and dream scenarios. In this way, they are able to assemble a future road map to clearly define the journey ahead. Evaluation tools such as a SWOT (strengths, weaknesses, opportunities, threats) analysis assist with this. We also employ our Trend SWOT analysis to create an individual "map of experiences," as this helps companies identify the opportunities and threats they face, and then consider how to capitalize on their strengths and use them to address their weaknesses.

This is a practical step-by-step process that begins with research into contexts – society, culture, and people – to present a bigger picture in the form of a Trend Atlas in conjunction with carefully studying a company's culture, market, and operating environment. As part of this process, we monitor and analyze emerging trends to extrapolate how the market might look for the organization in the medium to long term. This is a process that evolves as inspirational ideas are discovered and developed, generally undergoing several iterations before a final plan emerges. The trends we incorporate and discuss provide insights into socioeconomic and cultural drivers, opening a window into the demands and needs of tomorrow's people. Within this process, we recognize that there are huge opportunities in supporting people – internal and external stakeholders – in making their lives more meaningful, and also in inviting them to take responsible action. This means our vision always works from the point of view of wanting to improve people's situation and current lifestyle.