

5TH ANNIVERSARY

# LOOKING FURTHER WITH FORD

2017 TRENDS



**LOOKING BACK AND  
LEANING FORWARD.**

Five years ago, when we created our first annual trend book, *Looking Further With Ford*, the world was reeling from the Great Recession. Even if the economy fully recovered, it seemed society would never be the same: expansion had stalled; optimism was tempered; and the era of excess was well on its way to extinction. The micro trends identified that year, and every year since, have reflected the changing times.

This year, in our fifth anniversary edition, we highlight new trends, but we also revisit past trends that are as compelling and relevant today as they were when they emerged.

Indeed, the first trend we published, “Trust is the New Black,” is shaping our society more profoundly than ever. Consumers today are skeptical of institutions and wary of privacy infringements. And trust and truth are inextricably marbled as consumers question the veracity of information they get from sources. The role of women and water, visited in “Female Frontier” and “Sustainability Blues,” are still immensely critical in transforming our society and planet.

As we enter 2017, consumers once again face unprecedented change and uncertainty. Technology continues to unfold at breakneck pace, but it’s also prompting greater reflection on the impact it has on our lives. Time and wealth, once staples of prosperity, are become more muddled as we rethink what it means to “live the good life.”

And with greater choice comes greater accountability, as we call on our fellow citizens and institutions to choose actions and behaviors that benefit not just themselves, but also society at large. This is prompting a renewed focus on community – where common good creates a common bond.

As you turn the pages, we invite you to rethink life as you know it – and reflect on how these changes will impact the world at your fingertips and beyond.

***Sheryl Connelly***

Global Consumer Trends and Futuring  
Ford Motor Company

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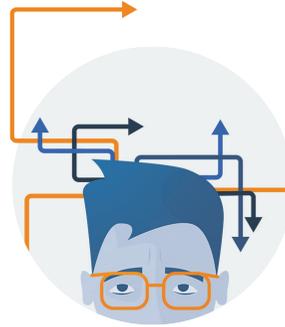
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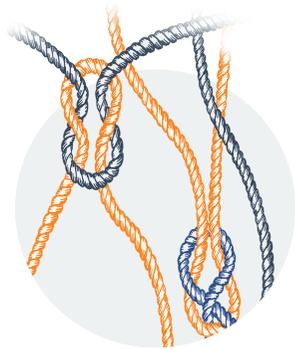
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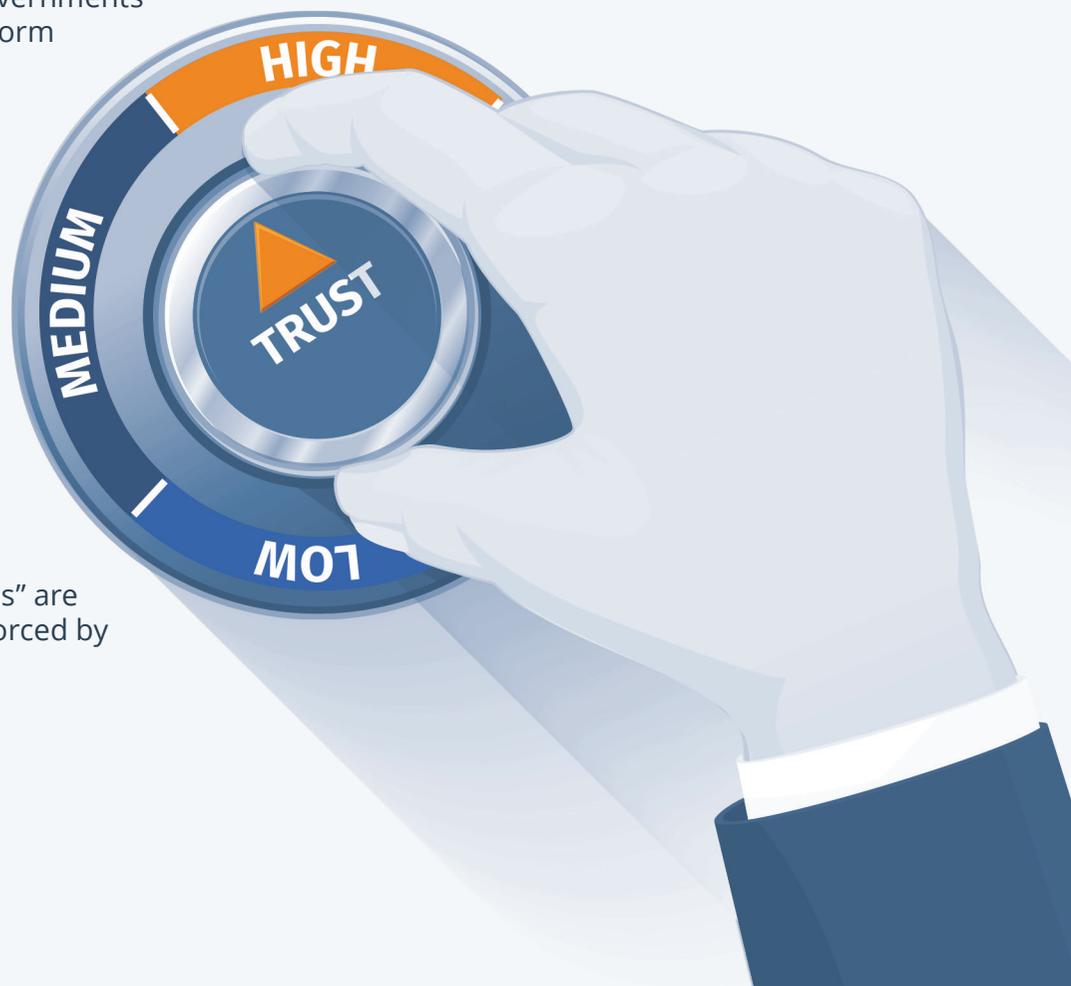
## Revisiting “Trust Is the New Black”

When we launched our first annual trend book, we declared that “Trust Is the New Black.”

We wrote that the social contract as we know it had been broken, and people’s mistrust of corporations, governments and media was making integrity a new – if rare – form of competitive advantage. 85% of consumers we surveyed say they fear that personal data is often collected without their knowledge or consent.

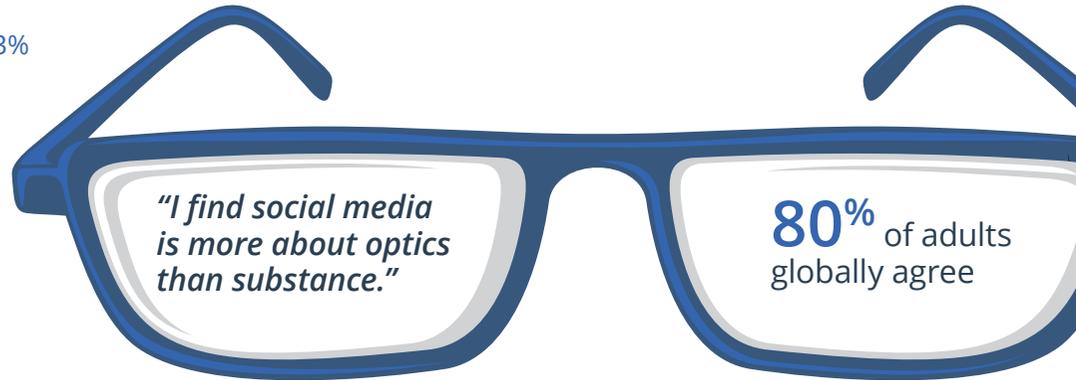
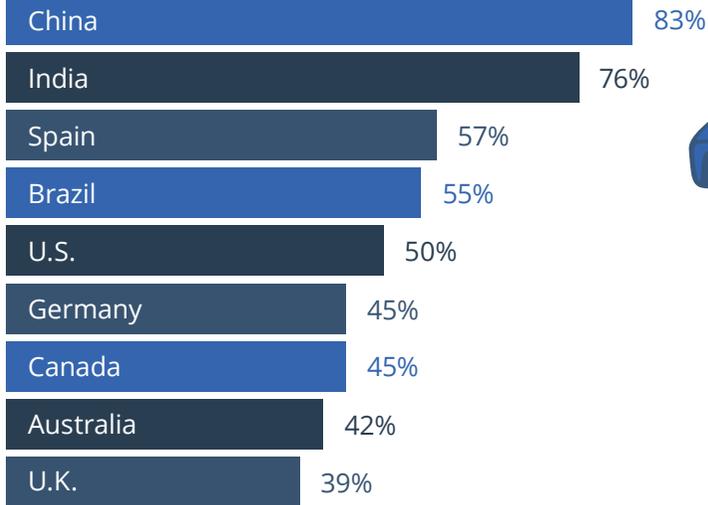
Fake news sites have become rampant, and Oxford Dictionaries recently selected “post-truth” as 2016’s international word of the year, defining it as “relating to or denoting circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief.”

**Today, decoding integrity is increasingly a matter of perspective – is the glass half full, or half empty?** Both are accurate, but opinion is inherently subjective. Where truth was once indisputable and often self-evident, today’s “truths” are often heavily influenced by perceptions and reinforced by like-minded viewpoints.



*"I say what I really think on social media."*

(percent of adults globally who agree)

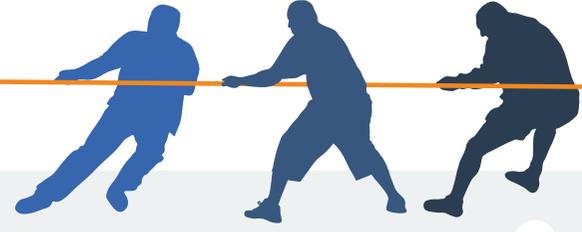


*"I find social media is more about optics than substance."*

**80%** of adults globally agree

*"People today are less likely to consider opposing viewpoints."*

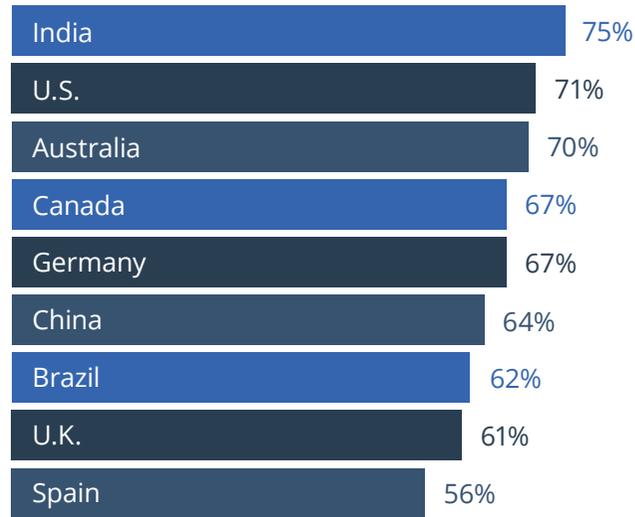
**65%** of adults globally agree





***“Finding information that’s objective and fact-based has never been more difficult.”***

*(percent of adults globally who agree)*



# FACT AND

# FICTION



Turns out, spending those precious minutes flossing before bed isn’t necessary, per recent guidelines from the U.S. Department of Agriculture and Department of Health and Human Services.



New research confirms germs are transferred instantaneously upon hitting a dirty surface. Sorry, five-second rule.



Many people believe blood is blue when it is in the body, then turns red when exposed to oxygen, but blood is always a shade of red.



While we tend to grow up thinking humans have five senses, we have quadruple that number. A sense in the human body is created by a sensor – of which we have almost 20, including sensations of hunger, thirst and movement.



***“You can be authentic without being truthful.”***

*(percent of adults globally who agree)*

**45%**  
Ages 18-29

**41%**  
Ages 30-44

**29%**  
Ages 45+



*"Truth is indisputable."*

**75%** of adults globally agree



*"Today's media outlets offer more opinion than objective news coverage."*

**80%** of adults globally agree

### **What if white and gold is black and blue?**

A photo of a striped dress posted on Tumblr launched an online feud about its true color. Thanks to differences in human color perception, the dress appeared white and gold to some, and blue and black to others. Within hours, #TheDress was a global phenomenon, with conversations about the photo in languages ranging from Spanish to Japanese to Arabic.

### **What if telecommuters got a makeover?**

Japanese beauty retailer Shiseido teamed up with Microsoft to create Telebeauty, an augmented reality app that makes your face appear fully made-up on Skype. This is intended to boost productivity in meetings by eliminating the "appearance barrier" – people being distracted by the appearance of their face on screen.

### **What if hidden fees didn't fly?**

Southwest Airlines' latest ad campaign is making a statement about its rates and character. Dubbed #Transparency, it breaks down fees for customers up front. The website includes a fee-or-fake game that compares the airline's price structure to what other airlines offer – calling them out on superfluous costs.

### **What if fact-checking was cool again?**

In the U.S., 2016 could be dubbed the year of the fact check. In the most contentious presidential election in modern history, voters called for a glimmer of normality – truth. The Washington Post reports traffic to its fact-checking blog was five times higher for the 2016 election than 2012, while the PolitiFact candidate page racked up over 2.7 million views this year.

### **Why does this matter to Ford?**

As a 113-year-old company, Ford considers trust the foundation of its longevity. We take great care and pride in being transparent and honest with our customers, and in standing up for what's right.

## Revisiting the “Female Frontier”

Three years ago, we wrote about the female frontier – an upsurge in recognition across women and men alike that rigid gender constructs hinder cultural, social and economic development.

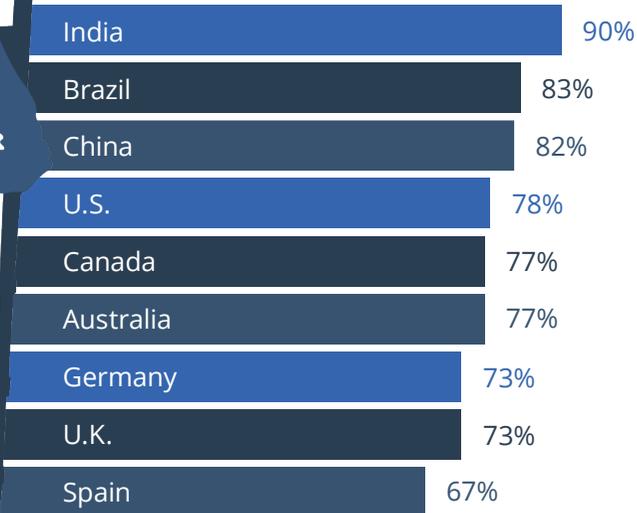
78% of people across the globe say women have more opportunities today than they did three years ago. Yet the World Economic Forum’s 2016 report on the global gender gap attests that “more than a decade of data has revealed that progress is still too slow for realizing the full potential of one half of humanity within our lifetimes.” In our survey, 82% of adults agree that women and men are still not viewed as equals.

**But women globally – along with many of their male counterparts – are stiffening their resolve to push for gender parity, so that not just their own lives are improved, but the world at large.**



*"I feel women have more opportunities today than they did three years ago."*

*(percent of adults globally who agree)*



*"I think the roles of men and women are becoming more blurred."*

*(percent of adults globally who agree)*

**75%**  
Men

**72%**  
Women



*"I think the world would be a better place if it were run by women."*

*(percent of adults globally who agree)*

**57%**  
Women

**41%**  
Men

Since 2007, the number of women-owned firms in the U.S. has increased by **45%**



Of **41** countries represented in Organization for Economic Cooperation and Development data, the U.S. is the only one that doesn't offer some form of maternity or paternity leave.

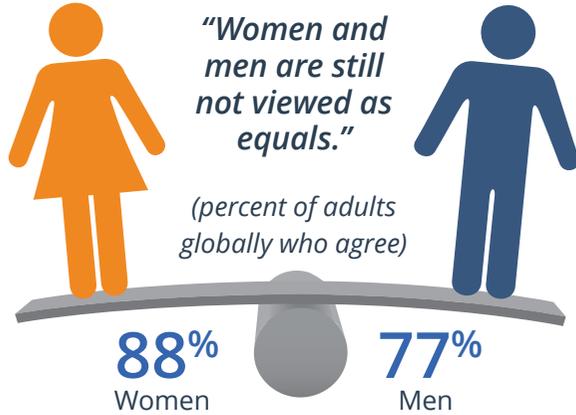


*"I plan on raising my children differently from how I was raised."*

*(percent of adults globally who agree)*

**76%**  
Men

**70%**  
Women



### What if it was never a dress?

Axosoft, a business-to-business software company, launched #ItWasNeverADress at the 2015 Girls in Tech Catalyst Conference in Phoenix. The campaign was designed to raise awareness about women who are overlooked in typically male-dominated tech, science and mathematics fields, using the slogan, "When we see women differently, we see the world differently." Tania Katan, Axosoft curator of code and campaign spokeswoman, says, "People are very excited to see that they aren't just a symbol of the mundane, but they're actually a symbol of the extraordinary."

### What if more women held office?

In Saudi Arabia, women still cannot drive, nor can they marry or travel abroad alone without permission from a male guardian. Yet in December 2015, nearly 1,000 women had their name on municipal council ballots in the first nationwide election in which women had the right to vote – and run for office. Nearly 20 female candidates were elected. Despite these new rights, critics say restrictions still make it hard on women who want to run for office and vote. While nearly 1.36 million men are registered to vote in Saudi Arabia, roughly just 130,000 women are registered.

### What if equal work got equal pay?

On October 24, 2016, thousands of women across Iceland walked out of the workplace at exactly 2:38 p.m. The mass exit was a coordinated effort to protest Iceland's persistent wage gap – on average, women in Iceland earn 14% to 18% less than their male colleagues, despite living in a country that's among the best in the world for gender equality. This essentially means women are working "for free" from 2:38 p.m. onward. For a similar protest in 2005, women left work at 2:08 p.m. In 2008, it was 2:25 p.m. If progress continues at the current rate, it will be another 52 years until the earnings gap closes entirely.

### Why does this matter to Ford?

As demographic shifts continue to change household and work dynamics, women and men will redefine roles and responsibilities in 2017 and beyond. At Ford, we have long recognized that women have a growing influence both in the marketplace and in society at large.



*What percent of the world's billionaires are female?*



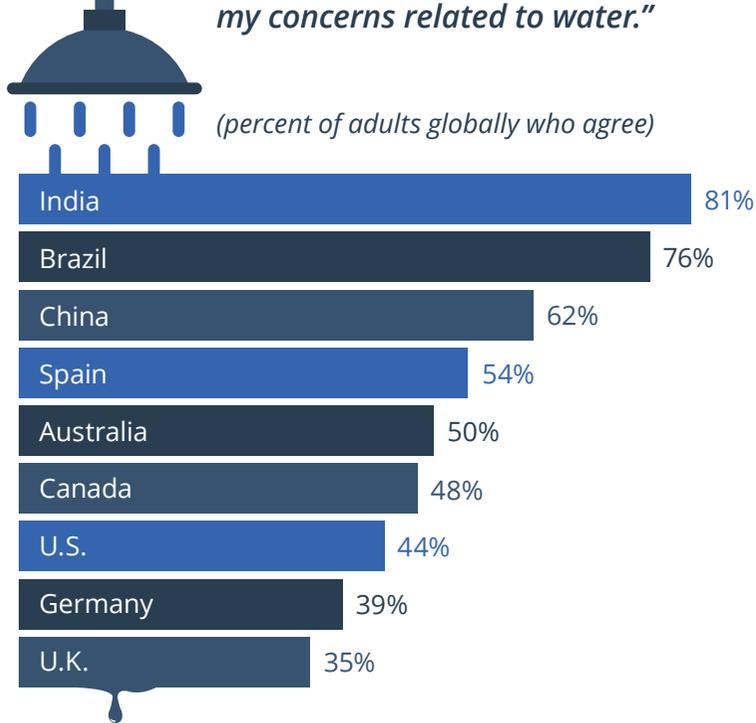


## Revisiting “Sustainability Blues”

In our 2014 trend book, we addressed the world’s increasing concerns about water. We had just witnessed devastating floods from a typhoon in the Philippines, debilitating droughts in Lima and contamination in China’s Yangtze River. Sadly, this trend has not subsided.

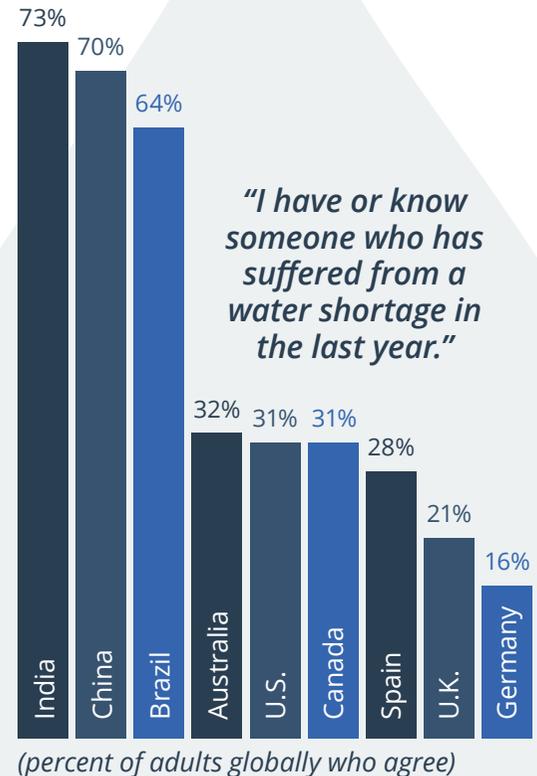
**In 2015, the World Economic Forum declared the water crisis to be the most devastating risk to society and now, it looms even larger.** Sri Lanka, São Paulo and the U.S. were devastated by floods this year. And Flint, Michigan, is a reminder that water contamination is as pressing an issue for developed nations as it is for emerging ones.

*"I have changed my behavior in the last year as a direct result of my concerns related to water."*



### **What if your faucet was a conservation tool?**

Tired of wasting water while you wash hands or rinse dishes? Described as "the world's most extreme water-saving nozzle," Altered:Nozzle is designed to transform tap water into a mist that's suitable for most household sink needs. It's equipped with two settings – mist mode, which releases 0.047 gallon of water per minute, and super saver mode, which releases 0.32 gallon per minute. By turning water into mist, the nozzle provides users with greater surface area, which can then be adjusted per the demands of a given task. Developed in Stockholm, Altered:Nozzle is targeted to ship globally in December 2016.





In 2010, the United Nations officially declared water and sanitation to be “human rights.”



**1.8 billion** people around the world don't have access to safe water – that's nearly 25% of the world's population.

An estimated **2/3** of the world's population may face water shortages by 2025.



Water problems cause estimated annual economic losses of up to

**7% GDP** in some countries.

The average American consumes more than **300 gallons** of California water each week by eating food that was produced there.



Poor sanitation, water and hygiene

lead to about **675,000** premature deaths annually.

In developing countries, the burden of hauling water rests primarily on women and girls. In Africa and Asia, the average haul is roughly **3.5 miles**.



*"I am more aware of drought and flooding concerns today than I was two years ago."*



**70%** of adults globally agree

### **What if your car created clean water?**

In 2014, we wrote about a billboard in Peru that converted moisture in the air into clean drinking water. Inspired by this, Ford employee Doug Martin invented a system to convert the fluid leaking from a car's air conditioner into clean drinking water – pumping it from a faucet in the center console into a filter that removes organic impurities. Martin is one of 4,500 Ford employees who submitted innovation ideas to push the company beyond its corporate goals.

### **What if beer took less water?**

When beer company SABMiller decided to calculate its water footprint eight years ago, it learned that 90% of its water use went toward growing ingredients such as barley and hops. The company resolved to cut its water consumption – it now uses 3.5 liters of water on average to produce one liter of beer, with the goal of cutting use down to three liters by 2020. SABMiller is committed to working with its vendors to reduce pollution and minimize runoff into local rivers.

### **What if a dry city became a leading water lab?**

Averaging just four inches of rain a year, Las Vegas constantly feels the pinch of water conservation – and thus is leading the charge for innovation. It's home to WaterStart, a small incubator that's backed by the city, state and academic and private groups alike. WaterStart identifies and supports promising new water technologies – such as products that remove nitrates from well water, drones that help improve irrigation precision, and acoustic devices that can detect pipe leaks before they become problematic. The hope is that WaterStart can bring sustainable solutions not only to the region's water crisis, but also the world's – along with a bevy of jobs to sustain the economy.

### **Why does this matter to Ford?**

We are committed to improving our approach to sustainability in ways that preserve our planet. We were the first automotive company to have a water strategy, and we are proud to lead the industry with an "A" rating from the CDP, the world's only global environmental disclosure agency. We have a long term goal of using zero potable water in our manufacturing processes.



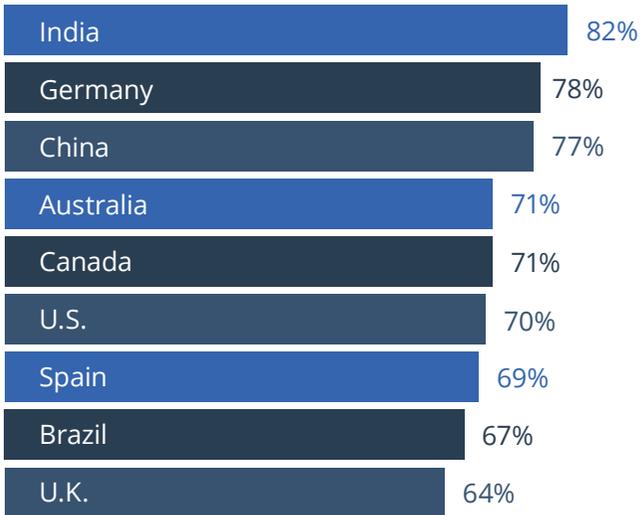
## The Good Life 2.0

Today, bigger isn't always better, and ownership isn't equated with happiness. **More and more consumers are finding joy in less, taking advantage of access-over-ownership service models and wealth is an increasingly outdated measure of success.** These shifts are prompting global citizens to rethink what it means to live the good life, where "good" encompasses not just possessions, but also experiences and values.



***“Prosperity today is more about happiness than wealth.”***

*(percent of adults globally who agree)*



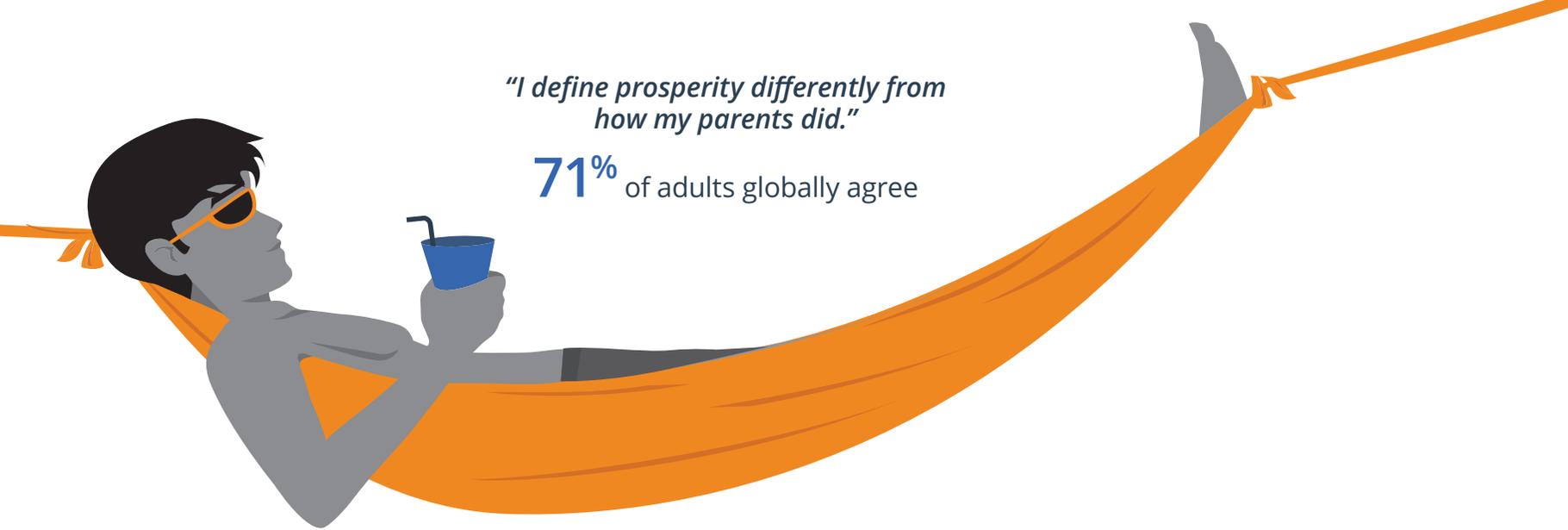
***“I’m annoyed by people who are showy with their money.”***

*(percent of adults globally who agree)*



*"I define prosperity differently from how my parents did."*

**71%** of adults globally agree



*"Wealth is an outdated measure of success."*

(percent of adults globally who agree)

**69%**  
Women

**60%**  
Men





***“I care less about material possessions than I did in the past.”***

*(percent of adults globally who agree)*

**62%**  
Ages 18-29

**67%**  
Ages 30-44

**73%**  
Ages 45+

## **What if purpose precedes profit?**

**Rustam Sengupta was fulfilling the traditional measures of success** – an MBA from a top business school, a well-paying consulting career – when he discovered a higher calling after visiting his native village in India and finding deep problems with electricity, drinking water and other necessities. Motivated to help, Rustam founded Boond, a social enterprise dedicated to supporting alternative energy throughout northern India.

**When Sam Polk was disappointed by his \$3.6 million bonus**, he realized he’d been on Wall Street too long. He gave two-weeks notice, spent time traveling the world, and then moved to San Francisco to start a nonprofit called Groceryships, which provides nutrition education along with scholarships for groceries to help families incorporate more healthful foods into their diets.

**When New York City lawyer Zan Kaufman** began working at her friend’s burger shop on weekends to break up the monotony of her weeks, she never imagined it would become her life’s passion. When Zan had an opportunity to move to London a year later, she didn’t apply to law firms, she bought her own food truck – and Bleecker Street Burger was born.

## **What if vacation was medicine?**

To escape the pressures of urban life and the stresses of constant connectivity, Millennials (those born between 1980 and 2000) are not turning to five-star hotels or Michelin Star restaurants. Instead, they’re using vacation to boost their well-being – from yoga retreats to boot camps to healthy cooking tours in Italy. Wellness travel is now a \$563 billion global industry, after growing 14% in the last two years. More than 690 million wellness-focused trips were taken in 2015 worldwide.

## **Why does this matter to Ford?**

The automobile means different things to different people – for some, it’s status; for others, it’s a love of the open road; and for many, it’s simply a ride. At Ford, we continually explore the intersection of need and desire to help fulfill our customers’ “good life” aspirations.



## Time Well Spent

Has the New York minute gone worldwide? **In our on-demand world, patience seems to be less of a virtue, perhaps because it's so rarely needed.** Historians don't know when the notion of time was invented or who created it, but today's conventional ideas about time – and the rules that accompany it – are often discarded.

Time is a currency that we spend, and value, differently than we did in the past. Punctuality is a dying art. Procrastination can be a strength. And there are more and more ways to rationalize how we spend our time – rather than declaring it “wasted.”



*"My definition of wasting time is different than it was in the past."*

**72%** of adults globally agree

***Which of the following do you consider a productive use of time?***

*(percent of adults globally who agree)*



Sleeping

57%



Surfing the internet

54%



Reading fiction

43%



Watching TV

36%



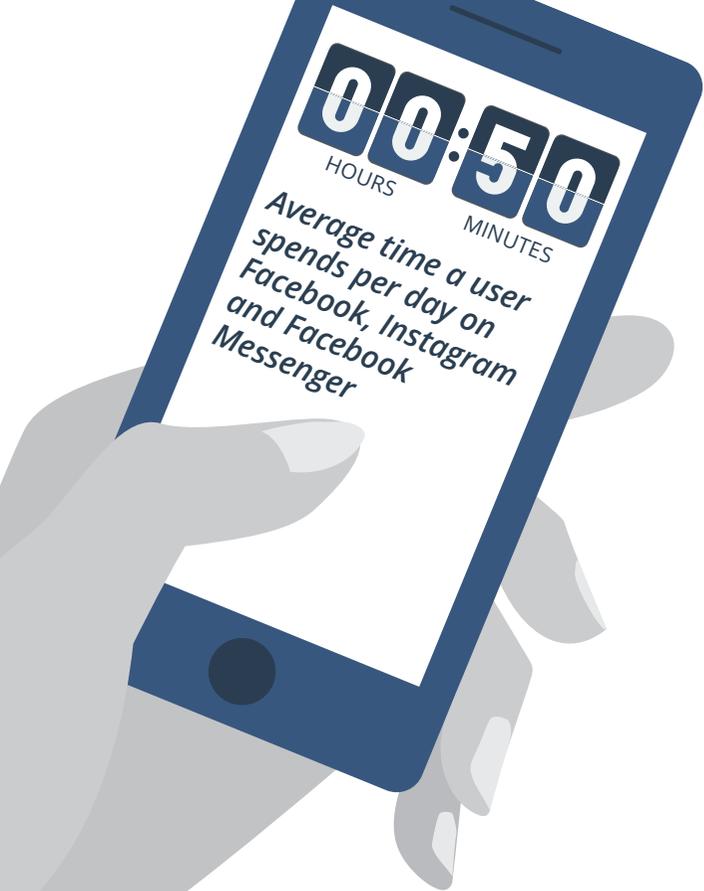
Social media

24%



Daydreaming

19%



**98%** of kids who have taken a "gap year" agree the experience "helped me develop as a person."

Long a tradition for students in the U.K., the gap year is becoming a trend among students in the U.S. – according to the American Gap Association, the number of students taking a gap year increased 22% between 2014 and 2015. U.S. President Obama's daughter, Malia, announced plans to take a gap year before attending Harvard in fall 2017.

*"I find I am more impatient today than I was in the past."*



*(percent of adults globally who agree)*

**63%**  
Ages 18-29

**57%**  
Ages 30-44

**43%**  
Ages 45+



NOW



LATER



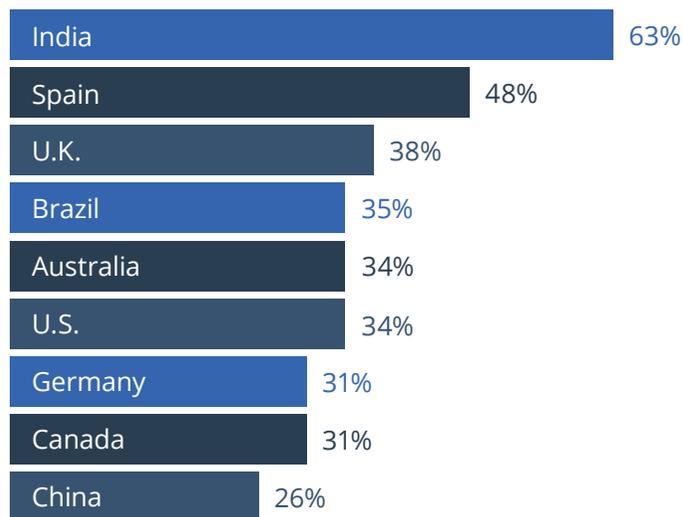
SOMEDAY



SOON

***“Procrastination helps me be more creative or productive.”***

*(percent of adults globally who agree)*



## **What if you could save distractions for later?**

Ever searched online to discover a specific piece of information you need, only to find yourself hours later down a highly engaging, yet nonetheless wholly irrelevant, rabbit hole? We’ve all been there. Pocket saves those delightfully distracting finds for later so you can skip the fear of missing out and stay focused on the task at hand while surfing the web. The app works across browsers, devices and operating systems to seamlessly collect the articles, videos and podcasts in one place. Across its 22 million users, over two billion articles have been saved.

## **What if detention time is replaced with meditation time?**

Delinquent students at one Baltimore elementary school are no longer punished by spending afterschool hours counting down the minutes in a bleak detention room. Instead, the school has implemented a Holistic Me afterschool program that uses that time proactively – with activities like yoga, mindfulness and meditation to teach students how to manage their emotions. Since the launch of the program in 2014, the school reports zero suspensions.

## **What if overtime had no place at the office?**

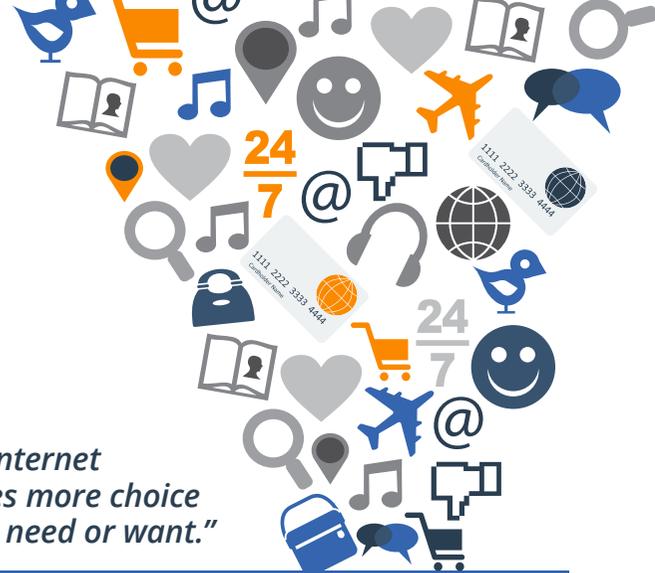
At Heldergroen, an ad agency near Amsterdam, the workday ends abruptly at 6 p.m. with the turn of a key – literally. Steel cables hoist the desks into the air, complete with computers, notepads and desktop miscellany. With the floor vacated, the space is free for yoga, dance parties and other activities that people are free to enjoy when they spend less time working and more time living. “It’s a ritual which says there is a time and a space to start working,” Sander Veenendaal, the firm’s creative director, told BBC Radio.

## **Why does this matter to Ford?**

Each year, 160 million hours are taken up by daily commutes and traffic jams. Ford’s Smart Mobility efforts are designed to address this issue, helping turn wasted time into meaningful time for travelers.

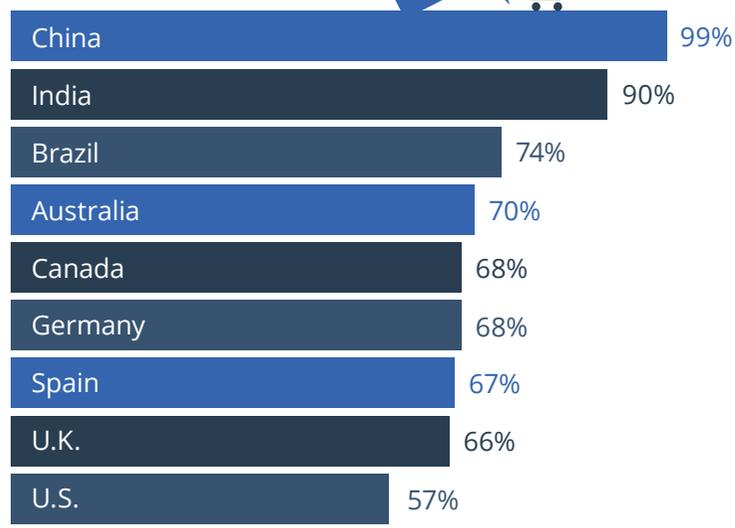
## Decider's Dilemma

Whether you shop online or in-store, at local mom and pop shops or big box retailers, today there is an abundance of choice – a situation as remarkable as it can be overwhelming. This impacts our attitudes toward commitment. **People are reluctant to commit when they have so many options at their fingertips – and increasingly, they don't have to.** Products, services and values are adapting to accommodate a sampling society that prioritizes trying over buying.



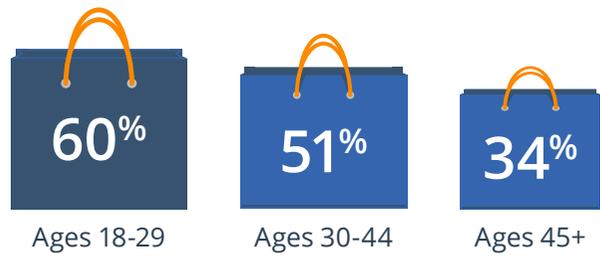
*"The internet creates more choice than I need or want."*

(percent of adults globally who agree)



*"After I buy something, I worry that I should have kept looking for a better product or deal."*

(percent of adults globally who agree)



*"I don't plan to live in the same place for more than five years."*

*"I don't plan to work for my current employer for more than five years."*

*(percent of adults globally who agree)*



*"In the last month, I have walked away from a purchase decision because there were so many options, I couldn't choose."*

*(percent of adults globally who agree)*





*“Online dating sites make it harder for people to commit to relationships.”*

**54%** of adults globally agree

### **What if you could test drive an Apple Watch?**

The art of sampling is going high-tech with Lumoid, a short-term electronics rental service. For \$60 a week, you can test out an Apple Watch before making the \$550 purchase. For just \$5 a day, you can rent a drone to find the model that’s best for you.

### **What if you could get rid of your lease?**

The once inviolable 12-month contract is being upended by Millennials who prefer to be footloose and lease-free – thanks to a new startup called Flip that connects subletters directly with subletees. As testament to the high demand for short-term leases, the site guarantees it can find someone to take over your lease within 30 days of listing.

And then there’s Roam, a housing service that allows customers to sign one lease and live in any of its properties across three continents for as little as a week at a time. With modern amenities such as high-speed Wi-Fi, luxury kitchens and coworking spaces included, Roam-ers can travel easy knowing their needs will be taken care of wherever they choose to go.

### **What if you could work up a sweat anywhere?**

Founded in 2015, ClassPass grants members limited access to more than 8,000 fitness studios in 35-plus cities – all through one monthly membership. Prices and plans vary, so members can choose how many times a month they’d like to hit certain gyms and classes. In Asia, KFit is embracing this serial sampling approach by providing members with access to more than 1,000 fitness partners across six cities. London’s Somuchmore is expanding its network beyond fitness to include holistic wellness, with classes for nutrition, meditation and yoga.

### **Why does this matter to Ford?**

Consumers are faced with a plethora of transportation options – a choice between public transportation or personal vehicle, which route to take, what time to leave, and more. Our Ford Pass and emerging mobility solutions are specifically designed to help each traveler plan his or her journey.



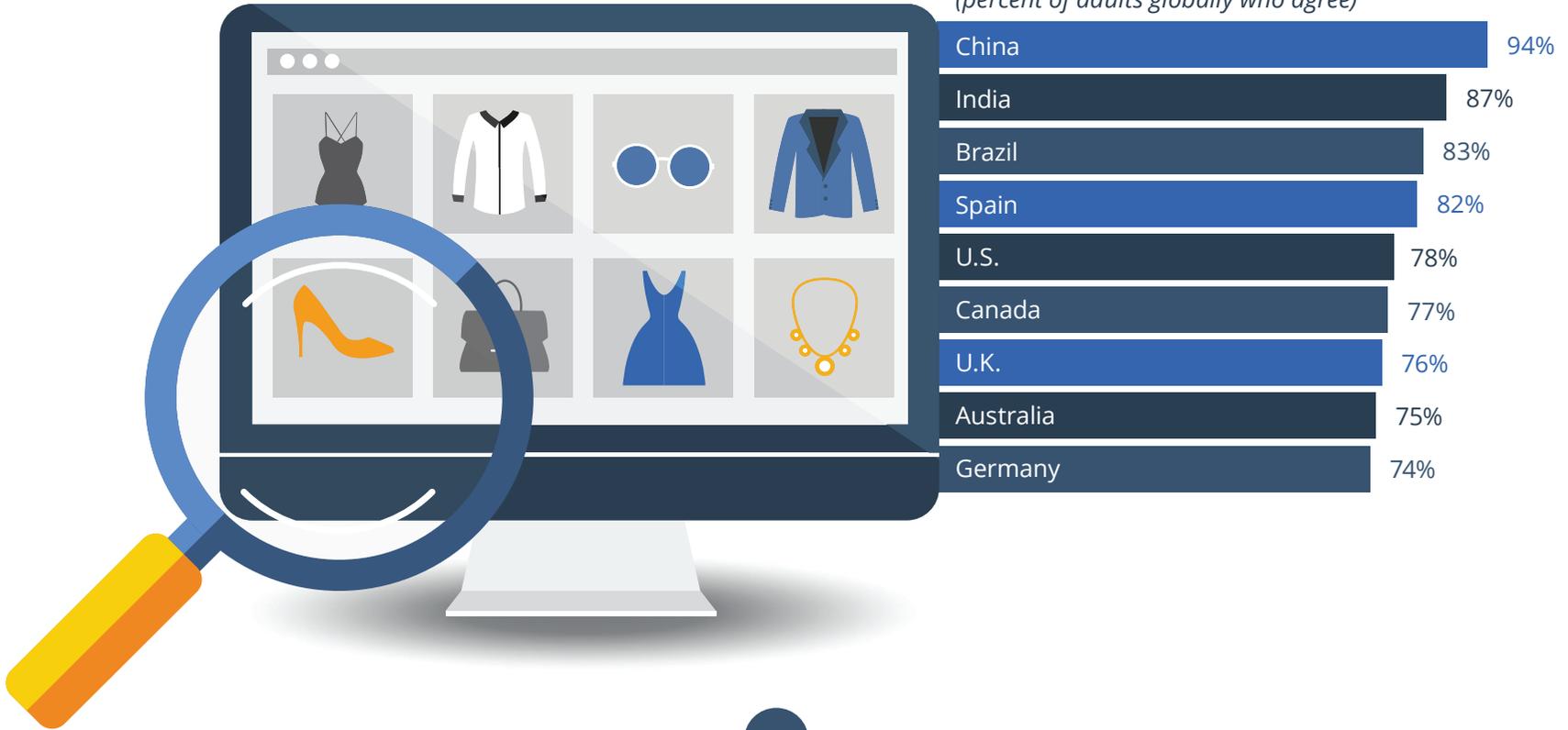


## The Tech Spiral

Is technology improving our way of life – or eroding it? In many ways, tech has made life more convenient and efficient, and yet we also have shorter attention spans, lower retention, and greater likelihood to allow technology to do our thinking for us. The more we read, it often feels, the less we know. There is an underbelly to technology that has become increasingly apparent to users, who are now beginning to grapple with the impact.

*"The quest to find 'something better' is never-ending."*

(percent of adults globally who agree)



*"Our increased reliance on technology has resulted in higher rates of obesity."*

**77%** of adults globally agree



*"I find information online is frequently contradictory."*

(percent of adults globally who agree)

**80%**  
Ages 18-29

**77%**  
Ages 30-44

**72%**  
Ages 45+



*"Technology is contributing to sleep deprivation."*

(percent of adults globally who agree)

**78%**  
Women

**69%**  
Men



*"Technology is making us dumber."*

**47%** of adults globally agree

*"Technology is making us less polite."*

**63%** of adults globally agree



### **What if there's an addiction algorithm?**

Netflix's recent forays into content creation show it has figured out how to get us addicted to new shows even sooner. According to global viewership data, the streaming video giant's 2015 series – including "House of Cards," "Unbreakable Kimmy Schmidt" and "Orange Is the New Black" – took three to five episodes to hook viewers for the rest of the season. Viewers of newer shows like "Stranger Things" and "The Get Down" are addicted after only two episodes. Viewers of newer shows like "Stranger Things" and "The Get Down" are addicted after only two episodes.

### **What if your phone ate your homework?**

While smartphones have enabled kids to send Snapchat selfies, U.S. research shows screen time is likely to hurt their performance in school. Kids who spend two to four hours daily using digital devices outside of class are 23% more likely not to finish homework, compared with kids who spend less than two hours consuming digital media. As time spent with screens increases, so does the likelihood homework will be incomplete. Kids who spend four to six hours with their screens are 49% less likely to finish their assignments. As screen time reaches six to eight hours, that figure jumps to 63%.

### **What if cars could save petextrians?**

According to the U.S. National Highway Traffic Safety Administration, a pedestrian is injured every eight minutes in a collision with a car. One cause of this rise in accidents is "petextrians" – pedestrians who are distracted by texting. To keep roads and sidewalks safe, Ford is pioneering technology that predicts human movement to reduce the severity of frontal collisions, and in some cases, even eliminate these accidents. Using 12 vehicles, Ford conducted 500,000-plus miles of development testing in Europe, China and the U.S., racking up more than one year – 473 days – of data logging. In just 15 weeks in North America alone, the technology recorded more than three million scans of roadside objects, vehicles and pedestrians across roughly 70% non-highway and 30% highway miles.

### **Why does this matter to Ford?**

When it comes to technology, we recognize that more isn't always better. We are deliberate and purposeful with our innovation – and as we push the boundaries of technology, we do it in ways that are seamless, integrated and intuitive.



## Championing Change

Who has the greatest opportunity – and influence – to make a difference today? On the environment? On social issues? On health and wellness? For decades, the buck has been passed back and forth between individuals and institutions, be they government or enterprise. **Increasingly, we are holding each other – and ourselves – accountable for making the right decisions for society at large.**

*Which of the following do you feel has the most power to effect positive change on society?\**

*(percent of adults globally who agree)*



**47%** Individual consumers



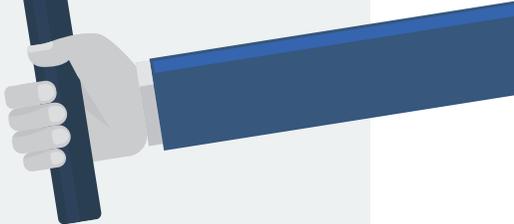
**28%** Governments



**17%** Companies

*\*8% of respondents chose "none of the above"*

*"I believe boycotting a brand can change corporate behavior for the better."*



**69%** of adults globally agree



*“Who is most to blame for excess consumerism?”*

*(percent of adults globally who agree)*





*"I should pay closer attention to the production ethics of the products I buy."*

**86%** of adults globally agree

### **What if transparency was a business model?**

Web-based U.S. fashion retailer Everlane is demonstrating accountability to its suppliers and customers through a relentless commitment to "radical transparency." Everlane is cutting out the margins that are rampant in luxury fashion, and sharing the cost of every item on its website – broken down by material, labor and transport. The retailer provides information about the factory where an item is produced, its owner, and pictures of its facilities. With this radically open approach, Everlane can offer high-quality, minimalist designs – without the designer price tag.

### **What if vaccinations were more affordable?**

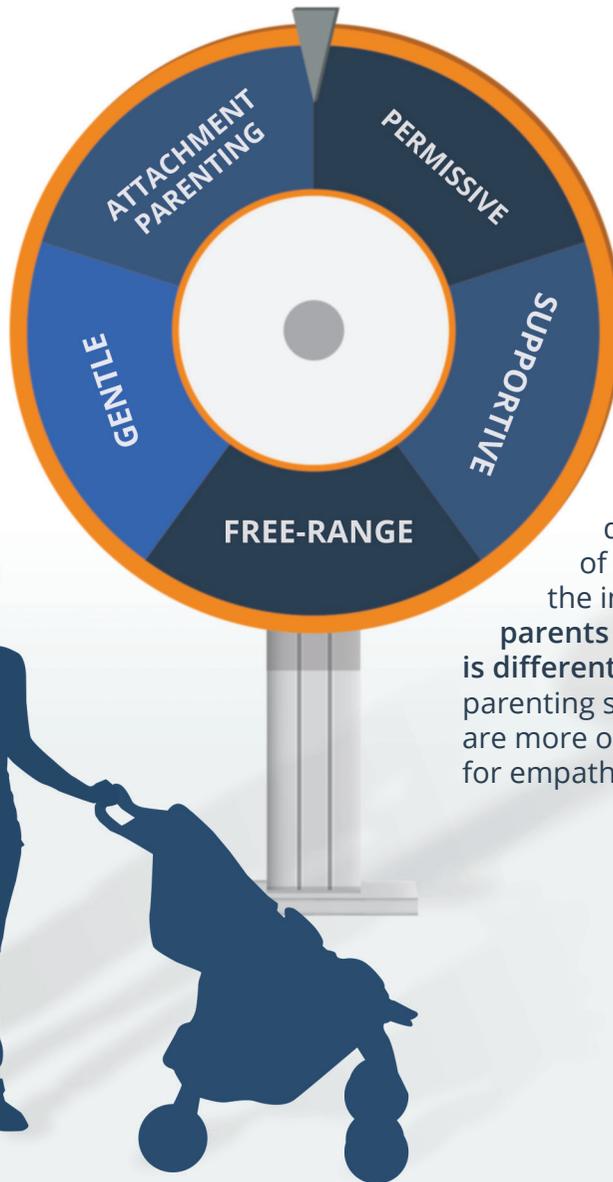
International humanitarian group Doctors Without Borders is sticking to its guns on the issue of high vaccination prices, so much so that the group recently declined a donation of one million pneumonia vaccines. The formula for these medicines is patented, which prevents competition and drives up prices – making the vaccine largely inaccessible to many parts of the world, including organizations like Doctors Without Borders. The group forgoing this short-term assistance demonstrates its commitment to the long-term distribution of the medicine at a fair price.

### **What if drones made you rethink carpooling?**

To encourage the use of UberPool and decrease the number of cars on the road, Uber unleashed drones as mobile billboards in Mexico City. Provoking commuters stuck in gridlock, messages called on drivers to stop and think about the impact of driving their own cars every day. One read, "Driving by yourself? This is why you never see the volcanoes," in reference to the smog that covers the city. Another said, "The city would be for you, not 5.5 million cars."

### **Why does this matter to Ford?**

Our mission is to make customers' lives better. In so doing, we are constantly mindful of what's best for them economically, socially and environmentally. We are unwaveringly committed to progress.



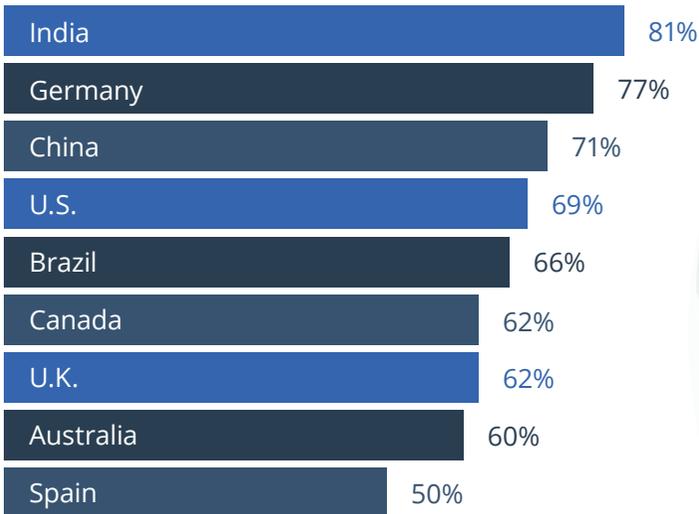
## The Parenting Trap

Why did the act of parenting become such a hotly debated topic? Today, there are thousands of schools of thought on parenting – and they are all right there on the internet for everyone to see, adopt or critique. **Many parents have abandoned the script, recognizing every kid is different and requires a unique approach to parenting.** As parenting styles proliferate, so, too, has judgement – yet parents are more open and forthcoming about their struggles, looking for empathy and advice from their peers.



## *“The success of my parenting is measured by the success of my children.”*

*(percent of parents globally who agree)*



## *Parenting Tricks Around the World*



Vietnamese parents potty-train their babies by nine months by teaching them to go at the sound of a whistle.



Norwegian children follow strict schedules and regimens that include napping outside – even in subzero temperatures.



In Kenya, the Kisii avoid looking their babies in the eye, which is considered an act bestowed with a lot of power. Researchers say Kisii kids are less attention-seeking as a result.



While Danish parents shop, they may leave their kids outside to get some fresh air, considered essential for healthy development.



Japanese parents let their kids ride the subway solo at age 7.

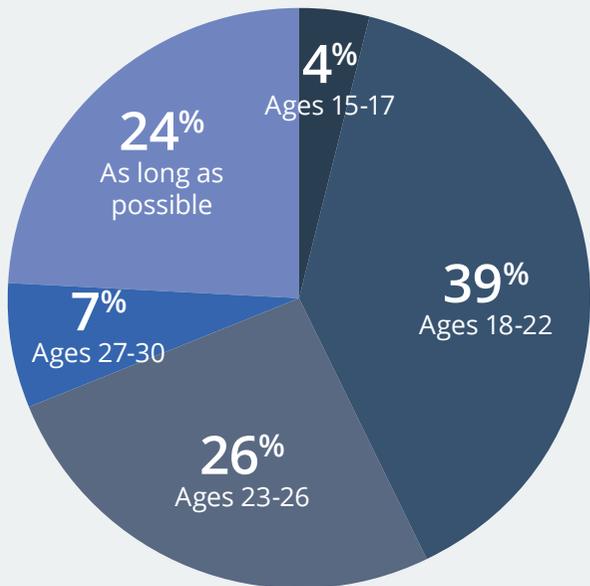


French kids eat everything that's on the table, with the expectation that if you try something enough times, you'll come to like it. The result is French kids who eat what adults eat – everything from foie gras to stinky cheese.



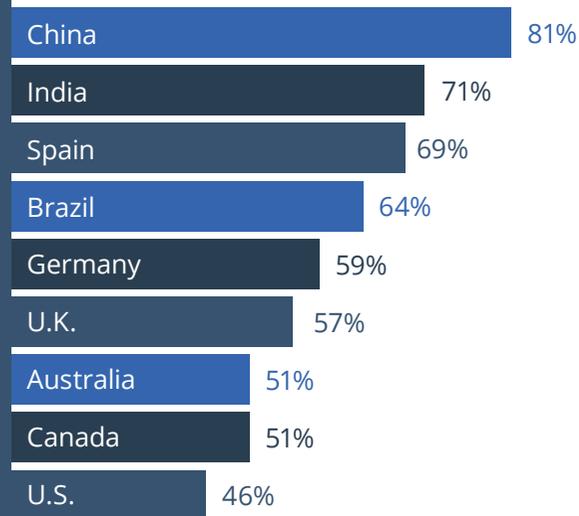
***“Until what age should a parent take financial responsibility for his or her child?”***

*(percent of adults globally who agree)*



***“The influence of technology on children’s development is more positive than negative.”***

*(percent of adults globally who agree)*



***“Parents today are more open about the difficulties of parenting.”***

**82%** of adults globally agree



***"I feel people constantly judge my parenting style."***

*(percent of parents globally who agree)*

**60%**  
Ages 18-29

**52%**  
Ages 30-44

**32%**  
Ages 45+

***"I believe nature is more important than nurture in determining a child's future."***

**50%**  
of men  
globally agree

**40%**  
of women  
globally agree



### ***What if you didn't need the birds and the bees?***

In the U.S., artificial insemination and in-vitro fertilization lead to 100,000 births annually – making up 2.5% of the four million children born each year. While these procedures remain complicated and costly, scientific advancements are opening doors for embryo selection and genetic editing – including a new process called preimplantation genetic diagnosis in which parents select from more than 100 embryos to minimize risks of disease. Other scientists are looking into genetic editing to enable same-sex couples to create their own babies, as well as babies with a single parent gene.

### ***What if dads and moms were equal caregivers?***

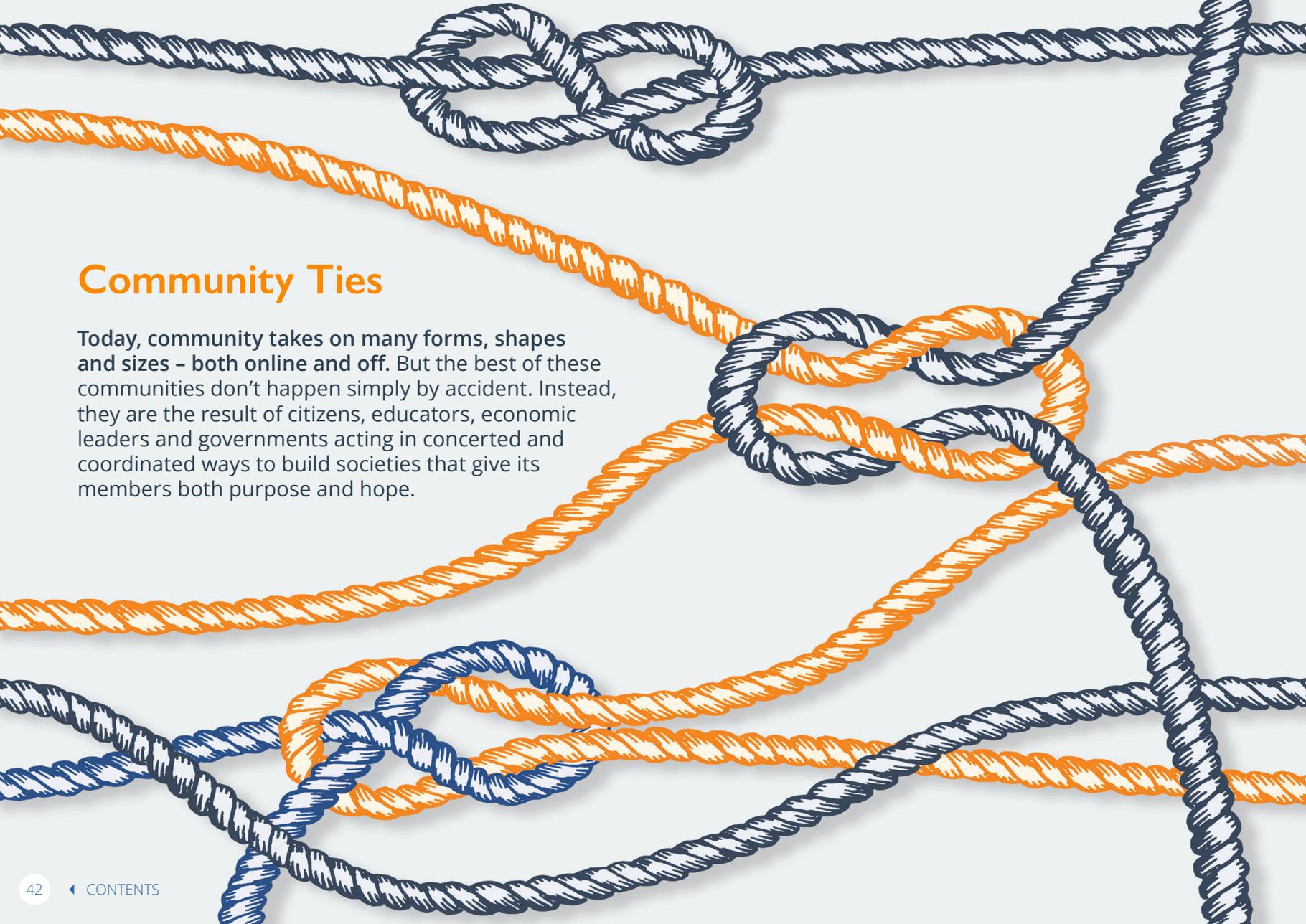
In June 2015, the first-ever "State of the World's Fathers" report debuted at the United Nations headquarters in New York. The report calls attention to men's participation in caregiving and parenthood, asserting that when men become more involved in children's lives, child development improves. Specific areas of focus include participation in maternal health during the prenatal period; paternity leave; fathers' presence through children's adolescence; and equality at home.

### ***What if there's no way to know what you can be when you grow up?***

Parents aren't just faced with uncertainty about how to raise their kids – they're faced with not knowing what kind of world they are raising them to survive and thrive in. According to World Economic Forum, the pace of change in our global society is so rapid and disruptive that 65% of children entering school today will work jobs that don't currently exist.

### ***Why does this matter to Ford?***

Every day, new and young drivers take to the road for the first time. Our goal is to develop programs, vehicles and services that afford parents peace of mind when their loved ones are behind the wheel.



## Community Ties

Today, community takes on many forms, shapes and sizes – both online and off. But the best of these communities don't happen simply by accident. Instead, they are the result of citizens, educators, economic leaders and governments acting in concerted and coordinated ways to build societies that give its members both purpose and hope.

# PURPOSE > PROFIT

*"I'm more likely to support companies that prioritize purpose over profit."*

*(percent of adults globally who agree)*

**88%**  
Women

**83%**  
Men



According to a U.S. Gallup poll, people who said they received recognition for community service self-reported a well-being score of **70.0** out of 100.

Those who said they had not received recognition for their service self-reported a well-being score of **58.5** out of 100.



**72%** of companies use their online communities to get feedback and insights into how existing products are used.



**67%** of companies use online communities to collect ideas for new products or features directly from customers.



**22%** of U.S. adults receive alerts about local issues (such as traffic, school events, weather warnings or crime alerts) via email or text message.



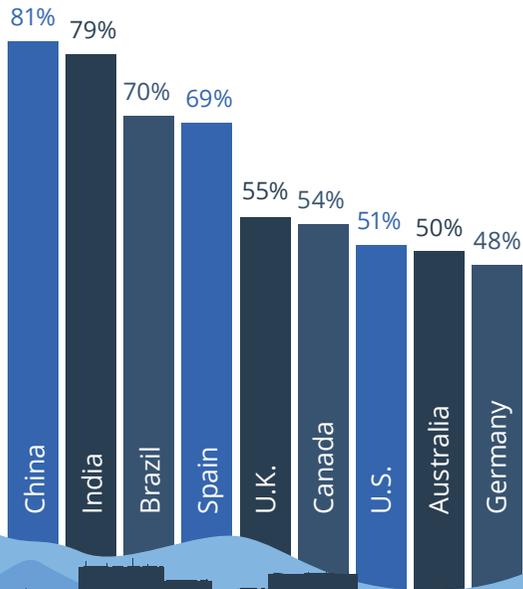
**20%** of U.S. adults use digital tools to talk to their neighbors and keep informed about community issues.



**46%** of U.S. adults talk face-to-face with neighbors about community issues.

***“Companies are responsible for improving the lives of their customers.”***

*(percent of adults globally who agree)*



### ***What if building a library took a century?***

A Norwegian town is responding to the high-speed pace of today's world by building a locally centric "slow space." Future Library is a public art project that will be built from a special plot of 1,000 pines reserved to be turned into books by the community over the next 100 years.

### ***What if you got a local perspective on a layover?***

As community is often in the eye of the beholder, many travel services are stepping up to give that eye a local perspective. Dutch airline KLM is connecting travelers with layovers in Amsterdam with a local guide – covering the cost of a train into the city and the first round of drinks for both the tourist and the local. IcelandAir's Stopover Buddy program offers experiences facilitated by its own employees during 24-hour layovers in Reykjavik. Singapore's BeMyGuest travel site offers complete travel experiences across Asia facilitated by local tour guides and agencies.

### ***What if banks were rated on community?***

Mighty is an online tool that makes choosing a bank as easy as reading a nutrition label, helping consumers understand what banks are doing for their community. It sorts through a myriad of annual reports, certifications in the community, and values-based accreditations, such as B Corp status, to highlight banks providing the most community bang-for-the-buck.

### ***Why does this matter to Ford?***

Ford recognizes that our work is not just with customers, but with communities. This is why we've teamed up with major global cities to help solve congestion issues and help people move more easily, today and in the future.

# Citations

## Revisiting “Trust Is the New Black”

- Percent of adults who agree “I say what I really think of social media.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I find that social media is more about optics than substance.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “People today are less likely to consider opposing viewpoints.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Finding information that’s objective and fact-based has never been more difficult.” (BAV Consulting, Global Survey 2016)
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- Percent of adults who agree “The truth is something that is indisputable.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “You can be authentic without being truthful.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Today’s media outlets offer more opinion than objective news coverage.” (BAV Consulting, Global Survey 2016)
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- What if hidden fees didn’t fly? (tranfparency.com)
- What if fact checking was cool again? (CNN.com, “How Donald Trump Made Fact-Checking Great Again,” Nov. 7, 2016)

## Revisiting the “Female Frontier”

- Percent of adults who agree “I feel that women have more opportunities today than they did three years ago.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I think the roles of men and women are becoming more blurred.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I think the world would be a better place if it were run by women.” (BAV Consulting, Global Survey 2016)
- Since 2007, the number of women-owned firms in the U.S. has increased by 45%. (American Express, “The 2016 State of Women-Owned Businesses Report,” 2016)
- Of 41 countries represented in the Organization for Economic Cooperation and Development data, the U.S. is the only one that doesn’t offer some form of maternity or paternity leave. (OECD, Key Characteristics of Parental Leave Systems)
- Percent of adults who agree “I plan on raising my children differently from how I was raised.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Women and men are still not viewed as equals.” (BAV Consulting, Global Survey 2016)
- What percent of the world’s billionaires are female? (Forbes, “Forbes 2016 World Billionaires: Meet the Richest People on the Planet,” Mar. 1, 2016)
- What if it was never a dress? (itwasneveradress.com)
- What if more women held office? (BBC, “Saudi Arabia’s Women Vote in Election for the First Time,” Dec. 12 2015)
- What if equal work got equal pay? (The Independent, “Iceland’s Women Leave Work at 2:38pm To Protest Gender Pay Gap,” Oct. 25, 2016)

## Revisiting “Sustainability Blues”

- Percent of adults who agree “I have changed my behavior in the last year as a direct result of my concerns related to water.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I have or know someone who has suffered from a water shortage in the last year.” (BAV Consulting, Global Survey 2016)
- What if your faucet was a conservation tool? (alteredcompany.com)
- In 2010, the United Nation’s officially declared water and sanitation to be “human rights.” (un.org)
- 1.8 billion people around the world don’t have access to water. (World Health Organization, “Drinking-Water,” November 2016)
- An estimated two-thirds of the world’s population may face water shortages by 2025. (World Wildlife Fund, “Water Scarcity,” 2016)
- Water problems cause estimated annual economic losses of up to 7% of GDP in some countries. (worldbank.org)
- The average American consumes more than 300 gallons of California water each week by eating food that was produced there. (New York Times, “Your Contribution to the California Drought,” May 21, 2015)
- Poor sanitation, water, and hygiene lead to about 675,000 premature deaths annually. (worldbank.org)
- In developing countries, the burden of hauling water rests primarily on women and girls. In Africa and Asia, the average haul is roughly 3.5 miles. (un.org)
- Percent of adults who agree “I am more aware of drought and flooding than I was two years ago.” (BAV Consulting, Global Survey 2016)
- What if your car created clean water? (Ford Motor Company)

- What if beer took less water? (BBC, “Companies Get Serious About Water Use,” Apr. 13, 2012)
- What if America’s driest city became its biggest water lab? (Politico, “Las Vegas Is Betting It Can Become the Silicon Valley of Water,” Apr. 21, 2016)

### The Good Life 2.0

- Percent of adults who agree “Prosperity today is more about happiness than wealth.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I am annoyed by people who are showy with their money.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I define prosperity differently from how my parents did.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Wealth is an outdated measure of success.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I care less about material possessions than I did in the past.” (BAV Consulting, Global Survey 2016)
- What if purpose precedes profit? (The Guardian, “What Is It Like to Quit Your Life and Start Again?” Jun. 12, 2015; My Venture India, “Entrepreneurs Who Quit High Paying Jobs to Start Their Own Ventures,” Nov. 16, 2015; groceryships.org)
- What if vacation was medicine? (Fast Company, “Burned-Out Americans Are Helping Wellness Tourism Flourish,” Oct. 29, 2016)

### Time Well Spent

- Percent of adults who agree “My definition of wasting time is different than it was in the past.” (BAV Consulting, Global Survey 2016)
- “Which of the following do you consider a productive use of time?” (BAV Consulting, Global Survey 2016)

- Average time a user spends per day on Facebook, Instagram, and Facebook Messenger. (New York Times, “Facebook Has 50 Minutes of Your Time Each Day. It Wants More,” May 5, 2016)
- 98% of kids who have taken a “gap year” agree the experience “helped me develop as a person.” (Forbes, “Some Students Headed to College Take a Gap Year First,” Apr. 28, 2016)
- Percent of adults who agree “I find I am more impatient today than I was in the past.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Procrastination helps me be more creative or productive.” (BAV Consulting, Global Survey 2016)
- What if you could save distractions for later? (TechCrunch, “Pocket Wants You To Read Ads Later, Too,” Feb. 23, 2016)
- What if detention time is replaced with meditation time? (Newsweek, “The Movement of Meditation Replacing Detention in Schools,” Sept. 20, 2016)
- What if overtime had no place at the office? (BBC, “Would We Be More Productive If We Worked Shorter Hours?” Jun. 14, 2016)

### Decider’s Dilemma

- Percent of adults who agree “The internet creates more choice than I need or want.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “After I buy something, I worry that I should have kept looking for a better product or deal.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I don’t plan to live in the same place for more than five years.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I don’t plan to work for my current employer for more than five years.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “In the last month, I have walked away from a purchase decision because there were so many options, I couldn’t choose.” (BAV Consulting, Global Survey 2016)

- Percent of adults who agree “Online dating sites make it harder for people to commit to relationships.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “New sharing services make it easier for me to avoid commitment.” (BAV Consulting, Global Survey 2016)
- What if you could test drive an Apple Watch? (lumoid.com)
- What if you could get rid of your lease? (flip.lease; roam.co)
- What if you could work up a sweat anywhere? (classpass.com; kfit.com, somuchmore.co.uk)

### The Tech Spiral

- Percent of adults who agree “The quest to find ‘something better’ is never-ending.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Our increased reliance on technology has resulted in higher rates of obesity.” (BAV Consulting, Global Survey 2016)
- 67% of adults 18-29 agree “I know someone who has ended a relationship via text message.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I find information online is frequently contradictory.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Technology is contributing to sleep deprivation.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Technology is making us dumber.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “Technology is making us less polite.” (BAV Consulting, Global Survey 2016)
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- What if your phone ate your homework? (American Academy of Pediatrics, “More Time on Digital Devices Means Kids Less Likely to Finish Homework” Oct. 21, 2016)

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- Percent of adults who agree “I should pay closer attention to the production ethics of the products I buy.” (BAV Consulting, Global Survey 2016)
- What if transparency was a business model? (Harvard Business School, “Everlane: Building a Business on Radical Transparency,” Dec. 9, 2015)
- What if vaccinations were more affordable? (The Atlantic, “Why Doctors Without Borders Refused a Million Free Vaccines,” Oct. 14, 2016)
- What if drones made you rethink carpooling? (MIT Tech Review, “Uber’s Ad-Toting Drones Are Heckling Drivers Stuck in Traffic,” Oct. 14, 2016)

### The Parenting Trap

- Percent of adults who agree “The success of my parenting is measured by the success of my children.” (BAV Consulting, Global Survey 2016)
- Parenting Tricks Around the World (NPR, “Global Parenting Habits That Haven’t Caught On In The U.S.,” Aug 12, 2014)

- “Until what age should a parent take financial responsibility for his or her child?” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “The influence of technology on children’s development is more positive than negative.” (BAV Consulting, Global Survey 2016)
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- Percent of parents who agree “I feel people constantly judge my parenting style.” (BAV Consulting, Global Survey 2016)
- Percent of adults who agree “I believe nature is more important than nurture in determining a child’s future.” (BAV Consulting, Global Survey 2016)
- What if you don’t need the birds and the bees? (Harvard University Press, “The End of Sex and the Future of Human Reproduction,” May 2016)
- What if dads and moms were equal caregivers? (sowf.men-care.org)
- What if there’s no way to know what you can be when you grow up? (World Economic Forum, “How Technology Will Change the Future of Work,” Feb. 24, 2016)

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- Percent of adults who agree “I’m more likely to support companies that prioritize purpose over profit.” (BAV Consulting, Global Survey 2016)
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- 72% of companies use their online communities to get feedback and insights on how existing products are used; 67% collect ideas for new products or features directly from customers. (Huffington Post, “6 Qualities of Great Online Communities,” Aug 13, 2014)

- 22% of U.S. adults signed up to receive alerts about local issues, 20% used digital tools to talk to their neighbors and keep informed about community issues, 46% talk face-to-face with neighbors about community issues (Pew, “Neighbors Online,” Jun. 9, 2010)
- Percent of adults 18-29 who agree “Companies are responsible for improving the lives of their customers.” (BAV Consulting, Global Survey 2016)
- What if building a library took a century? (The Guardian, “Into the Woods: Margaret Atwood Reveals Her Future Library Book, Scribbler Moon” May 27, 2015)
- What if you got a local perspective on a layover? (AdWeek, “KLM Organizes Amsterdam Meetups Between Locals and Flyers with Long Layovers,” Feb. 24, 2016)
- What if banks were rated on a community commitment? (Fast Company, “This New Tool Will Help You Find a Bank Doing Social Good,” Oct. 27, 2016)
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*Special thanks to all of those who helped shape these trends:*

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