

LOOKING
FURTHER
WITH FORD
13 TRENDS
FOR 2013

13



13 TRENDS FOR 2013

1 TRUST IS THE
NEW BLACK
p 8

2 CONSUMER
REPUBLIC
p 12

3 GET REAL
p 16

4 PIONEERING
PATHWAYS
p 20

5 THE MICRO
SKILLS DIY
p 24

6 HELP ME
HELP MYSELF
p 28

7 THE ECONOMICS
OF LOCAL PRIDE
p 36

8 THE RISE
OF THE
INTIMA-CITY
p 40

9 DEFYING
DISTRACTION
p 44

10 THE MINIMAL
MAXIMIST
p 48

11 RETURN TO
YOUR SENSES
p 56

12 FOREVER
YOUNG
p 64

13 POST-GREEN
p 68

LOOKING FURTHER WITH FORD

13 TRENDS FOR 2013

Suppose you were asked to describe what products you might purchase three years from now. Most people would be unable to answer even if the question were framed three months from now. Yet that is what Ford Motor Company's team of designers, engineers and marketers strive to do when developing new products. As it takes more than 36 months to bring a new vehicle to market, we must find ways to anticipate what customers will want, need and desire—well into the future.

Since we cannot predict the future, we look to global trends for inspiration. We monitor shifts in social, technological, economic, environmental and political arenas, as these will be the drivers of consumer values, attitudes and behaviors in the future. In its role as an innovator, Ford uses insights from the trend research to inform strategy and create products that not only exceed consumers' expectations, but also push the boundaries of imagination.

This first edition of *Looking Further with Ford* gives a glimpse into our trend work. For the first time ever, Ford is making its trend work publically available—so we are proud to present thirteen micro trends for 2013. This book reflects our view of the attitudes that will shape the world in 2013 and beyond, leveraging years of trend research and collaborations with thought-leaders from around the world. Our goal in publishing these trends is not only to showcase the innovative and thoughtful side of Ford Motor Company, but also to further discussion, deepen insights and spur innovation across the globe.

Enjoy.



Sheryl Connelly
Global Consumer Trends and Futuring
Ford Motor Company

#FORDTRENDS



IN WE, WE TRUST THE RETURN OF OPTIMISM AND SELF- RELIANCE IN THE POST- CRISIS AGE

The tide of trust is turning. After a half-decade of disheartenment—fueled by economic uncertainty, political gridlock and business scandals—consumers are ready to trust again. But this time they are starting from a very different place: Instead of blind faith in institutions, they are placing trust in themselves, in their peers—in the things that they believe to be real and truthful.

Diminished expectations of institutional support have given rise to a more emotionally mature and stronger self, delivered through personal accountability and collective empowerment. New avenues to wealth and happiness come from within, and personal success is often tied to others in smaller, more intimate and local networks. People are pioneering new pathways, envisioning new careers and harnessing technology to deploy more of their skills. And as millions do this, society is redefining traditional roles and blazing new trails.

True, there is still no shortage of crisis, hardship or scandal, but the patterns in our global data suggest that the year 2013 will be one marked by acceptance and hope, rather than mistrust and disappointment.

So join us as we look ahead to a year of optimism, guided by the 13 Trends for 2013.





TRUST IS THE NEW BLACK

If trust were bottled as wine, the vintages of recent years would be bitter—and scarce. The global financial crisis. Scandals in business, politics and religion. Environmental disasters, widening economic disparities and unrest. The social contract as we know it has been broken; mistrust of corporations, governments and media is rampant. Weary of misinformation, people are reappraising their relationships with companies and brands, making integrity a new

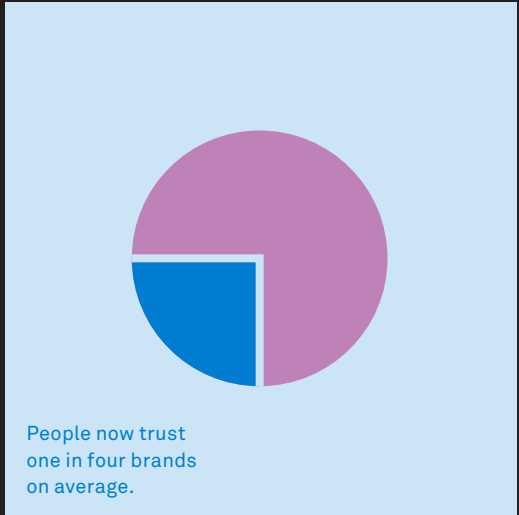
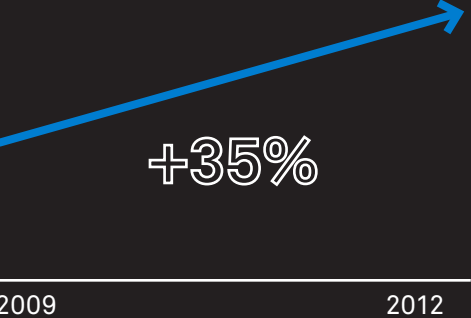
form of competitive advantage. In a marketing sense, trust seems very basic and not very innovative. But the fundamentals of a customer's experience—across product performance, innovation, customer service and perceived quality—all ladder up to trust. More important than ever to building brand equity and differentiation, trust has become a precious commodity, and its limited supply in the marketplace has stimulated consumer demand.



Trust in brands has dropped by 50% since 2001.

TRUST

Correlation of trust to brand equity increased by 35% in three years since the crisis.



Perceptions that most drive trust:
DOWN TO EARTH
CARES ABOUT CUSTOMERS
HELPFUL
GOOD VALUE
STRAIGHTFORWARD

The most trusted brands among Gen Y today are	
20%	less "Statured"
12%	less "Leader"
5%	less "Traditional"
than the most trusted brands among this group were in 2008.	
Conversely, they are	
13%	more Authentic
10%	more Obliging
9%	more Straightforward

80% of people say they trust a brand less when it communicates inconsistent values.

CASE STUDIES

PATAGONIA

Long a stalwart figure in environmentally friendly retail, Patagonia made waves in the 2011 holiday season with its "Don't Buy This Jacket" campaign, admonishing consumers to buy only the things they need. Trust in the brand among 18- to 34-year-olds soared 350%.

DOMINO'S

"Did we actually face our critics and reinvent our pizza from the crust up? Oh yes we did." Domino's brutally honest admission about the quality of their pizza caught consumers' attention—and boosted their willingness to give the product a second chance. Since then, Domino's has been able to maintain growth as a differentiated, trusted brand.

BEN & JERRY'S

Ben & Jerry's has long been a poster child of responsible business, espousing fair trade and sustainability—but they cemented that status in the fall of 2012 when it became certified as a B-Corporation, a designation that measures and benchmarks the social impact of a company, giving consumers, employees and investors transparency into the sincerity of its social mission. Excerpts from the company's B-Corp certification assessment show that 45% of Ben & Jerry's cost of goods sold go toward investing in and supporting small-scale suppliers, and its lowest paid hourly workers make 46% above the living wage.



CONSUMER REPUBLIC

Political involvement used to be measured by three metrics: Did you donate? Did you volunteer? Did you vote? Today, there's a fourth dimension: Did you change your consumption habits to influence policy? In a world that's highly political and interconnected, corporations are seen as influential in shaping policy—and one clear trend emerging from the Trust Bust is the conviction that consumers can hold corporations accountable by taking action into

their own hands. It's not just overt Occupy movements. It's also covert boycotts, recognizing that the choices we make at the cash register can change our lives and the world. Just as an engaged citizen is essential to an effective democracy, an engaged consumer is the key to a sustainable free market.





I WOULD WORK
FOR LESS MONEY
AT A COMPANY
WHOSE CULTURE
I BELIEVED IN

70%
Agree

CASE STUDIES

“CHINA SURVIVAL GUIDE” APP

With the Chinese government dragging its feet on food safety, savvy web developers put forth a new app in the name of grass-roots activism—“the China Survival Guide.” The app posts updated information on toxic food scandals in clear and simple terms—and it has become the one of the top apps in the Mainland. First made available online in May 2012, it was downloaded more than 200,000 times within three days of its release.

TIMBERLAND

The retail industry has long been plagued by accusations of child labor, but Timberland has laid out a clear best practices playbook, heralded as a leader in social responsibility and a model of transparency with quarterly sustainability reports and open audits on factory conditions. Moreover, Timberland has stepped forward to make a positive impact on the communities of those it employs, with a Supplier Sustainability Team dedicated to determining whether workers have a sustainable living environment—and working to improving those conditions.

72%

COLLECTIVE CAPITALISM HAS GONE UP

Peer to peer lending:
40% of consumers
globally would rather
take out a loan from their
friends/peers than a
bank, even at the same
interest rate

65%



Nearly two-thirds of people believe ‘they and their friends can change corporate behavior by supporting companies that do the right thing’

NETFLIX

Consumers revolted when Netflix changed their offering to a tiered pay package. Within weeks, the company hemorrhaged more than 800,000 customers. As a result, the company quickly reversed its policy and sent a mea culpa apology to its entire customer base.

WARBY PARKER

This rising star in the eyewear industry derives much of its success not only from its do-good “buy a pair, give a pair” model, which donates glasses to those in need, but also from its flexible trial period: Rather than locking consumers into an on-the-spot purchase for frames, Warby gives consumers control over the process by sending them a box of options—you pick the pair you like, and send the rest (or all) back, no charge.



GET REAL

As consumers re-examine brand values and rethink the hallmarks of trust, they recognize that although we strive for perfection, nobody's perfect. If you are candid about your imperfections, we'll be more forgiving of them—because we accept imperfection as authentic. By contrast, we are wary of things packaged as “perfect”—the organic food movement is emblematic not just of sustainability and health but of a larger revulsion against

overly processed things: We know that the perfectly red, perfectly round tomato often has no flavor. What's emerging is a renewed appreciation for rawness and authenticity, vulnerabilities and all. Admissions of failure are seen as a sign of strength and fortitude, rather than weakness—it's not about whether you fall but how you pick yourself back up. The world around us has become a little less buttoned up and a little more real—and the brands,

institutions and politicians that realize this are gaining more traction.



We are more likely
to trust brands that we
perceive as authentic:

114%

Amount by which "Rugged" correlation
to "Trust" has increased since 2008
(among 18–34)

CORRELATE
MOST
STRONGLY
WITH TRUST:

RELIABLE
DOWN TO EARTH
CARES ABOUT CUSTOMERS
HELPFUL

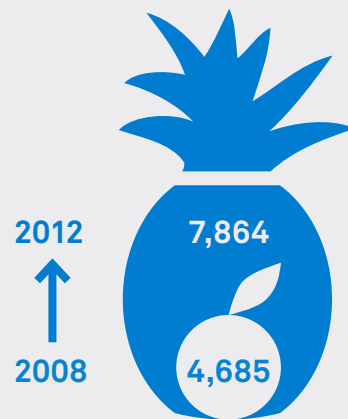


HAVING AND
ADMITTING FAILURES
IS CRITICAL
TO OVERALL SUCCESS

82%

Agree

RISE OF FARMER'S MARKETS



People are more open
to sharing their
feelings and admitting
failure than in
previous generations

77%

Agree

CASE STUDIES

RENT-THE-RUNWAY

In a welcome nod to women fed-up with Photoshopping, this e-commerce site recently began replacing rail-thin, airbrushed models with regular women—and allowing shoppers to custom search for women-like-me images, sorting by age, height, weight and bust size to see how a dress looks on someone similar. The approach debunks the myth of “fantasy shopping” and alleviates the headache of having to order (and return) multiple sizes.

APPLE

Following in the footsteps of a legend is an almost impossible task, and Tim Cook took his first tumble as CEO of Apple with the new, widely panned Apple Maps that displaced Google Maps. Rather than get defensive or posture in traditional Apple style, Tim Cook kept it real with a humble apology, and consumers quickly got over it.

TINA FEY

The actress comedian does not aspire to be a red carpet beauty, but her humor, unpretentiousness and natural look make her exceptionally beautiful in the eyes of her fans—and landed her a gig as Garnier’s spokeswoman.



PIONEERING PATHWAYS

The path to success used to be scripted: Work hard, go to school, put in the effort—and you will climb your way up the ladder. But people, especially those born after 1980, no longer see following a script as a good thing; in an age of free-flowing Internet, structure, once seen as helpful, is now confining. As a result, people are bucking tradition and fundamentally transforming social and work structures—self-designing careers around their

interests and talents, which may include a microcosm of different skills. The numbers of stay-at-home dads have doubled. Freelance work has risen dramatically. And the return on investment of a college education is becoming more and more dubious, leading innovators like PayPal founder Peter Thiel to challenge young people to start a company instead of going to college. With this new sense of personal empowerment comes a growing

recognition that failure is okay and maybe a necessary step toward success.





Only 12%

of today's adults ages 18–30 are currently married with children, compared to 50% of the Baby Boomer Generation at the same age.

The return on investment of a college education is worse today than it was 20 years ago.

BETTER

WORSE

62% Agree

IN A WORLD WITH LESS MONEY, HAPPINESS IS A MORE IMPORTANT MEASURE OF SUCCESS

80%

Agree

CASE STUDIES

THIEL FOUNDATION FELLOWS

Launched in 2010 by Peter Thiel, the Silicon Valley investor, this fellowship provides recipients \$50,000 a year for two years—no strings attached—to chase breakthrough technologies instead of wasting their time and money in college. As the website says: “You’re not just studying. You’re doing.” The fellowship finale is a business pitch; fellows get 2.5 minutes to pitch their ideas to would-be mentors, most of them successful entrepreneurs.

HOW CHILDREN SUCCEED

This best-selling book by Paul Tough is the latest in a booming genre of motivation psychology, contending that noncognitive skills—persistence, self-control, curiosity, conscientiousness, grit and self-confidence—are more powerful than sheer brainpower in achieving success. He argues that character is created by encountering and overcoming failure and that American children from both ends of the socioeconomic spectrum are missing out on these essential failure experiences. Children of the wealthy are too heavily shielded from adversity, and poor children, though confronted daily with obstacles, lack the kind of support necessary to help these hurdles into character-enriching victories.

Ninety-one percent of Millennials expect to stay in a job for less than

3 YRS

That would translate to 15–20 jobs over the course of their working lives!

40%



VS

30%



40+ percent of people say they would open a bank account with Amazon, vs. only 30% of people who say they'd open an account with Bank of America

+ 46%

Gen Yers are 46% more likely than adults 35+ to agree that “I disregard rules and conventions that restrict my freedom”

+ 14%

the number of people who are self-employed has swelled by 14% since 2001.

REWORK

A product of the 2011 Unreasonable Institute, Rework is dedicated to “changing the world by helping people find work that they love.” The company works explicitly with companies that have positive social or environmental impact (for-impact startups, nonprofits and social enterprises, triple-bottom-line brands, and CSR departments at large corporations), connecting them with talented professionals—most of whom have three or four years of work experience and are now looking for more meaningful work.

FRIENDSURANCE

This German company reimagines the model of insurance by creating communities of up to 15 people—all friends and acquaintances—who can help cover an insurance claim in the case of an accident. Under the “social insurance” model, many small claims can be handled without the need for involvement from Friendsurance itself, enabling the company to provide inexpensive policies. And because the insurance claim is handled by a trusted group of friends, peer pressure keeps fraudulent claims at a minimum.





THE MICRO SKILLS DIY

Individuality is a certainty in today's society. We live in a world where people are determined to make their mark. On Facebook. On Tumblr. On Instagram. Here, craft and creativity are a currency themselves, a golden prism through which society views us. The more skills we have, the more stories we have to tell, the more we make our mark. Technology has facilitated this, obliterating the learning curve for new skills and making them more accessible and more

affordable. In turn, we are starting to shift away from the notion of linear expertise—rather than just refining one set of skills, we are looking to expand them and leverage them. Versatility, nimbleness and agility are necessities in today's shifty economic climate, where staid manufacturing jobs have been replaced by fast-moving technological ones. A LinkedIn profile includes a long list of search words by which we self-label—carefully designed to make us pop out

from the crowd. People are not only listing their skills, they are also figuring out how to monetize them, taking the currency of craft to a new level.



Rise of the freelance nation:

42 Million

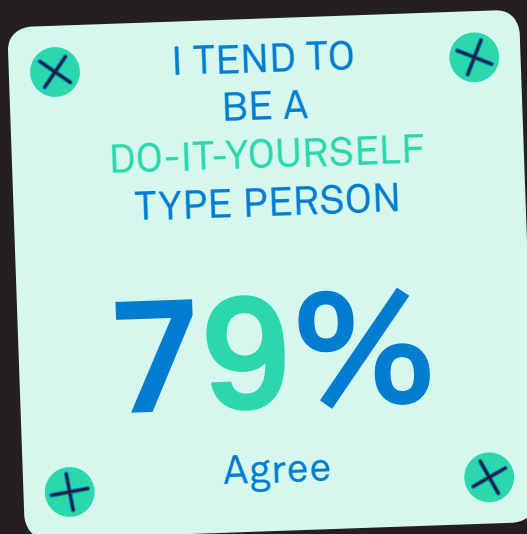
FREELANCERS IN THE U.S.

Today's contract workers are Lawyers, Journalists, Daycare Workers, Graphic Artists, Accountants, Videographers. Whatever the job description, independent living frequently means floating from project to project, cobbling together a living from many different sources

DEFINITION

Task•sum•er

n. Someone who does a series of tiny jobs, each for tiny pay.



TODAY'S FAST-MOVING ECONOMY FAVORS THOSE WHO ARE OPEN AND FLEXIBLE

77%

Agree

Etsy receives approximately

40 Million

Unique visitors per month, hosting 875,000 sellers who generated over \$525 million in sales in 2011

CASE STUDIES

BUILT BY KIDS

A website dedicated to do-it-yourself projects that parents and children can collaborate on—where the projects are more substantial than your standard cut, paste, and glitter. The focus is on teaching kids real DIY skills (e.g., hammering a nail, using a level) and learning about the process, not just the output, ensuring that from an early age, today's youth are imbued with a DIY ethic.

DABBLE.CO

This Chicago startup captures the white space between formal education and pure entertainment. Bucking the tradition of 10-week, \$500 courses, it instead offers one-time classes at an affordable price point (typically \$20), recognizing that consumers want to expand their skills but can't always commit the time or money typically required to learn them. Teachers are just everyday experts looking to share their passions and moonlight their skills for a bit of extra cash.

POP TENT

Founded in 2007, this video crowdsourcing platform allows brands and agencies to submit various assignments and receive finished videos in return. The company already has a network of more than 50,000 videographers from 140 different countries—and it recently raised \$5.5 million to get even more on board. In the last year, it has more than doubled its revenue and pulled in big-name brands like Dell, Jaguar and Walgreens.





HELP ME HELP MYSELF

Known as ‘feedback loops,’ a new form of self-help is emerging, evidenced in products like Nike Fuelband, which provides real-time exercise feedback, and Mint.com, which offers real-time updates about your finances. Why? Because with increased exposure to worlds outside our own, people are more self-aware and self-reflective. Personal accountability is high—no one else is going to fix their problems; they have to address them themselves. As a result,

they seek easier and more public ways of changing behavior—namely, by dangling rewards (or punishments) in front of themselves. Increasingly, people are turning to these self-imposed programs of incentive (and disincentive) to yield meaningful change. In turn, they have become more results-oriented, calculating what goods and services can do for them in an age of constant feedback loops.



There is little I can do
To change my life



80%

Disagree

HAVING AND
ADMITTING FAILURES
IS CRITICAL TO
OVERALL SUCCESS

82%

Agree

More people are exercising restraint
through prepaid debit cards:

\$117 BILLION

Amount consumers are expected
to load onto prepaid cards in 2013—
a 200 percent increase since 2010.

CASE STUDIES

MAYO CLINIC

Even the renowned hospital is getting into the self-help trend. It recently released an app called Anxiety Coach, which claims to help “people conquer their fears by guiding them through a series of confidence-building exercises while simultaneously tracking anxiety levels in real time and gauging their progress.”

GYMPACT

Recognizing that gym membership are often purchased out of good intentions but rarely used, GymPact holds users to their fitness goals by charging them \$5 for every missed visit. Those that do meet their gym-going goals are rewarded with cash, bankrolled by lazier peers who did not meet their commitments.

80%

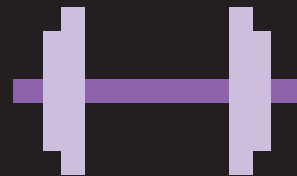


said discussing goals/objectives with
others makes them easier to achieve.



48% say

they are more accountable
because their friends/family
check up on them.



People who use GymPact
make 86% of the workouts
they commit to.

MASTERCARD

To help the unbanked and underbanked community, MasterCard developed an innovative, SMS-based financial literacy program, called Your Money Smarter. Consumers opt in to receive relevant and useful tips to their mobile phone—such as advice on budgeting and managing your spending with a prepaid card. The program has been recognized by the White House for its innovation and commitment to financial inclusion for the underserved.

FORD FUSION ENERGI

Just as consumers are looking for instantaneous feedback on how to improve their health, exercise habits, finances and carbon footprint, they're also looking for real-time feedback to help improve their driving habits. With Ford's all-new plug-in hybrid, Fusion Energi, or one of its other fuel-efficient vehicles, consumers can get the most from their vehicles and become more efficient drivers thanks to innovative technology that delivers instant information through gauges, images and real-time data.





FORD ELECTRIFIED VEHICLE FEATURES

SMARTGAUGE® WITH ECOGUIDE

Displays information such as real-time fuel economy to help drivers monitor how their driving behavior affects vehicle efficiency. Featuring full-color, LCD screens on either side of the speedometer that can be configured to show different levels of information, including fuel and battery power levels, average and instant miles per gallon, as well as growing leaves and vines that track and reward the driver's efficiency.

ECOMODE

Real-time feedback coaches consumers in the art of eco-driving, with incentive scoring and rewards displayed on the instrument cluster.

BRAKE COACH

Located in the cluster, the tool optimizes recycled energy use by coaching drivers to their use of the vehicle's regenerative brakes, which recapture kinetic energy and send it back to the battery.

MYFORD TOUCH® WITH ECOROUTE

MyFord Touch infotainment system helps coach drivers to maximize their miles per gallon with EcoRoute—a map-based navigation system that instantly calculates the most fuel-efficient driving route.





THE ECONOMICS OF LOCAL PRIDE

Think small, change big. A world has been upended and there is chaos in the global economy, in governments, in the ozone. But consumers are recognizing that they can make a difference where they have a presence. In other words, their footprint is local. They are becoming acutely aware of where things are made, and the impact their dollars have on the local economy. It's not a purely selfless act: By investing in the community, consumers are directly influencing

their own quality of life. For every \$1 spent at local businesses, 45 cents is reinvested locally. Non-local purchases keep, at most, 15 cents in your local community. This is unfolding not only in dollars spent but in actions taken, as consumer groups lobby for and enact community improvements that will have a ripple effect of positive change.



85% Agree

that “Problems are better solved by local communities than the national government”

LOCAL NATIONAL



83% Agree

“Volunteering in my community and giving to charity are important”

55%

of people trust a brand less when it doesn't give back to the local community



DEFINITION

Cus•tow•ner

n. people who invest in businesses that they intend to use themselves.

A national movement is underway to reduce homelessness, community by community:

\$40K

amount the average chronically homeless person costs taxpayers

0

but after that \$40,000 is spent, a homeless person is no closer to having a home

100K

Number of homeless people expected to be housed by July 2013 through the 100K Homes campaign

72%

Gen Yers are 72% more likely than adults 35+ to agree that “Where a brand is sold influences how I feel about a brand.”

CASE STUDIES

THE SARANAC LAKE COMMUNITY STORE

When this tiny town in upstate New York lost its only department store and Walmart came knocking, residents rejected it—and decided to raise capital to open their own department store. With shares priced at \$100 each, roughly 600 people chipped in an average of \$800. Opened in 2011, the store tries to avoid carrying inventory offered by other local businesses— it seeks to be complementary, rather than cutthroat.

THE KALAMAZOO PROMISE

A pledge by a group of anonymous donors to pay up to 100 percent of tuition at any of Michigan’s state colleges or universities for Kalamazoo’s public high school graduates. Since the Kalamazoo Promise was announced, enrollment in the school district has grown by 16%, test scores have improved, and a greater proportion of high-school graduates are attending college. As of summer 2010, the program had paid out \$18 million in tuition for about 2,000 high school graduates of Kalamazoo’s two high schools and three alternative schools. But the bigger intent of the Kalamazoo Promise is to develop the local economy with a long-term investment in human capital that is intended to change the town from the bottom up; it ignites hometown pride, engaging both citizens and local businesses.

@SWEDEN

The Swedish government gave its citizens a handle on their country—literally—when it began an initiative that entrusts the country’s Twitter account to a new citizen every week. Organizers of the program, known as Curators of Sweden, recognized that Sweden stands for certain values—progressive, democratic, creative—and determined that the best way to prove those values was to give control of the Twitter account to ordinary Swedes.

SUMURR

In rural areas of India, medical care requires traveling long distances. The Sustainable Urban Mobility with Uncompromised Rural Reach program, piloted by Ford Motor Company, solves this problem by bringing a mobile hospital into remote regions. A Ford vehicle, equipped with medical supplies, uses broadband connection to provide “telemedicine” service wherein urban-based doctors provide remote patient care. Local social entrepreneurs design and manage the mobile health applications, helping improve the local economy as well.



THE RISE OF THE INTIMA-CITY

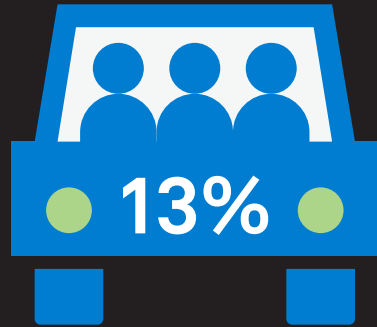
For the first time in a century, most of America's largest cities are growing at a faster rate than their surrounding suburbs. Consumers are eschewing the amenities of suburban life—less pollution, less crime, less stress—in favor of urban stimulation: More diversity, more opportunity, more culture. For young adults, the city provides more opportunities to switch jobs, meet new people, access entertainment, and enjoy multi-mix forms of mobility. Older

people find the city a pocket of empty-nest convenience due to the proximity of retail, restaurants and other service outlets. Corporations are getting on board, relocating headquarters to revitalize downtown areas. And where city life was once equated with hustle, bustle and the anonymity that comes with it, residents are now putting names to faces, establishing neighborhood co-ops and pulling in small town values to create intimacy in big

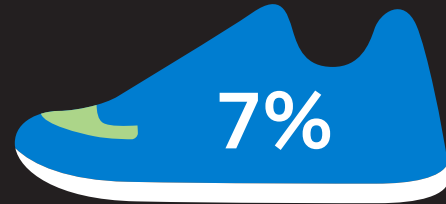
spaces. Suburbs are vying for this intimacy, too—creating small replicas of urban enclaves via pedestrian town squares that invite residents to come together into one place.



Surveys show that 13% of Gen Yers
carpool to work...




while 7% walk.
88% want to be in an urban setting



City Growth

Suburb Growth

City growth in 2011 surpassed or equaled
that of suburbs in roughly 33 of the nation's
51 large metro areas, compared to just five
in the last decade.



An exodus of middle-
class families from
central Memphis is
giving rise to a new
metropolis: The fastest-
growing city in the US
is Olive Branch, MS.
It grew from 3,500
people in 1990 to
nearly 34,000 today.

The 2011 Profile of Homebuyers and
Sellers from the National Association
of Realtors (NAR) points out that:

18% of homes purchased from
mid-2010 to mid-2011 were
in urban areas

26% Of the 18% of buyers in
these places, the largest
share were first-time
buyers

65% Of those who purchased in
urban/central city areas,
65% were concerned with the
quality of the neighborhood

56% with the convenience
of the home to their jobs

35% with convenience to enter-
tainment

20% with convenience to public
transportation

CASE STUDIES

BIKE SHARING PROGRAMS

Across the globe, bike sharing programs
are booming. Cities are favoring them
not only as a cost-efficient transportation
solution, but also because bicycles
embody quality of life fundamentals
such as access, mobility and good health.
The Hangzhou Bicycle program in China is
the largest bicycle sharing system in the
world, with approximately 61,000 bicycles
and more than 2,400 stations. Paris's
Vélib is the second largest with 20,000
bicycles and 1,450 bicycle stations.

CARMEL, INDIANA

The mayor of this little-known Midwest-
ern suburb has set out to design a city for
“people first and automobiles second.”
At the heart of the city's surge is the re-
construction of the one-mile “Old Town”:
An \$800 million public/private partnership
funded new streets, sidewalks and an arts
district, drawing people from Indianapolis
and beyond. Galleries and restaurants line
Main Street, with upscale condos above
them. The mayor's plan is paying off:
In 2012, Money magazine ranked Carmel
the No. 1 best place to live.

ZAPPOS' THE DOWNTOWN PROJECT

Tony Hsieh's \$350 million urban experi-
ment to build “the most community-
focused large city in the world” in down-
town Las Vegas came into being when
Hsieh leased the former Las Vegas City
Hall to relocate his 1,200 employees
from nearby Henderson, NV. His goal was
bigger than a new corporate campus: He
sought to lure “upwardly mobile, innova-
tive professionals” to the area through
an investment strategy called “return on
community.” In exchange for seed money,
the Downtown Project asks budding Vegas
businesses not just for a stake in the
companies but also requires that these
entrepreneurs live and work in downtown
Las Vegas. In expectation of all these
newcomers, the project has already set
up at least 30 real estate companies,
bought more than 15 buildings and broken
ground on 16 construction projects.

Other Corporate Headquarter Relocations

Twitter: Silicon Valley → San Francisco

Davita: Los Angeles → Denver

Sara Lee/Hillshire Farms:

Downers Grove → Chicago

Motorola: Libertyville → Chicago

UBS: Stamford → Manhattan



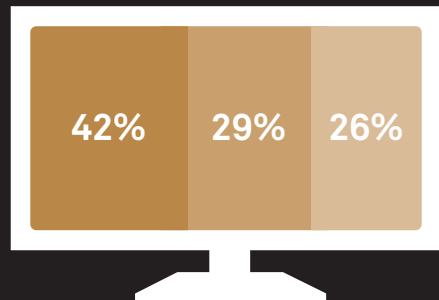
DEFYING DISTRACTION

So many things vie for consumers' attention—a flood of information and choice pours in from all sides, providing 24 hour stimulation, 7 days a week. Every second, 694,445 queries are entered into Google search. 20,000 new posts are added on Tumblr. 100 new LinkedIn accounts are created. 70 domains are registered. Not surprisingly, multitasking has become a way of life. But the tables are turning on information addiction and constant connectivity—the “fear

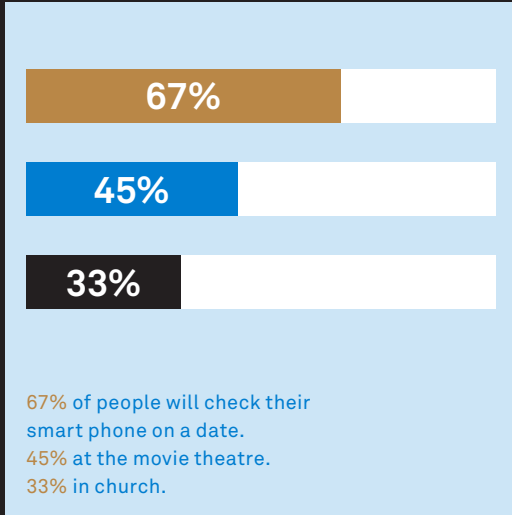
of missing out” is being replaced with the “joy of missing out” as consumers seek to unplug, recharge and return to meaningful engagement and deeper dialogue. Brands that help cut through the clutter, act as a filter and give space to let consumers digest information will be rewarded.



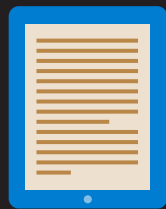
WHILE WATCHING TV



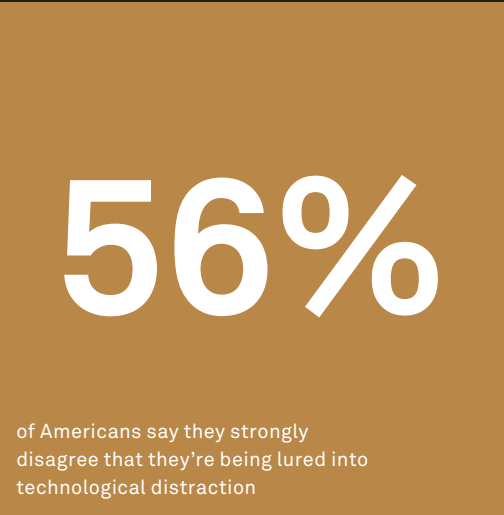
42% of Americans browse the internet
29% talk on their phones
26% text or IM



67% of people will check their
smart phone on a date.
45% at the movie theatre.
33% in church.



42% of e-book readers
reported that they are reading
more now that long-form
reading material is available
in digital format.



56% of Americans say they strongly
disagree that they're being lured into
technological distraction



34%
of respondents say their employers
allow them to nap at work.



There's a slow-but-growing
recognition that it's good to shut
your eyes from all that distraction—
and nap.

6%
of workplaces had nap
rooms in 2011, a slight
increase from 5% the
previous year.

26 m.
Napping for an average
of 26 minutes led
to 34% improved
performance and 54%
improved alertness

CASE STUDIES

INSTAPAPER

A small bookmarklet sits on your browser with a 'Read Later' button. In one click, a fascinating article is stored for later—when you have more time to focus. The adoption of this behavior is becoming so widespread that Instapaper has morphed from a project to a platform with services such as LongReads, an aggregation of the best long-form articles from around the world.

TRUNK CLUB

This booming men's online retailer has distilled the overwhelmingness of shopping by funneling the process through a single curator. Trunk Club clients speak to a stylist on the phone, describe their size and their lifestyle, and then receive a hand-picked "trunk" of clothing at their door. They try it on, keep what they like, and ship back the rest free of charge.

WRITEROOM

For the easily distracted writer, WriteRoom presents just a blank screen and a cursor. No menus. No toolbars. No notifications or spelling error alerts. Just plain text, so that the writer can worry less about editing in the moment and concentrate on what's important—putting words down.

CUE

Tagged as the app that helps you "know what's next," Cue is a digitized equivalent of a special assistant, helping you focus on the task at hand. It searches for dates, times and places inside calendars and e-mail accounts, and converts them into appointments—and before Cue users sit down with a new contact, they can see that person's recent posts on Facebook and Twitter and any e-mails or documents they have exchanged with the person.

10



THE MINIMAL MAXIMIST

In mature markets, mindless consumption is becoming more mindful—we are re-entering an era in which quality trumps quantity. After years of hoarding, there is exasperation with all this *stuff*. As a result, consumers are going through a consumer cleanse—cutting back on stuff for stuff's sake and demanding that the things they own or buy work harder for them. Driven by a consciousness that is as much environmental

as economic and social, they are becoming more deliberate in their purchase calculations—and more open to new forms of commerce that promote resourcefulness as much as trendiness. Meanwhile, companies that embrace a nimble, resourceful mentality—making the best use of the capital available—are redefining success.



Since the Recession, I realize I am happier with a simpler, more down-to-earth lifestyle.

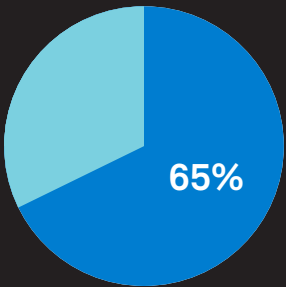
65%

Agree

The U.S. barter market is a staggering \$12 billion annually—in other words, \$12 billion worth of goods and services are traded every year without any currency changing hands.



ELECTRONICS PURCHASES



65% of global consumers say they are willing to pay more for electronics products that have been responsibly produced.

Swap.com—which connects people who want to exchange their unused household items—has roughly 450,000 registered users, who've taken part in more than 4 million barter exchanges valued at approximately \$13 million since the site's inception in 2010.

The three most important factors influencing electronics purchasing decisions are:

- DURABILITY 86%
- PRICE 85%
- FUNCTIONALITY 83%

The average annual amount a New Yorker makes renting his or her space on AirBnB.

CASE STUDIES

AIRBNB

A pioneer in the now-booming “sharing economy,” Airbnb allows individuals to rent out couches, rooms and even castles. As of June 2012, guests had booked 10 million nights through the service, up from less than 2 million one year earlier. For travelers, it’s a great way to get a room on the cheap—and beat the sterile experience of chain hotels. For hosts, it’s a nifty way to maximize the value of home space.

NEIGHBORGOODS

This 2009 startup enables neighbors to share expensive items they’ve bought but don’t use all that often—say, a vacuum cleaner, which most of the time sits unused. NeighborGoods puts the vacuum to good use, facilitating the process of loaning—or renting—items among neighbors. Its motto: “NeighborGoods helps members live less wasteful and more connected lives.”

UBER

This startup car service is predicated around operational resourcefulness: Recognizing that many limousines and car services sit idle for much of the day, Uber allows professional drivers to maximize their revenue hours by answering their call service, picking up short routes during their idle time. For Uber users, it’s a win—the comforts of a car service at a fraction of the price.



FORD C-MAX HYBRID & ENERGI

As consumers seek to maximize their space and make the most of their belongings, they are giving their garages, and what goes in them, a hard look—seeking vehicles that address their needs while leaving minimal footprint. Ford recently conducted research that shows nearly 70 percent of consumers rate “eco-friendly,” “locally sourced” and “American-made” as important attributes when purchasing a product, with nearly all consumers agreeing that w-efficient appliances and cars with good fuel economy are important energy-saving products.

With this in mind, Ford designed the all-new C-MAX Hybrid and C-MAX Energi plug-in hybrid which each deliver superior fuel efficiency with smart technology to enhance the overall driving experience, and includes a composition of some of Ford’s latest sustainable material solutions.

Ford continually seeks innovative ways to minimize vehicle impact on the environment, using sustainable materials such as:

SOYBEAN-BASED FOAM

Soybean-based foam in seat cushions, backs and head restraints—saving about 5 million pounds of petroleum annually.

DENIM

Denim material equivalent to roughly two average-sized pairs of blue jeans, found in the all-new Fusion.

RECYCLED PLASTIC

Plastic from recycled car battery casings, used to make fender splash shields and other underbody components.





MAXIMIZE YOUR LIFE

Ford teamed up with Danny Seo, America's leading lifestyle authority, to develop a series of tips to help maximize life while living green and saving money. As Seo notes, MAXimizing doesn't necessarily mean upgrading or downgrading—it's simply about living more efficiently and affordably. Here are a few tips to MAXimize your life:

MAKE AN IMPACT, WEAR WHITE

A typical T-shirt requires about 6.6 gallons of water in order to dye it from white to a color, so by choosing a conventional white T-shirt you'll save water, reduce the amount of chemical dyes used and save energy.

BE ECO-FRIENDLY, KEEP A FULL TANK

A gas tank that is half full has less air inside the tank, so it helps minimize the evaporation of gasoline when you're filling the tank. Less evaporation means more actual fuel will stay inside the tank, giving you more fuel for your money.

SAVE ENERGY, UNPLUG!

Once your smartphone, laptop or tablet is charged, take it off the charger and unplug it from the outlet. Ditto for your home electronics when they are not in use. This not only saves energy—it saves you money. There are even applications that can tell you the best time to charge items based on electricity rates. For example, C-MAX Energi MyFord Mobile value charging technology automatically recharges the car at the most affordable rates.

PAINT WITH PRECISION

When it comes to painting our homes, we often overbuy and end up with extra paint that can be difficult to dispose of—in many communities, it's illegal to toss paint into the trash. Before going to the store, use an online paint calculator that draws on the dimensions of your room to tell you exactly how much paint to buy, down to the quart.

MAKE GOOD ON OLD CLOTHES

Only about 10 percent of donated clothes actually get resold in thrift shops—the other 90 percent end up sold to textile recyclers. So clear your closets clean and give, give, give! And, hey, if you donate jeans, they could end up in a car someday—Ford uses on average the equivalent of 4.5 million pairs of jeans per year.





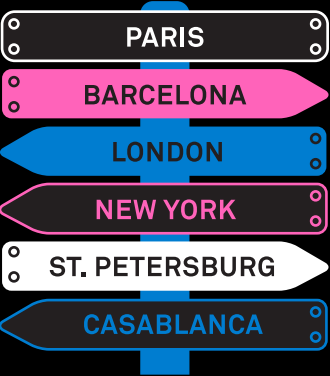
RETURN TO YOUR SENSES

It's a pixelated world, and it's easy to lose oneself in the virtual. The average consumer spends 11 hours a day in front of a screen. WiFi keeps us connected 24/7. More Americans are on Facebook than have a passport. The U.S. has more wireless devices than people. And 62% of people say they check work messages at home or on holiday. To escape the stimulation and stress of constant connectivity, people are re-entering the real world to smell, touch and taste, immersing

themselves wholly in their senses. As a result, people have begun to value experiences—textured, colorful, emotional—more than material goods. And they are constantly in search of real sanctuaries, in pursuit of an “off” button. The analog, it seems has taken on increasing value in a world of cluttered technology.



Paris-based “Dans le Noir” serves up cuisine in the dark so diners can better savor the flavors. The chain now has restaurants in:



Eco-tourism has increasing appeal among green-focused consumers. The UN World Tourism Organization predicts

1.6 Billion Trips
BY YEAR END

I WOULD WILLINGLY
MAKE LESS MONEY
IN EXCHANGE
FOR MORE TIME WITH
MY FAMILY.

78%

Agree

When you're in a happy relationship,
clasping hands reduces stress-related
activity in your brain



\$89 Billion

Adventure category spending was \$89 billion in 2009, with much growth ahead. Boomers and seniors are hiking, sky diving, snorkeling, scuba diving, cycling and skiing



Trips include hiking, seeing waterfalls, nature walks, bird watching and more.



CASE STUDIES

TOUGH MUDDER

Obstacle racing courses have exploded in popularity during the past few years, jumping from 41,000 participants in 2010 to 1.5 million participants in 2012, led by startups like Tough Mudder, Warrior Dash and the Spartan Race series. To the uninitiated, running through one of Tough Mudder’s mud-soaked obstacle courses may seem like an exercise in fraternity hazing, with participants lining up to plunge into a tub of ice, wade through waist-deep mud, and climb up a quarter-pipe greased in cooking spray. Most famous is the “electroshock therapy,” in which they crawl through a field of electrical wires carrying 10,000 volts of electric shock—quite literally, a jolt to the senses.

HOW ABOUT WE

HowAboutWe was created around on a simple concept: Users propose and accept specific ideas for individual dates that are built on the prompt “How about we ...” Often quirky, the intent is to get people offline and engaged in fun real world settings—to step away from the keyboard and really get to know each other. Recognizing the difficulty many couples have disconnecting, the company recently launched a “How about we...” couples platform.

WALDORF EDUCATION

Though this program has been around for 100 years, it’s getting new attention based on an ironic twist: In Silicon Valley, many chief technology officers and other members of the digerati are choosing to educate their children at this purposefully low-tech institution: No screens at all—just pens and paper, sewing and knitting materials, clay, and even mud. Computers are not allowed in the classroom, and the school deters their use at home.



FORD ESCAPE

For decades, ever since Henry Ford brought it to the masses, the car has been a symbol of American freedom: The Great Frontier, Manifest Destiny, Kerouacian Zen.

Of course, America's open road is shifting course as younger Americans postpone getting their driver's license, embrace alternative transportation and find refuge in the virtual world. In a world of 24/7 connectivity, real escape is hard to come by.

Keeping this in mind, Ford designed and engineered the new Escape with comfort and convenience features that will give consumers an excuse to get out from behind that desk and escape.



HANDS-FREE LIFTGATE



Using motion-sensing technology, Ford Escape allows quick and easy access to the cargo area without needing to set down packages or dig out keys

MORE TECH



Latest version of the popular MyFord Touch® system makes it even easier to access phone and vehicle controls and features using the central touch screen, steering wheel controls or voice commands

FUEL EFFICIENCY



Ford Escape has the best fuel economy among all small SUVs, putting more money back in your pocket

MORE ESCAPES

ZIPCAR

To help Americans beat the grind and get back in touch with their senses, Ford has also teamed up with Zipcar, the world's largest car-sharing service, to offer the Ford Focus and Ford Escape for rent by the hour or day. Zipcar's flexible model enables urban residents to "escape" on a whim, without the high costs and hassles of owning a car in the city.

BLUEPRINT FOR MOBILITY

In Sao Paulo, Brazil, traffic jams regularly exceed 100 miles and the average commute is more than two hours per day. And San Paulo isn't alone: Despite expanding and improving public transportation systems, global forecasts show that the 1 billion cars on the roads today could double or even quadruple by the 2050s. That's why Ford established a Blueprint for Mobility, partnering with the telecommunications industry to create an interconnected transportation network as part of the solution for alleviating global gridlock. Ford is developing technologies and using its cars as a rolling collection of sensors to help reduce congestion and prevent accidents.

12



FOREVER YOUNG

60 is the new 50 is the new 40, which, of course, is the new 30. Thanks to down-aging, driven partly by medical innovations and prolonged life expectancy, consumers are staying forever young—mentally as well as physically. Gen Y is choosing to delay traditional markers of “adulthood,” and Boomers are refusing to grow old in the face of longer life. It’s a “don’t call me Grandma” generation meeting an “I’m not ready to give you

grandbabies” generation. As a result, they are coalescing around a shared pursuit: Personal fulfillment to be enjoyed now, rather than later. Older women play video games, and 20-somethings watch a 62-year-old Springsteen rock out at a concert. Against a backdrop of grave clashes of interest—social security concerns, health care costs—boundaries are blurring and cross-generational empathy is rising.



MANY BABY BOOMERS
WITH GOOD HEALTH
HABITS AND GOOD
GENES CAN EXPECT TO
LIVE PAST

90 yrs

64%

of all adults describe
themselves as
“youthful”

72%

of all adults self-identi-
fy as “energetic”

31%

of today's parents say
children shouldn't
have to be on their own
financially until age
25 or later

The home-ownership dream
is dissolving.



Just 12%

of whites between age 18 and 34 told Pew that
owning a home was “one of the most important
things” in their life

CASE STUDIES

MIT AGELAB

Researchers in MIT's Agelab have created a suit to help people understand what it might be like to navigate the world as a senior citizen. With the Age Gain Now Empathy System—affectionately known as AGNES—braces mimic joint stiffness, leg straps limit your stride, and a helmet pushes your head forward, mimicking the curved spine of an older adult. Yellow goggles and earplugs make it difficult to read and hear.

FORD TRANSIT CONNECT WAGON

In 2013, Ford is introducing this flexible, efficient, affordable vehicle—a “don't call me a minivan” people-mover without the emotional identity-crisis baggage so often associated with traditional seven-seaters. The Transit Connect Wagon drives like a car, has the flexibility of a utility, hauls like a van and carries the payload of a mid-size half-ton pickup truck—in many ways, it mirrors the mindset of today's consumers, refusing to be pegged into a specific box, defying demographic labels, adapting to whatever the situation demands. Oh, and it does all this while being the most fuel-efficient seven-seat people-mover in the market.

55 yrs

Female gamers over
55 spend more time
online gaming than
males age 15 to 24.

70%

of boomers say they
plan to work past the
traditional retirement
age of 65.

40%

More than 40 percent
of boomers say they
plan to take classes or
“learn something new”
while retired



In October 2012, the Rolling
Stones celebrated their
50th anniversary by going
on tour

\$\$\$\$\$

88%

of 18 to 34 year olds
say they either have
or earn enough money
now, or expect they
will in the future
whereas

28%

of adults age 35 and
over say they don't an-
ticipate making enough
money in the future

BURNING MAN

This year, 55,000 people attended the Burning Man, the annual arts festival that's built by participants and operates under a gift economy. Black Rock City census surveys show that while more young participants have been joining the Burning Man community in recent years, the number of people over the age of 50 has also increased. It's those in the middle who seem to be attending the festival less frequently.

13



POST-GREEN

“Eco” is no longer a buzzword. Today, green behavior is mainstreamed thanks to education in schools, technology, social media, legislation and new ideas about infrastructure. As a result, green is maturing into a way of life, rather than a niche virtue. Yet what’s driving a greater green ethos in society is not top-down, but bottom up: Most of the innovative programs are happening at the local level, fueled by innovative partner-

ships between start-ups and local government. As a result, the obstacles to green behavior are few, while peer pressure is mounting. There is a growing recognition that green acts, big and small, add up. Collectively, a difference can be made. And because being green is no longer a burden or an inconvenience, there are few excuses for not reusing your water bottle or bringing your own bag to the grocery store.



I FEEL
GOOD ABOUT
MYSELF
FOR
RECYCLING

86% Agree



84%

say It is my civic duty
to recycle

117%

Amount by which Gen Y over indexes vs. adults
35+ on willingness to pay more for
products/services from companies that
care about improving the environment

CASE STUDIES

CHICAGO AIRPORTS FILTERED WATER

Green intentions are most often thwarted at airports, where tight security restrictions force travelers to toss their water bottles at the checkpoints. But the Chicago Department of Aviation has installed filtered water stations especially designed for reusable bottles at both O'Hare and Chicago Midway airports. At both airports, there's a Liquid Disposal Station before security lines, and refill stations are located right next to the regular drinking fountains. Set your bottle onto the station's metal tray, and the refill happens hands-free. The Dept. of Aviation estimates the water stations will save approximately 17,000 pounds of greenhouse gases from being emitted, and 29 fewer tons of trash from going to landfill annually.

RECYCLEBANK

Headquartered in NYC, Recyclebank rewards people for taking every day green actions—with discounts and deals from more than 4,000 local businesses and national brands. Through partnerships with municipalities, haulers, small businesses and corporate brands, Recyclebank empowers both businesses and individuals to make a collective impact on the environment. In October 2011, the company joined forces with Waste Management to bring its innovative rewards-for-recycling program to more than 20 million Waste Management customers.

I believe my friends and
I can change behavior by
supporting companies who
do the right thing

66%

Agree



20 Years

Expected duration of the newest
energy-efficient light bulb,
released in October 2012

I
CONSIDER
MYSELF
TO BE
GREEN

67% Agree

DEPAVE

With the tag line "from parking lots to paradise," this Portland-based organization promotes the removal of urban pavement to create community green spaces. This not only beautifies cities, it also prevents stormwater runoff from polluting streams and rivers. In five years, Depave has organized 24 events to remove 94,100 square feet of concrete and asphalt from sites around the city of Portland, soaking up more than 2,221,000 gallons of stormwater.

This book was put together by Ford Motor Company in conjunction with BAV Consulting, and designed by Everything Type Company (ETC).

For more information about Ford trends or products, please contact: Marisa Bradley at mbradl31@ford.com

To learn more about trend analysis from BAV Consulting, please visit: www.bavconsulting.com

Keep up with trends on Twitter via #FordTrends



CITATIONS

1. TRUST IS THE NEW BLACK:

- Trust in brands has dropped by 50% since 2001; people now trust one in four brands on average (BAV Consulting, USA Survey, Adults FY 1993–2011)
- 80% of people say they trust a brand less when it communicates inconsistent values (BAV Consulting, Global Survey, Adults 2012)
- Correlation of trust to brand equity increased by 35% since 2009 (BAV Consulting, USA Survey, Adults FY 2008, 2011)
- The most trusted brands among Gen Y today are 20% less “Statured,” 12% less “Leader” and 5% less “Traditional” than the most Trusted brands among this group were in 2008. Perceptions that most drive trust: Down to Earth, Cares About Customers, Helpful, Good Value, Straightforward (BAV Consulting, USA Survey, Adults 18–34 FY 2008, 2011)
- Trust in Patagonia soared 350% (BAV Consulting, USA Survey, Adults 18–34 FY 2008, 2011)
- Domino's has been able to maintain growth as a trusted, differentiated brand (BAV Consulting, USA Survey, Adults 2012)

2. CONSUMER REPUBLIC

- The Occupy movements covered roughly 951 cities in 82 countries (The Guardian: Occupy Protests

- Around the World, Oct. 17, 2011)
- 72% agree that “The free-flow of information on the Internet is forcing people to behave better;” 65% believe “they and their friends can change corporate behavior by supporting companies that do the right thing;” 70% say “I would work for less money at a company whose culture I believed in;” 40% of consumers globally would rather take out a loan from their friends/peers than a bank, even at the same interest rate (BAV Consulting, Global Survey, Adults 2012)
- China Survival Guide App (China Daily, “Public Shows Big Appetite for Food Safety App,” May 31, 2012)

3. GET REAL

- “Rugged” correlation to Trust has increased 114% since 2008 (BAV Consulting, USA Survey, Adults 18–34 FY 2008, 2011)
- 82% agree that “Having and admitting failures is critical to overall success;” 77% agree that “People are more open to sharing their feelings and admitting failure than in previous generations” (BAV Consulting, Global Survey, Adults 2012)
- Farmers Market Growth: 1994–2012 (United States Department of Agriculture)

4. PIONEERING PATHWAYS

- Only 12% of today's adults ages 18–30 are currently married with children, compared to 50% of the

- Baby Boomer Generation at the same age. (Pew Research Center, “Portrait of the Millennials,” February 2010)
- The number of self-employed has increased by 14% (Economic Modeling Specialists International, “Characteristics of the Self-Employed,” 2012)
- 80% agree “In a world with less money, happiness is a more important measure of success.” 62% agree “The return on investment of a college education is worse today than it was 20 years ago;” 40+ percent of people say they would open a bank account with Amazon (BAV Consulting, Global Survey, Adults 2012)
- 91% percent of Millennials expect to stay in a job for less than 3 years (Forbes, “Job Hopping Is the ‘New Normal’ for Millennials,” Aug. 14, 2012)
- Gen Yers are 46% more likely than adults 35+ to agree that “I disregard rules and conventions that restrict my freedom” (BAV Consulting, USA Survey, Adults 18–34, 35+ FY 2011)

5. THE MICRO SKILLS DIY

- 42 million freelancers in the U.S. (The Guardian, “How America Became a Nation of Freelancers,” Feb. 7, 2012)
- 77% agree “Today's fast-moving economy favors those who are open and flexible” (BAV Consulting, Global Survey, Adults 2012)
- 79% agree “I tend to be a Do-It-Yourself type person” (BAV Consulting, USA Survey, Adults, 2012)

- Etsy receives approximately 40 million unique visitors per month, hosting 875,000 sellers who generated over \$525 million in sales in 2011 (Digital Trends, “Etsy Secures \$40 Million,” May 9, 2012)

6. HELP ME HELP MYSELF

- 80% disagree “There is little I can do to change my life;” 82% agree “Having and admitting failures is critical to overall success;” 48% of people say they are more accountable because my friends/family check up on me; 80% say discussing goals/objectives with others makes them easier to achieve (BAV Consulting, Global Survey, Adults 2012)
- People who use GymPact make 86% of the workouts they commit to. (GymPact, November 2012)
- Consumers are expected to load \$117 billion onto prepaid cards in 2013 (Christian Science Monitor, “Prepaid cards are here to stay. Do you need one?” Aug. 9, 2012)

7. THE ECONOMICS OF LOCAL PRIDE

- 55% of people trust a brand less when it doesn't give back to the local community; 85% agree that “Problems are better solved by local communities than the national government;” 83% agree “Volunteering in my community and giving to charity are important” (BAV Consulting, Global Survey, Adults 2012)
- Gen Yers are 72% more likely than



adults 35+ to agree that “Where a brand is sold influences how I feel about a brand” (BAV Consulting, USA Survey, Adults 18–34, 35+ FY 2011)

8. THE RISE OF THE INTIMA-CITY

- 41% of Millennials say they want to live in a city... (Ypulse Survey of U.S. Millennials, 2012)
- 18% of homes purchased from mid-2010 to mid-2011 were in urban areas... (National Association of Realtors, Profile of Homebuyers and Sellers, 2011)
- Surveys show that 13% of Gen Yers carpool to work, while 7% walk. (Wall Street Journal, “No McMansions for Millennials,” Jan. 13, 2011)
- City growth in 2011 surpassed or equaled that of suburbs in roughly 33 of the nation’s 51 large metro areas (Associated Press, “Big U.S. cities boom as young adults shun suburbs,” June 28, 2012)
- Olive Branch, Mississippi (BusinessWeek, “Memphis Suburb is Fastest Growing City in the U.S.,” April 26, 2011)

9. DEFYING DISTRACTION

- 56% of Americans say they strongly disagree that they’re being lured into technological distraction (BAV Consulting, USA Survey, Adults 2010)
- 6% of workplaces had nap rooms in 2011 (Society For Human Resources Management, 2011 Survey of American Employers)

- 34% of respondents say their employers allow them to nap at work... (National Sleep Foundation, 2011 Survey)
- 42% of e-book readers reported that they are reading more now that long-form reading material is available in digital format (Pew Internet Research, “The Rise of E-Readers,” April 2012)
- Recently, more than 200 people attended Reboot’s SXSW Unplugging Party (Mashable, “National Day of Unplugging Wants You to Power Down for 24 Hours,” March 22, 2012)

10. THE MINIMAL MAXIMIST

- 65% agree “Since the recession, I realize I am happier with a simpler, more down to earth lifestyle” (BAV Consulting, Global Survey, Adults 2012)
- 65% of global consumers say they are willing to pay more for electronics products that have been responsibly produced (CNN International’s ‘Consumer Connect – Consumer Electronics 2012’ Survey)
- The U.S. barter market is a staggering \$12 billion annually; Swap.com (BusinessWeek, “The Rise of the Barter Economy,” April 26, 2012)
- A New Yorker renting his or her space on AirBnB makes \$21,000 on average (Collaborative Consumption & Startup America, 2012)

11. RETURN TO YOUR SENSES

- When you’re in a happy relationship, clasping hands reduces stress-related activity in your brain. (New York Times, “The Brain on Love,” March 24, 2012)
- 78% of people say “I would willingly make less money in exchange for more time with my family” (BAV Consulting, Global Survey, Adults 2012)
- The adventure category spending was \$89 billion in 2009 with much growth ahead (George Washington University and the Adventure Travel Trade Association, 2009 Study)

12. FOREVER YOUNG

- Many Baby Boomers with good health habits and good genes can expect to live past 90 (The Fiscal Times, “Cashing In on Boomers’ New Bucket Lists,” June 17, 2011)
- Nearly 70 percent say they plan to work past the traditional retirement age (AARP, December 2010)
- Women 55+ spend more time online gaming than any other demographic. (New York Times, Women Set the Pace as Online Gamers, Aug. 8, 2010)
- 64% of all adults describe themselves as “youthful”; 72% as “energetic” (BAV Consulting, USA Survey, Adults 2012)
- 31% of today’s parents say children shouldn’t have to be on their own financially until age 25 or later (Pew Research Center, “Young, Underemployed and Optimistic,” Feb. 9, 2012)

- Just 12% of whites between age 18 and 34 told Pew that owning a home was “one of the most important things” in their life (The Atlantic, “What Has the Recession Done to Millennials?” Feb. 2012)

13. POST-GREEN

- 86% of Americans say ‘I feel good about myself for recycling;’ 66% agree “I believe my friends and I can change behavior by supporting companies who do the right thing;” 84% say “It is my civic duty to recycle;” 67% agree “I consider myself to be ‘Green’” (BAV Consulting, USA Survey, Adults 2012)
- 117%: Amount by which Gen Y over-indexes vs. adults age 35 and above on their willingness to pay more for products/services from companies that care about improving the environment (BAV Consulting, USA Survey, Adults 18–34, 35+ FY 2011)
- 20 years: Expected duration of the newest energy-efficient light bulb (Associated Press, “New Energy Efficient Light Bulb Goes on Sale,” April 20, 2012)

