

LOOKING FURTHER WITH FORD

2016 Trends



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Nearly two-thirds of adults today say the world is a worse place to live than it was when they were growing up. Considering the challenges of the past decade – the past year, specifically – this bleak perspective is perhaps not surprising. The refugee crisis, ongoing acts of terrorism, and unexpected downfalls of once-beloved icons are just some of the many disappointments that have rolled up into the continuum of disillusionment.

Yet consumers across the globe are defying despair. They've moved beyond frustration and resignation – shifting from coping mechanisms to hoping mechanisms. There has always been a desire to make lives better, but now there's even more drive to make it happen.

This is the fourth annual edition of Ford's publication of micro trends, *Looking Further with Ford*, a compilation of the most compelling movements across the globe that are shaping how we live, work and engage with the world around us. This year's collection focuses on the themes of inspiration, ingenuity and a strengthened sense of self-identity.

Disillusionment and despair may be prevalent and contagious, but so, too, are hope and optimism. And today, thanks in large part to social media, hope is spreading fast – igniting a pay-it-forward chain of goodwill that shows no sign of abating. As you turn the page to our first trend, *Embracing Heroes*, you'll find nuggets of inspiration and ingenuity that push us to be better, brighter and bolder.

Enjoy.

Sheryl Connelly

Global Consumer Trends and Futuring
Ford Motor Company

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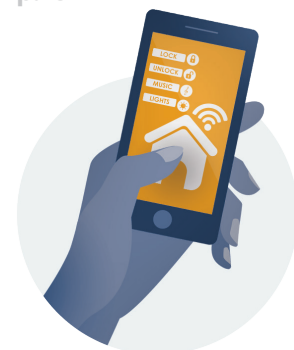
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A stylized illustration of a superhero's upper body. The superhero is shown from the chest up, wearing a dark blue suit with a yellow chest piece. The superhero's hands are pulling open the suit, revealing the yellow chest piece. The background is a blurred city skyline with several tall buildings.

Embracing Heroes

Across the world, *68% of adults say they are disillusioned with civic and political leaders*. But where goodwill is faltering among established leadership, it's gaining among communities and individuals who are rethinking what it means to be a good citizen, neighbor and person. Forget the need for superheroes – everyday heroes are now stepping up to the plate, and they're inspiring others to do the same.



It's easy to find everyday heroes...

*(percentage of adults
who agree)*

...at work: 67% China
63% India
42% U.S.
41% Brazil
36% U.K.

...in the community: 69% China
60% India
56% U.S.
53% Brazil
53% U.K.

...in government: 53% China
46% India
22% U.S.
19% Brazil
13% U.K.



The amount in donations toward personal causes that global crowdfunding site GoFundMe has received from roughly 6 million donors

KickEbolaOut Campaign

This initiative, run by the Sierra Leone and Guinean Medical Students' Association, exemplifies the power of grassroots mobilization to combat a public health crisis. Financed by crowdfunding, the campaign sends students to distribute Ebola-related information throughout communities, often to areas far removed from treatment efforts. In November, Sierra Leone declared itself Ebola-free.



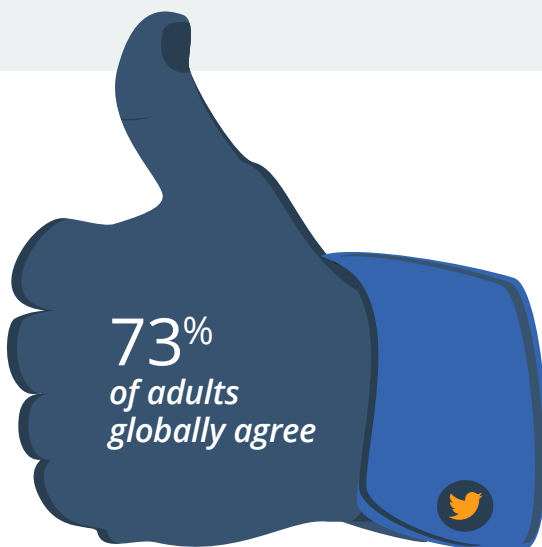
Rosa's Pay-It-Forward Pizza

A former Wall Streeter opened Rosa's in Philadelphia in 2013, offering pizza for one dollar a slice. Rosa's encourages customers to buy pizza for homeless people as well, creating a pot of money restaurant workers dip into when someone in need asks for a slice. Rosa's says it has given out roughly 32,000 slices since opening.



Trumpeting Good News

Mainstream media is notoriously bleak, seemingly fixated on news that's depressing and negative. But consumers are more likely to click on happier stories. A study conducted by Wharton professor Jonah Berger shows positive stories on the New York Times' website are more likely to make the "most-emailed" list than negative ones. But media are catching on, offering uplifting antidotes to the daily downers. Readers can turn to Upworthy for inspiration, the U.K.'s Mirror for "Feel-Good News," Reddit for "Uplifting News," and Huffington Post for "Monday Matters: The best feel-good stories, videos and campaigns that blew up last week."



Samsung's Hearing Hands

To promote the launch of its new video call center for the hearing impaired, Samsung surprised an Istanbul man with a remarkable display of community kindness. Muharrem is hearing impaired, so Samsung arranged for dozens of strangers in the neighborhood to learn sign language so they could communicate with him. Samsung captured Muharrem's joy on camera – showing the young man moved to tears by the kind gestures of his neighbors. The company spent a month preparing the heartwarming event, schooling participants in sign language and hiding cameras to document the surprise.



Why this trend matters to Ford

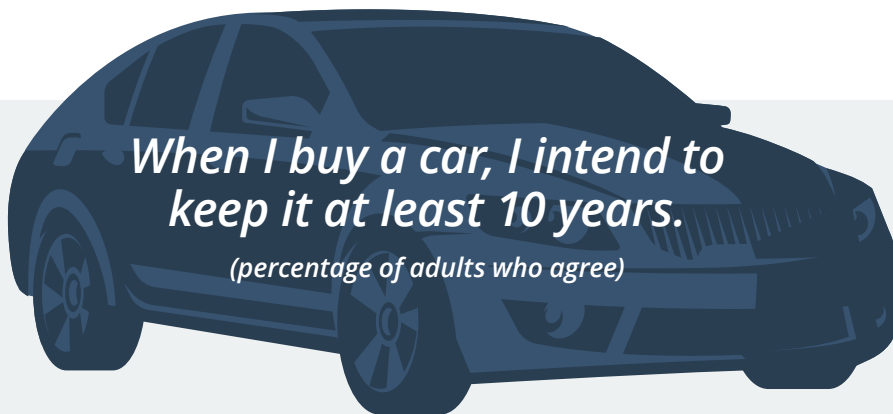
Ford products and services are designed with one thing in mind – the consumer. We're committed to creating products and experiences that empower consumers to take on the world and be their own agents for change. Our goal is to get heroes in motion – so that together, we can make mobility a force for good.

Swiss Army Life

A rising emphasis on self-reliance has created an ethos of purposefulness and utility. From tiny homes to smartphones to utility vehicles, *consumers are increasingly seeking to attain a trifecta from their purchases* – quality, versatility and durability.

Today, better living is not about having more things – it's about living smarter by pushing to get greater use out of fewer things.





When I buy a car, I intend to keep it at least 10 years.

(percentage of adults who agree)

76% U.S.

68% Spain

62% China

62% India



A picture frame mirror that folds off the wall into a detachable dining table, made by Austrian designer Verena Lang, retails for around \$2,800 U.S.

Clei, an Italian company that makes multifunctional, transformable furniture, says sales of its wares have multiplied to 71 times what they were in 2007.

71x



Helix Bike

In 2012, a team of Canadian designers began experimenting with “the perfect” folding bike – one with big wheels and a lightweight titanium frame that would be safer, more compact and more portable than any folding bike on the market. Called Helix, the bike is ideal for people who use multiple modes of transportation on their regular commute. Helix closed out its Kickstarter campaign in October 2015 with more than \$2.2 million Canadian (roughly \$1.7 million U.S.). The company is now accepting pre-orders for the bike.

The Tiny Home Movement

**Roughly 1/3
of U.S. adults**

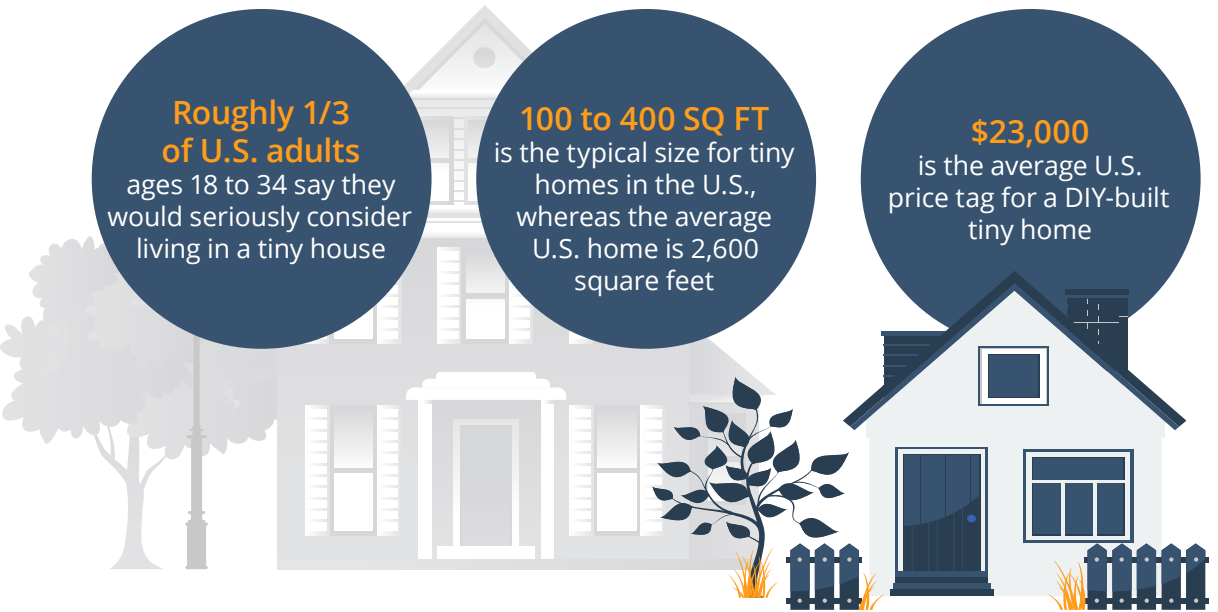
ages 18 to 34 say they
would seriously consider
living in a tiny house

100 to 400 SQ FT

is the typical size for tiny
homes in the U.S.,
whereas the average
U.S. home is 2,600
square feet

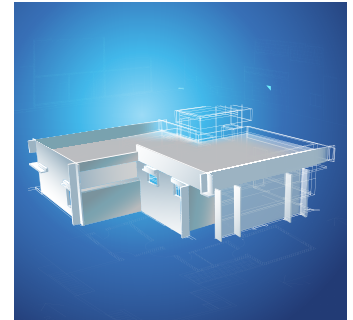
\$23,000

is the average U.S.
price tag for a DIY-built
tiny home



MIT CityHome

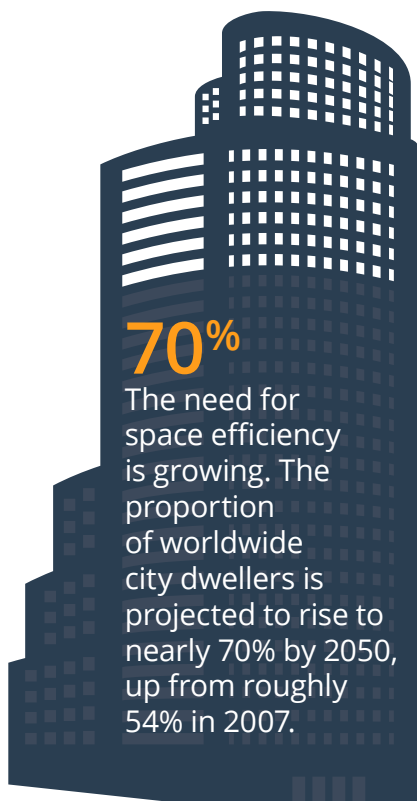
CityHome is one in a series of projects in which researchers at Massachusetts Institute of Technology are designing furniture to adapt to different needs throughout the day, such as a bedroom that transforms to a home gym, a living room that morphs into a 14-person dining space, and a kitchen that can be opened up or closed off. Everything is designed to be controlled by voice, touch and gestures. Similarly, researchers are working on office furniture that can transform throughout the day to adapt to different needs.



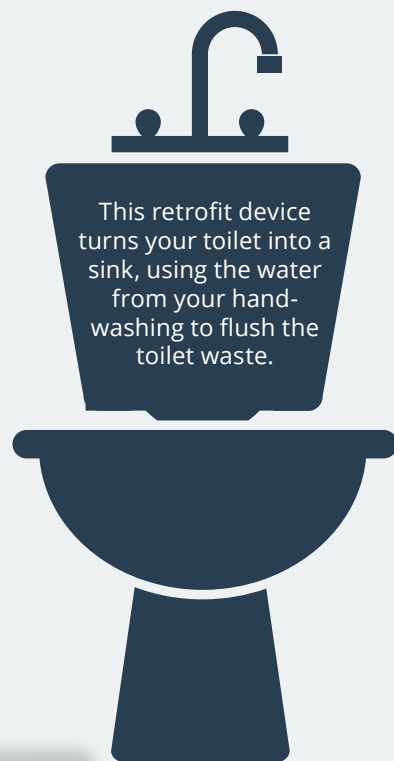
BauBax Jacket

The so-called Swiss Army knife of jackets adds new, useful twists to classic blazers and bomber jackets – cue a hood with a built-in neck pillow and eye mask, gloves inside sleeves, earphone holders, a pocket that doubles as a drink holder, and a zipper that detaches to become a pen-stylus hybrid. The U.S.-based project is one of the most funded campaigns on Kickstarter, raising more than \$9 million U.S.





SinkPositive



Why this trend matters to Ford

Utility vehicle sales continue to grow, and we are always looking for ways to design vehicles that address a consumer's many needs. From our work in developing multimodal forms of transportation to streamlined technology features, Ford strives to help consumers be more effective in their day-to-day lives with products that are efficient, versatile and durable.

Time Poverty

Today, where greater connectivity means we're increasingly "on call," time feels more elusive than ever. The blurred boundary between work and home has resulted in a plugged-in society that's often anxious, and people are desperate for solutions that enable them to keep all balls in the air. This is particularly pronounced for younger consumers – nearly half of adults under the age of 35 say they feel compelled to check their work email in their off-hours.





Alex

"Staying on top of social media is starting to feel like a full-time job."

(percentage of adults who agree)

74% Brazil

70% China

66% India

56% Germany

53% Spain

48% U.S.



*Hours per day
the average user
spends on his or
her smartphone:*

4.7 U.S.

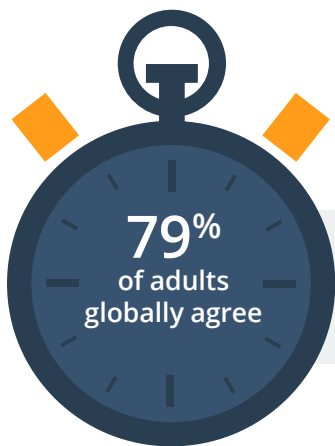
3.7 Thailand

3.4 Qatar

"Text Neck"

The prevalent condition of hunching over one's smartphone. Experts say that long-term, this poor posture can reduce lung capacity by as much as 30%.



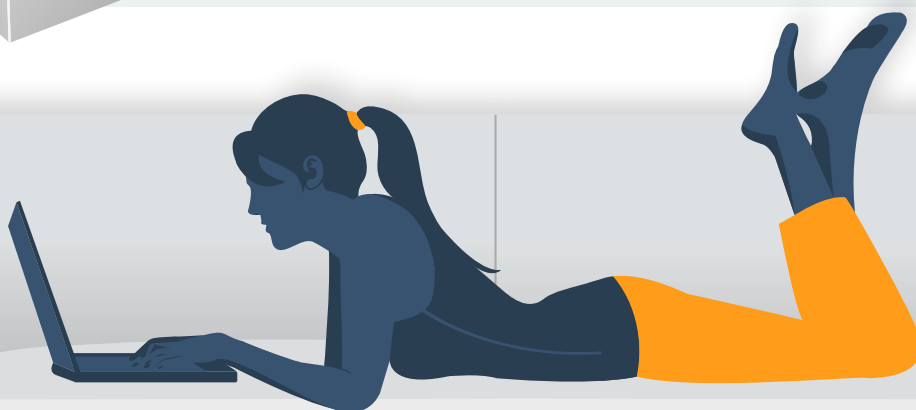


"Expected response time for electronic communications is getting shorter and shorter."



Remember the Milk

Remember the Milk helps you stay on top of your to-do list so you won't forget the important details (like, you know, the milk). The app connects across all of your devices, pulling from Gmail, Outlook, Evernote and more to get everything organized in one place. Downloaded worldwide, this handy app now has more than 5 million users.



"I feel compelled to check my work email in my off-hours."

49% of adults under the age of 35 globally agree

and

40% of adults ages 35-plus globally agree



58% of those who say they feel compelled to check work email in off-hours say they resent this feeling

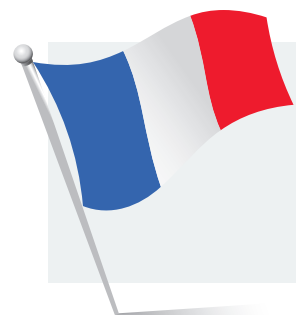
Rescue-Time App

Need some ultra-focus time? Rescue-Time is one of many apps on the market that offers relief in the form of time management. It tracks time spent on applications and websites, giving you an accurate picture of your day through a comprehensive, easy-to-read dashboard. The app also has a feature to schedule time free of digital distraction, such as placing a hold on email and blocking social media use.



Karōshi

The Japanese term for death by overwork, this phenomenon is not uncommon in high-pressure societies throughout Asia. China leads the world in work exhaustion-related deaths – with estimates of up to 600,000 fatalities each year.



French Unions Ban Email After 6

A recent deal negotiated by several labor unions in France ensures employees are no longer under pressure to look at work-related material on their computers or smartphones after 6 p.m. The intent is to protect time for workers to focus on their families and outside interests.



Sweden's Six-Hour Workday

In Sweden, the six-hour workday is becoming more common. Stockholm-based app developer Filimundus switched to a six-hour day in 2014, following the lead of another Swedish tech startup, Brath. As Linus Feldt, CEO of Filimundus, told Fast Company: "My impression now is that it is easier to focus more intensely on the work that needs to be done and you have the stamina to do it and still have energy left when leaving the office." To make it work, Filimundus asked employees to stay off social media, curb personal distractions, and eliminate some standard weekly meetings.

Why this trend matters to Ford

Time is an inextricable part of mobility – every aspect, a confrontation with managing time. Ford is constantly looking for ways to give our customers time back, whether it's providing them an easier and shorter path to purchase, equipping them with GPS to effectively map out routes, outfitting vehicles with tools and features to help them make the most of their time, or delivering immediate, responsive customer service.



The EZ Life

brought to you by the
Connected Concierge

Today, we're seeing the rise of "full-service" technology, as products shift to become more anticipatory and self-sufficient. *With the growing support of artificial intelligence, we can outsource more and more responsibilities to technology that learn and adapt to our needs – expanding our sense of hope and possibilities for a better life ahead.*



"I can easily imagine how I would fill my time if I was riding in a self-driving vehicle."

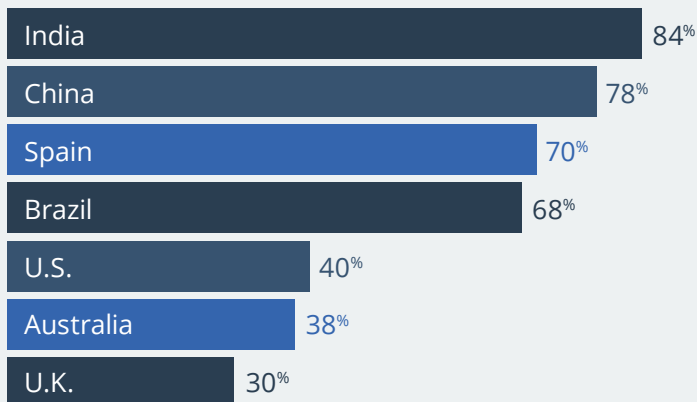
62%

of adults under the age of 35 globally agree



"I can see myself buying a self-driving car in the future."

(percentage of adults who agree)





"I believe the benefits of autonomous machines (drones/artificial intelligence/self-driving cars) will outweigh the risks."



61% of men
globally agree

vs.



53% of women
globally agree

(percentage of adults who agree)

73% China

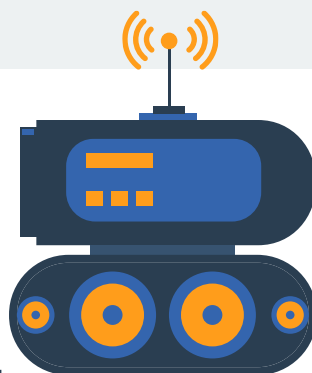
60% Spain

70% India

43% U.K.

70% Brazil

42% U.S.



City Drone Maintenance — — — — —

University of Leeds is experimenting with using drones to fix potholes, street lights and utility pipes. The goal is to establish "self-repairing cities" by designing robots to serve as citywide handymen – to identify problems on the streets and fix them with minimal disruption to the public. Research will be divided into three categories – perch and repair drones will perch on tall structures to perform tasks, such as repairing street lights; perceive and patch drones will be designed to autonomously inspect, repair and prevent potholes in roads; while fire and forget drones will be placed permanently inside utility pipes to inspect, repair, meter and monitor.



30%

Compound annual growth rate of the global smart homes and buildings market is expected to be nearly 30% between 2013 and 2020.

3x

In Japan, the Smart City business is expected to more than triple between 2011 and 2020.



Amazon Echo

Unveiled in June, Amazon Echo is a mass-market realization of the voice-controlled smart home system. Personified as “Alexa,” Echo can respond to queries and perform various digital tasks – adding an item to your Google Calendar, or reading an audiobook aloud. Amazon is building partnerships with other smart appliance brands to allow voice-activated control of additional home functions, like running your dishwasher and washing machine.

Navigate Jacket

Australia-based startup Wearable Experiments has introduced a location-enabled technology that lets travelers walk around an unfamiliar city without hunching over a map or smartphone. Preprogrammed with a detailed map of the city, the jacket cues tourists to turn left or right with vibrations on either sleeve – a small vibration signifies a slight veer, while a big vibration means a hard turn. The paths are customized based on preselected interests.



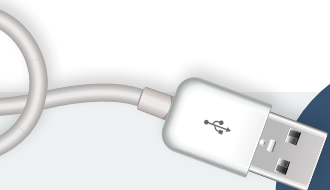
Why this trend matters to Ford

At Ford, we have always been at the intersection of humanity and technology. Today, we're trained to find meaningful ways in which digital advancement can better assist drivers, and society as a whole. We are powering artificial intelligence to learn and anticipate consumer needs – giving our customers more time and energy to focus on the things that matter most.

Mindful Goes Mainstream

Once the purview of monks, mindfulness has made its way into homes, schools and boardrooms. *Two-thirds of consumers across the globe say that mindfulness is not just a fad*, and studies show the practice can mitigate the impact of stress. As our lives become increasingly complicated and demanding, the solution for many is to be less mind full and more mindful – giving ourselves the time and space to breathe, reflect and regroup.





65%
of adults
globally agree

*"It was easier to live in the moment
before we had all these digital devices."*



*"I feel anxiety when I am
away from my devices."*

In the U.S., U.K., Spain,
Germany and Australia,
adults under the age of
35 are roughly

2X

more likely to agree than
those ages 35-plus



*(percentage of adults who say mindfulness is *not* just a fad)*

79% U.S.

77% Spain

76% Australia

71% Germany

Airport Yoga

A growing number of airports in the United States – Chicago O'Hare, Dallas-Fort Worth and Burlington – are setting aside rooms for yoga and meditation. The trend is spreading to Europe – Helsinki now has a 24-hour dedicated space at its airport where passengers can do yoga, Pilates or meditation. A pop-up yoga studio was such a hit at London's Heathrow that it's now a permanent fixture.



Mindfulness in Swedish and U.K. Prisons

Yoga and meditation programs have become an integral part of the prison system in Sweden. The system even employs a national yoga coordinator responsible for training prison guards as meditation instructors. This rehabilitation approach is thought to be why Sweden boasts one of the lowest prison recidivism rates in the world. Prisons in the U.K. are offering similar mindfulness training for the most violent offenders in high-security prisons.

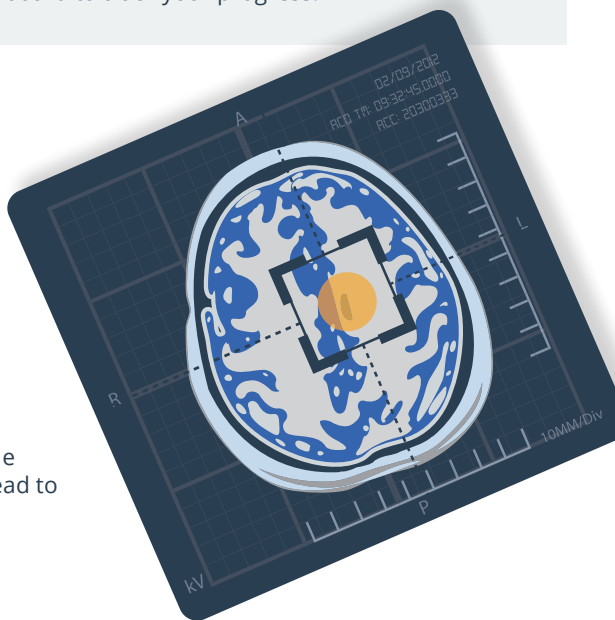


Buddhify

An award-winning mindfulness app, Buddhify has become the No. 1 health and fitness app in more than 40 countries. It offers more than 80 guided meditations, tailored for wherever you are and whatever you're doing, and includes an interactive dashboard to track your progress.

Mindfulness Military Training

Scientists at University of California San Diego Center for Mindfulness conducted a brain-imaging study of Marines who were about to be deployed, scanning the soldiers' brains while subjecting them to physical stress. The soldiers wore masks that made it somewhat challenging to breathe, creating a scenario of stress, then were taught mindfulness techniques before having their brains scanned again. After the training, portions of the soldiers' brains had notably different responses to the same physical stress – indicating mindfulness conditioning can lead to less anxiety in difficult situations.



Annual Stress Tests in Japan

In December, the Japanese government began requiring companies with more than 50 workers to check employee stress levels annually. To address stress levels, companies like Yahoo Japan are incorporating mindfulness and stress-management techniques into their leadership training programs, with weekly meetings for managers to meditate and discuss how to reduce anxiety within teams.

Why this trend matters to Ford

Across the globe, drivers are spending more and more time commuting. The duration of time spent on the road has placed a new emphasis on the interior features that vehicles offer. It's not simply about expediently and safely getting from A to B, it's about self-expression and escapism – and no aspect of the car delivers this more than its interior. Consumers see their cars as extensions of themselves, their homes and their offices – meaning that connected mobility must also come with customizable comfort.

In Awe of Aging

The first humans expected to live to age 150 are already alive, according to experts on aging and longevity. Yet as people live longer, healthier lives, the notion of aging is being re-defined. Shifts in health care, nutrition and medical science are driving today's seniors to defy stereotypes and make sure that those "extra" years of life are healthy, meaningful and dignified.

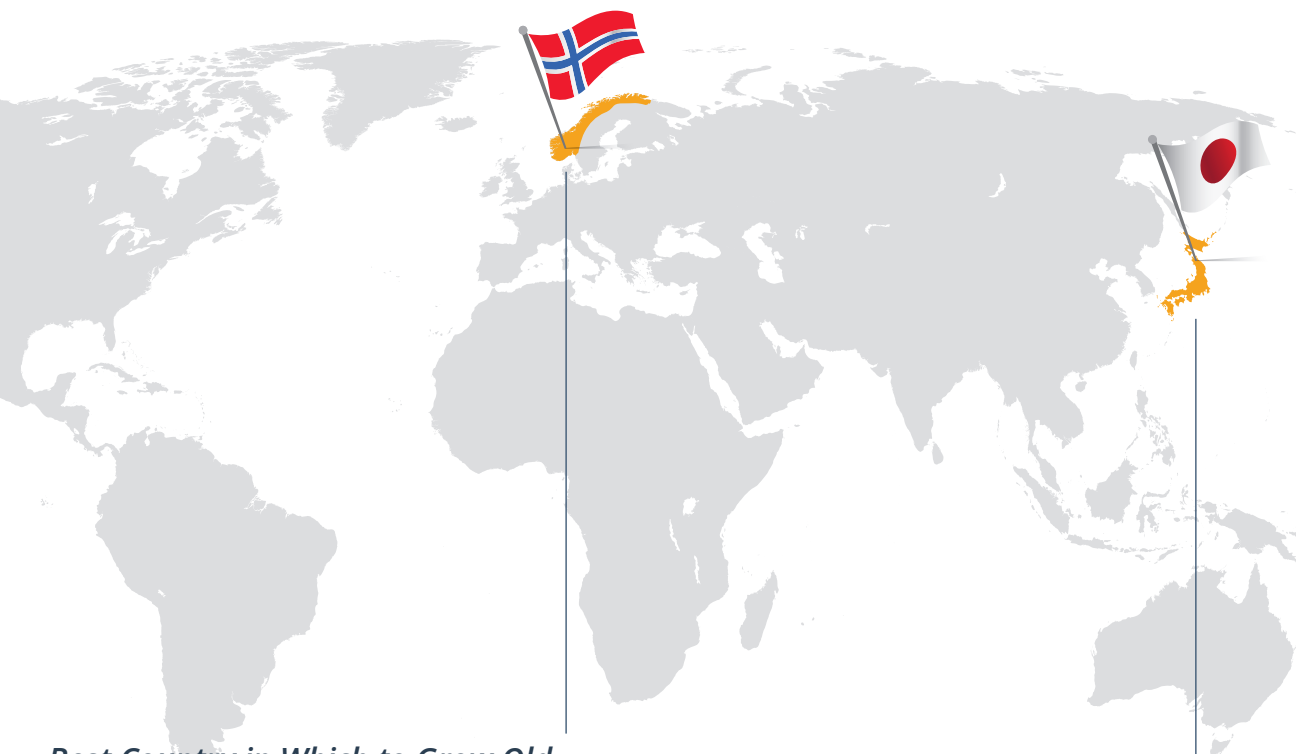


By 2050...

...2 billion people in the world will be over the age of 60, more than 2x the number now.

...400 million people in the world will be over the age of 80. That's nearly 2x the population of Brazil.

...more than 40% of the respective populations in Japan, Korea, Greece, Italy, Portugal and Spain will be over the age of 60.



Best Country in Which to Grow Old

Despite its harsh climate, Norway is the best country to grow old in, according to an index by HelpAge International. The London-based charity ranks the Scandinavian country No. 1 out of 96 countries. Norwegian citizens benefit from long-entrenched policies designed to provide financial security in old age, plus an efficient public transport system and a high level of employment among the elderly.

Japan's Centenarians

Japan has more than 61,000 residents over the age of 100 – giving it the most centenarians per capita in the world. The country also has the highest average life expectancy. This longevity is attributed to Japan's traditionally plant-based diet, universal health care, largely egalitarian society and active lifestyles among the elderly – many of whom continue working long after they officially retire. As countries across the globe wrestle with aging populations, they're looking to Japan for vision on healthy aging.



"I expect to be more active in my golden years than my parents were."

79% of adults ages 35-plus globally agree

Notable Seniors



In 2008, at the age of 70, **Omkari Panwar** of India gave birth to twins – a boy and a girl. While she and her husband had two adult daughters, she was determined to give birth to a male heir.



Born in Alabama in 1899, **Susannah Mushatt Jones** is now 116 years old – making her the world's oldest known living person. The secret to her longevity? Plenty of sleep, she says.

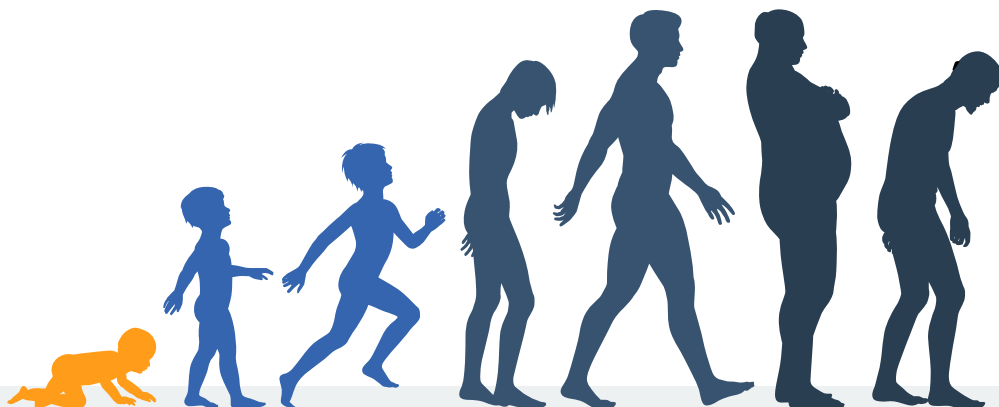


In 2012, Britain's **Fauja Singh** completed the London Marathon as the world's oldest marathon runner – he was 101. He has finished nine marathons since he took up running at 89. Now retired, he still jogs every day.

532%

In 1990, 1.9 million health club members were age 55 and older. In 2014, that figure reached 12 million – a 532% increase according to International Health Racquet and Sports Club Association.





"I believe there are things I can proactively do to slow down the effects of aging."

(percentage of adults who agree)

92% China

84% Brazil

77% Australia

76% U.S.

Senior Parkour

In London, seniors are improving their balance and overall health through Parkour classes. Instead of traditional daredevil Parkour moves like bouncing off walls and jumping from rooftops, senior Parkour athletes leap onto benches and swing from metal bars. The exercises are designed to increase strength and flexibility.

Stitch.net

Essentially a "Tinder for seniors," Stitch specializes in helping people ages 50 and older find companions. Australian Andrew Dowling, company founder, got the inspiration when he learned loneliness causes more deaths than smoking or obesity among seniors. Stitch is part of a wave of new startups focusing on baby boomers and senior citizens in a growing market.

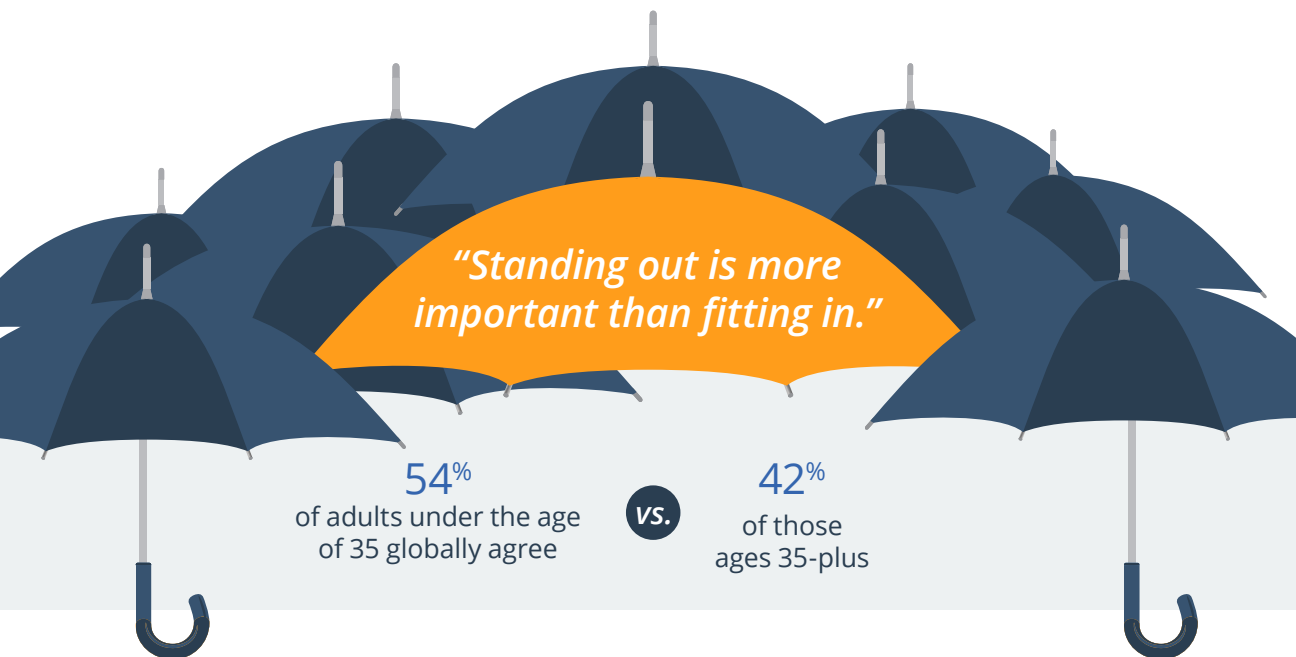
Why this trend matters to Ford

In a world where mobility is a human right, aging should not be a handicap. The freedom and autonomy that comes from owning and operating your own vehicle can directly impact the quality of life for aging consumers. Ford engineers are designing ways to make it easier for this growing population to stay mobile and active.



Fit for Misfits

Today, one size fits nobody. *Some people seek ways to stand out, while others simply don't want to get lost in the crowd* – and society is more openly celebrating diverse opinions and interests. To adapt, marketers are shifting from neatly defined customer personas and segments to a recognition that consumer identity can't be so easily buttoned down. Nearly seven in 10 consumers say contrarian ideas are celebrated as critical to shaping great ideas. As a result, mainstream connections between brands and consumers are taking a back seat to more unique, personalized and meaningful ties.





"Contrarian ideas are celebrated as critical to shaping great ideas."

The Year of Caitlyn

In 2015, Caitlyn Jenner, an Olympian and reality TV star, publicly transitioned from a man to a woman. In so doing, she received an unprecedented amount of support from consumers and the media – and ignited a powerful public discussion on gender and identity.



#Curvy

#Curvy

Fearing associations with the porn industry, Instagram banned #Curvy in July, only to face a public outcry as an army of self-professed "curvy" women stood up for the right to label themselves, using hashtags such as #BringCurvyBack and #Curvee to post photos of their curves and celebrate their uniqueness.

*"I say what I think,
even if I know it's going
to offend my friends
and family."*

(percentage of adults globally who agree)

72% India

57% China

54% Spain

51% U.S.



Breaking the Runway Mold

In November, longtime fashion design show Project Runway crowned its first-ever plus-size designer champion. Ashley Nell Tipton's plus-size-only New York Fashion Week collection was a first for the popular show, and Tipton wowed the judges with silhouettes and cuts typically not available for larger women. The designer says she's hoping her line will put an end to the drab rules that have dominated plus-size fashion for so long.

***Why this
trend matters
to Ford***

At Ford, we recognize today's marketplace is not a one-size-fits-all community. To meet the very specific needs, wants and preferences of an increasingly diverse set of consumers, we're serving up personalization and customization in new ways and across new platforms – even virtual ones.



Waste Not, Want Not

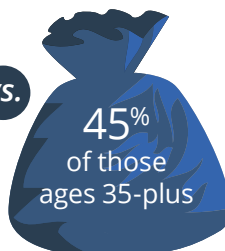
Globally, *90% of adults agree society has an obligation to reuse materials and reduce the amount of trash it creates.* That means everyone needs to play a role – business, government and individuals alike. Today, innovators are finding ways to get creative with refuse – extracting value from stuff nobody wants.

This latest trend in sustainability promises to push the boundaries of both imagination and resourcefulness.





vs.

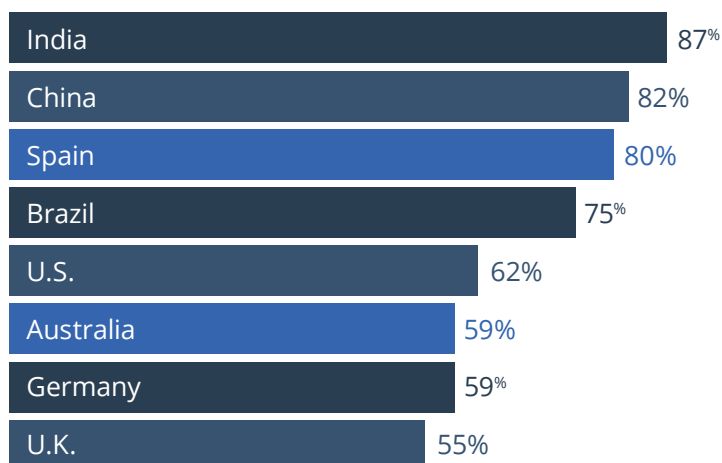


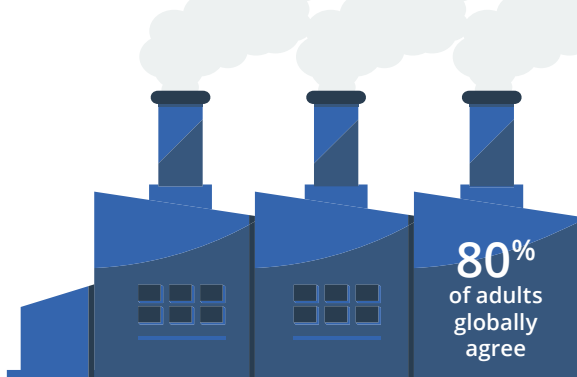
Plastic for Shoes

As part of a drive to clean up local beaches, Uruguay shoemaker Mamut ran a promotion allowing plastic bottles as an accepted form of currency to pay for shoes. Each bottle counts as 100 Uruguayan pesos, or roughly \$4 U.S.

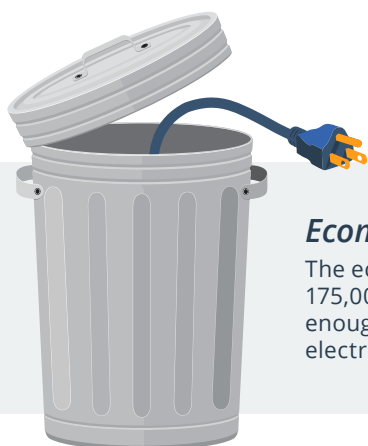


(percentage of adults globally who agree)





"Companies can have the most impact on reducing waste."



Ecomaine

The ecomaine waste-to-energy plant in Portland, Maine, processes about 175,000 tons of trash a year. The company says the process generates enough steam to create about 100,000 to 110,000 megawatt-hours of electricity annually – enough to power about 14,000 homes.

Ecosan Composting Toilet

Designed by WAND, a Philippine-based organization focused on eco-solutions, Ecosan is a low-cost composting toilet that uses local materials to minimize water contamination and turn waste into plant fertilizer.



"This Too Shall Pass"

Ever wish your packaging could just melt away? Innovations from Tomorrow Machine, a packaging design studio based in Stockholm and Paris, are making it happen with its "This Too Shall Pass" concept that focuses on sustainable, biodegradable materials. For instance, its basmati rice packaging wraps the rice in a pyramid of soft beeswax, and labels are printed using soy ink. For oil-based products, the firm has designed a package that's made of caramelized sugar then coated with wax. Users open the package the same way they'd crack an egg. The package then melts when it comes in contact with water.



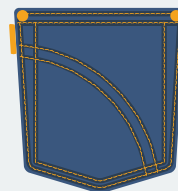
Soy

Ford uses soy-based polyurethane foam on every vehicle built in North America, reducing petroleum production by more than 5 million pounds and carbon dioxide emissions by more than 20 million pounds annually.



Wheat

Wheat straw-reinforced plastic is used for the third-row storage bins of vehicles including Ford Flex. The natural fiber replaces energy-inefficient glass fibers commonly used to reinforce plastic parts.



Recycled cotton

Scrap cotton from blue jeans and sweaters is used in the interior of Fusion, Escape, Focus and other Ford vehicles as carpet insulation and sound-absorption material.



Recycled plastic bottles

Ford is the only automaker to use REPREEVE – an innovative, recycled fiber made from plastic bottles – in its vehicles, including the all-new F-150. By using this recycled material, Ford will have diverted more than 11 million plastic bottles from landfills in 2015 alone. Ford was able to use Coca-Cola's PlantBottle material to produce the first-ever fiber that can be woven into durable, automotive-grade PET.



Tomato fiber

Ford and H.J. Heinz Company are exploring the use of tomato fiber to develop a more sustainable bio-plastic material for use in vehicle wiring brackets and storage bins. Successful application could reduce the use of petrochemicals in manufacturing – minimizing the impact to the environment.

Why this trend matters to Ford

At Ford, our Blueprint for Sustainability demands we push to become smarter and more thoughtful about the resources we use and how we use them. Across regions and across departments, Ford is making cutting-edge ecological advancements in material sourcing to promote a more sustainable, more mobile planet.

A top-down view of a wooden desk. In the upper left, a silver laptop is open, showing its keyboard and trackpad. To its left is a white ceramic cup of coffee on a matching saucer. In the lower center, a spiral-bound notebook is open, with a blue pen resting on it. A dark blue circle is overlaid on the right side of the notebook, containing the title and a paragraph of text.

Buying into the Flexible Economy

The world of work is changing – and fast. The rise of sharing economy platforms and freelance models are making “gig” jobs more accessible and more lucrative. Business models are adapting to maximize resourcefulness while allowing for greater flexibility and fulfillment. And workers are finding new ways to make their investments work for them, extracting value from once-idle goods like cars, homes and tools.

Wednesday
10-11 Call client
2 - Lunch/Buy cat food
3-ish go for surf!
6 - Clean up presentation
7 - Dinner with Malcolm



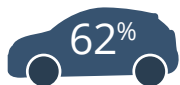
9 million Global number of registered freelancers on Upwork, the world's largest platform for freelance jobs.

\$1 billion U.S. The value of work completed annually by its freelancers.

4 million The company's total number of registered clients.



Number of cities Uber operates in around the world as of May 2015.

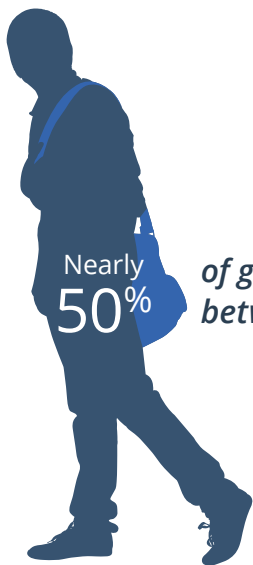


Percentage of Uber drivers who have at least one additional source of income.

Haddad & Partners

The design firm that helped with this book is based in the U.S., but its workforce is spread across the globe. The 16-person creative shop is made up solely of remote workers, with developers and designers working from their respective locations in Connecticut, Pennsylvania, England, Peru, France and Australia. The team relies on Skype and other shared platforms to keep lines of communication open and fluid. And because team members are staggered across time zones, the company is able to maximize hours in the day, keeping projects moving through the night.





Nearly **50%** of global freelancers are between ages 26 and 35.



79%

Growth of telecommuting workforce in the U.S. between 2005 and 2012.



8,045 Number of sharing economy businesses listed on Compare & Share website, which provides a global directory of sharing services.

\$335 billion U.S. Projected worldwide revenue from sharing economy by 2025.

Workana

The first and largest Latin American freelance professional network, Workana services more than 280,000 freelancers, and has completed nearly 50,000 projects since its founding in 2012. Workana says it is dedicated to excellent work “made in Latin America” – including copywriting, marketing, legal, software development and UX design.



"If I could find a job with a shorter commute, I would take it."

(percentage of adults under the age of 35 who agree)

76% Brazil

74% India

73% China

68% Spain

63% U.S.

Ctrip

Chinese travel website Ctrip conducted an experiment in which half of its call center workers were allowed to telecommute, the rest remaining in the office as a control group. The study showed at-home workers were not only happier and less likely to quit, but more productive – completing 13.5% more calls than the staff in the office. Ctrip estimates it saved \$1,900 U.S. per employee over the nine-month study.



Freelancers Union

Billed as "A Federation for the Unaffiliated," Freelancers Union is a nonprofit that serves the needs of the growing freelance movement by offering solutions and options for health care, retirement and wage security that independent workers often lack. With more than 280,000 members, the growing union acts as an advocate for legal reform to protect the rights of freelance workers in the U.S. – helping to ensure their benefits are maintained from project to project.

Rent a CMO

Texas-based startup Chief Outsiders is providing companies with the option to hire part-time marketing executives on the spot – with none of the delays, negotiations and hassles typically associated with executive head hunting. Chief Outsiders has roughly 40 part-time chief marketing officers who previously held marketing positions at the vice president level or higher.



**Why this
trend matters
to Ford**

As work dynamics change, so, too, do expectations of mobility. A growing freelance and remote workforce requires rethinking conventional commitments, learning to cater to a rising clamor for more independence and multimodal modes of transportation and ownership.

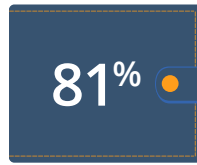
Retail Revolution

As the adage goes, in life, the journey is more important than the destination. Increasingly, that's becoming a truism for retail, too. *Retail is no longer simply about product, it's about experience* – and retailers are finding new ways to inspire meaningful connection with consumers.





of shoppers in Brazil, China and Russia say interesting product showcases are the key factor in their store shopping experience.



of European shoppers say they are prepared to pay more for a better in-store experience.



of U.S. consumers say they will buy more from a retailer who personalizes their shopping experience.



What's in a "Like"?

Brazilian fashion brand C&A's "Fashion Like" initiative incorporated real-time social media participation into its shopping experience, displaying up-to-the-minute counts of Facebook "Likes" on LED screens affixed to the hangers of the line's clothes. This concept was intended to help people choose between outfits by leveraging online popularity ratings.



Burberry's Digital-Inspired Flagship Store

Iconic British retailer Burberry's flagship store in London is intended to be a physical manifestation of the Burberry website. Featuring microchip-enabled clothing, interactive mirrors and in-store signage, the store seamlessly integrates the traditional retail experience with personalized digital-branded content, bringing Burberry's heralded online experience to life in a physical space.

Amazon Dash

Amazon was a pioneer in pushing the retail experience online, and now the company is going a step further. With its Amazon Dash buttons, you can reorder select items on the spot with the push of a single physical button. In the shower, only to discover you're out of soap, or doing laundry, and find you're low on detergent? Just push the button – a small device connected to Wi-Fi – and supplies will arrive on your doorstep two days later.



Virtual Mannequins

A retail design team in Tokyo has re-created the once-lifeless mannequin. These new high-tech mannequins receive their cues when a customer picks up a hanger – the mannequin is then immediately shown wearing a facsimile of the garment that is on the hanger. The futuristic retail technology is being used by Vanquish stores in Japan.



Casper Mattress Pop-Ups

From a nightcap beverage and branded slippers to individual mattress tents, consumers are able to experience Casper's products without feeling like they are in a traditional store environment. Playfully called "Snooze Bars," Casper's showrooms allow consumers to tailor a test nap to their specifications, selecting a song or podcast to listen to through headphones, or an image to be projected in each tent – bringing the utmost level of personalization to their shopping experience.



Ikea's Augmented Reality Catalogue

Ikea uses augmented reality to take products off the standard catalogue page and bring them to life in your living room. The company's catalogue app creates a highly experiential home retail experience, allowing customers to view Ikea products in 3D and visualize them in the rooms of their own home.

Ford Beacon Technology

Car shoppers are spending less time actually shopping, and are seeking multiple solutions in the buying process, in addition to working with sales personnel. Ford is exploring new ways to simplify and streamline the shopping experience through the use of beacon technology at its dealerships. Beacons are low-energy, Bluetooth-enabled sensors fitted to vehicles that push educational pop-up notifications on product features and technologies to the hand-held devices of consumers who have opted-in to a dealer's Wi-Fi network and downloaded a Ford shopping app.



**Why this
trend matters
to Ford**

As consumer retail behaviors and expectations change rapidly, Ford is rethinking its own consumer experience, finding new ways to connect and engage with consumers as both an auto company and a mobility company.

A large orange circle containing the text "WHAT'S NEXT FOR FORD?" in white, bold, sans-serif capital letters. The circle is positioned at the top center of the page, below two silver binder clips that hold the paper in place.

WHAT'S NEXT FOR FORD?

In a world of constant, dramatic change, companies must keep one foot firmly grounded in the now and the other firmly grounded in the next. This collection of trends helps Ford look beyond the auto industry to comprehend what's happening in social, technological, economic, environmental and political arenas, and creates a blueprint to understand how these trends are expected to influence products and brands for the next year and beyond.

In 2016, software and connectivity technologies will continue to push vehicle innovation further and faster. Non-traditional partners will explore automotive solutions, and customers across all generations will expect technology to make their lives even easier and better. To stay ahead, Ford will continuously invest and innovate in our portfolio of world-class vehicles – and through Ford Smart Mobility, we'll explore new ways to transform lives for the better all across the globe. Urbanization, the growing middle class, and changing customer attitudes are driving Ford to create solutions that will once again change the way the world moves.

We're looking forward to sharing more exciting news in 2016. Stay tuned.



Ride-Sharing

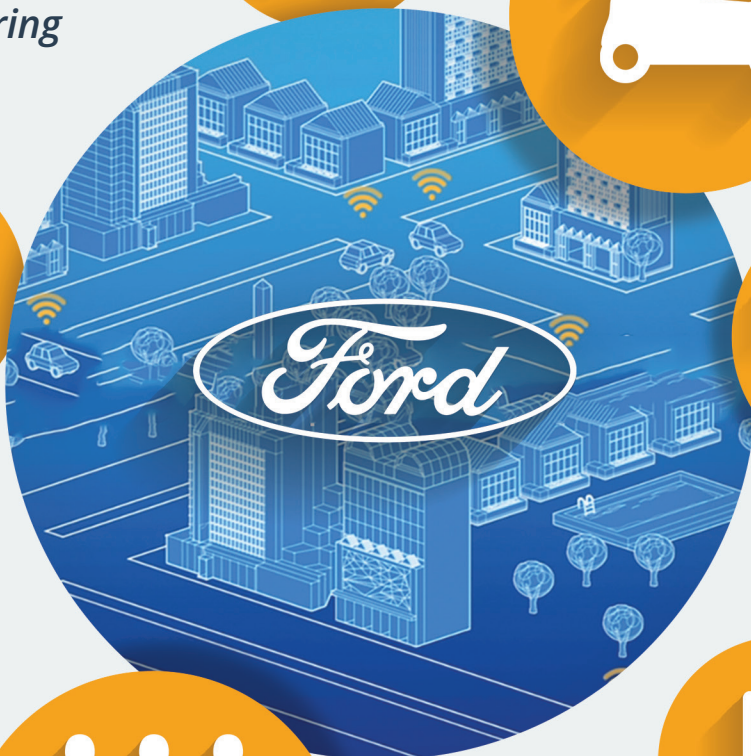
*Multimodal
Urban Mobility*



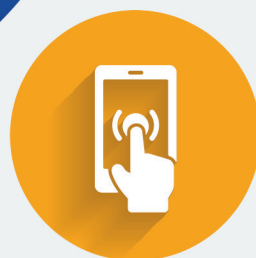
*Autonomous
Vehicles*



*Customer
Experience*



*Flexible Use
and Ownership*



App Solutions



Car-Sharing



*World-Class
Vehicles*

Citations

1. Embracing Heroes

- 68% of adults say “I have become disillusioned with civic and political leaders” (BAV Consulting, Global Survey 2015)
- Percentage of adults who agree “It’s easy to find everyday heroes...” (BAV Consulting, Global Survey 2015)
- GoFundMe received \$470 million in donations toward personal causes from roughly 6 million donors (GoFundMe.com, “GoFundMe Tops Kickstarter as World’s #1 Crowdfunding Platform,” Jan. 13, 2015)
- KickEbolaOut Campaign (IndieGogo.com, “Kick Ebola Out,” Oct. 2015)
- Rosa’s Pay-It-Forward Pizza (Philly.com, “Paying it forward: Free pizza at Rosa’s,” Sept. 9, 2015)
- Trumpeting Good News (New York Times, “Good News Beats Bad on Social Networks,” Mar. 18, 2015; upworthy.com; mirror.co.uk/all-about/feel-good-news; reddit.com/r/upliftingnews; huffingtonpost.com/good-news)
- 73% of adults globally agree “I’m more likely to share positive news stories on social media than negative ones” (BAV Consulting, Global Survey 2015)
- Samsung’s “Hearing Hands” (Entrepreneur.com, “Samsung Just Won the Internet With This Heartwarming Ad for the Hearing-Impaired,” Mar. 12, 2015)

2. Swiss Army Life

- Percentage of adults who agree “When I buy a car, I intend to keep it for at least 10 years” (BAV Consulting, Global Survey 2015)
- A picture frame-mirror that folds off the wall into a detachable dining table, made by Austrian designer Verena Lang, retails for around \$2,800 (OZY, “Can your bed double as a kitchen?” June 19, 2015)
- Clei says sales of its wares have multiplied to 71 times what they were in 2007 (OZY, “Can your bed double as a kitchen?” June 19, 2015)

- Helix Bike (ridehelix.ca)
- The Tiny Home Movement (Huffington Post, “The Tiny House Movement,” Sept. 12, 2014; thetinylife.com, “What is the Tiny House Movement?”)
- MIT CityHome (sap.mit.edu, “Customizing Your Cityhome In The Sky,” Aug. 2012)
- BauBax Jacket (baubax.com)
- The proportion of worldwide city-dwellers is projected to rise to nearly 70% by 2050, up from roughly 54% in 2014 (United Nations, “World Urbanization Prospects,” 2014)
- SinkPositive (sinkpositive.com)
- On average, consumers say they use their single-use devices (e-readers, DVD players, DVRs, TVs) 37% percent less since purchasing a tablet (Accenture, “Consumer Electronics Products and Services Usage Report,” 2013)

3. Time Poverty

- Percentage of adults who agree “Staying on top of social media is starting to feel like a full-time job” (BAV Consulting, Global Survey 2015)
- Hours per day the average user spends on his or her smartphone (Informate Mobile Intelligence, Feb. 2015)
- “Text Neck” (CNN, “Your smartphone is a pain in the neck,” Sep. 20, 2012)
- 79% of adults globally agree “The expected response time for electronic communications is getting shorter and shorter” (BAV Consulting, Global Survey 2015)
- Remember the Milk (rememberthemilk.com)
- Percentage of adults globally who agree “I feel compelled to check my work email in my off hours” (BAV Consulting, Global Survey 2015)
- Rescue-Time App (rescuetime.com)
- Karōshi (Bloomberg, “Is Work Killing You? In China, Workers Die at Their Desks,” June 30, 2014)

- French Unions Ban Emails After 6pm (The Guardian, “When the French clock off at 6pm, they really mean it,” Apr. 9, 2015)
- Sweden’s 6-hour Workday (Fast Co, “Why Sweden Is Shifting To A 6-Hour Workday,” Sept. 29, 2015)

4. The EZ Life

- 62% adults under 35 globally agree “I can easily imagine how I would fill my time if I was riding in a self-driving vehicle” (BAV Consulting, Global Survey 2015)
- Percentage of adults who agree “I can see myself buying a self-driving car in the future” (BAV Consulting, Global Survey 2015)
- Percentage of adults who agree “I believe the benefits of autonomous machines (drones/artificial intelligence/self-driving cars) will outweigh the risks” (BAV Consulting, Global Survey 2015)
- City Drone Maintenance (leeds.ac.uk, “Leeds wins £4.2m funding to develop robot fixers of the future,” Oct. 16, 2015)
- Amazon Echo (Fast Company, “How Amazon’s Alexa Voice Service is Making a Play for Your Living Room,” Sept. 14, 2015)
- The global smart homes and buildings market is expected to have a compound annual growth rate of nearly 30% between 2013 and 2020 (Silicon Angle, “The latest in Japanese smart homes: Why this market is central to R&D,” Mar. 30, 2015)
- In Japan, the Smart City business is expected to more than triple between 2011 and 2020 (Silicon Angle, “The latest in Japanese smart homes: Why this market is central to R&D,” Mar. 30, 2015)
- Navigate Jacket (wearableexperiments.com/navigate)

5. Mindful Goes Mainstream

- Percentage of adults who agree “Mindfulness is not just a fad” (BAV Consulting, Global Survey 2015)
- 65% of adults globally agree “It was easier to live in the moment before we had all these digital devices” (BAV Consulting, Global Survey 2015)
- Percentage of adults who agree “I make a conscious effort to disconnect from my devices” (BAV Consulting, Global Survey 2015)
- In the U.S., U.K., Spain, Germany and Australia, adults under the age of 35 are roughly 2X more likely to agree with the statement “I feel anxiety when I am away from my devices” than those ages 35-plus (BAV Consulting, Global Survey 2015)
- Airport Yoga (Independent.com.uk, “Airports are installing yoga rooms to help tense travellers relax between flights,” May 14, 2015)
- Mindfulness in Swedish and U.K. Prisons (BBC, “How yoga is helping prisoners stay calm,” Sept. 26, 2013; The Guardian, “Britain’s most dangerous prisoners to get meditation lessons,” Oct. 19, 2015)
- Buddhify (buddhify.com)
- Mindfulness Military Training (New York Times, “Does mindfulness make for a better athlete?” Sept. 30, 2015)
- Annual Stress Tests in Japan (Herbert Smith Freehills, “Japan: employers to offer stress checks to workers,” July 21, 2015; Nikkei Asian Review, “Japanese companies helping workers quiet their minds,” Oct. 25, 2015)

6. In Awe of Aging

- By 2050, 2 billion people in the world will be over the age of 60, 400 million people in the world will be over the age of 80, more than 40% of the populations of Japan, Korea, Greece, Italy, Portugal, and Spain will be over the age of 60 (United Nations, “World Population Ageing,” 2013)
- Best Country to Grow Old In (The Telegraph, “Why Norway is the best place in the world to grow old,” Oct. 1, 2014)

- Japan’s Centenarians (Newsweek, “Two Numbers: Japan has more than 60,000 Centenarians, and Tokyo Can’t Afford Their Gifts,” Sept. 23, 2015)
- 79% of adults ages 35-plus globally agree “I expect to be more active in my golden years than my parents were” (BAV Consulting, Global Survey 2015)
- Notable Seniors: Omkari Panwar (Daily Mail, “World’s oldest mother gives birth to twins at 70,” July 4, 2008); Susannah Mushatt Jones (USA Today, “World’s oldest person Susannah Mushatt Jones turns 116,” July 6, 2015); Fauja Singh (CNN, “World’s oldest marathon man, 102, can’t imagine life without running shoes,” May 9, 2013)
- 1.9 million Health Club members were age 55 and older in 1990; in 2014, that figure reached 12 million, a 532% increase according to International Health Racquet and Sports Club Association (New York Times, “Hitting the Gym and the Trails, Looking to Extend the Golden years,” July 31, 2015)
- Percentage of adults who agree “I believe there are things I can proactively do to slow down the effects of ageing” (BAV Consulting, Global Survey 2015)
- Stitch.net (stitch.net)
- Senior Parkour (New York Post, “Senior citizens are learning daredevil sport ‘parkour,’” July 2, 2014)

7. Fit for Misfits

- Percentage of adults who agree “Standing out is more important than fitting in” (BAV Consulting, Global Survey 2015)
- Percentage of adults who agree “We tolerate disagreement more than we did in the past” (BAV Consulting, Global Survey 2015)
- 69% of adults globally agree “Contrarian ideas are celebrated as critical to shaping great ideas” (BAV Consulting, Global Survey 2015)
- The Year of Caitlyn (Vanity Fair, “Introducing Caitlyn Jenner,” June 30, 2015)

- #Curvy (Refinery29.com, “Instagram has lifted its #Curvy ban,” July 24, 2015)
- Percentage of adults who agree “I saw what I think, even if I know it’s going to offend my friends and family” (BAV Consulting, Global Survey 2015)
- Breaking the Runway Mold (People.com, “Project Runway Winner Ashley Tipton: ‘We’re Putting Plus-Size on the Map,’” Nov. 9, 2015)

8. Waste Not, Want Not

- 90% of adults globally agree “Society has an obligation to reuse materials and reduce the amount of trash it creates” (BAV Consulting, Global Survey 2015)
- Percentage of people who agree “I feel guilty about the amount of waste I generate” (BAV Consulting, Global Survey 2015)
- Plastic for Shoes (Springwise.com, “In Uruguay, customers can pay for shoes with plastic bottles,” Feb. 6, 2015)
- Percentage of people who agree “I tend to favor products that are made from recyclable content versus those that aren’t” (BAV Consulting, Global Survey 2015)
- 80% of adults globally agree “Companies can have the most impact on reducing waste” (BAV Consulting, Global Survey 2015)
- Ecomaine (ecomaine.org)
- Ecosan Composting Toilet (Worldwatch Institute, “Innovation of the week: A Low-Cost Composting Toilet,” Sept. 22, 2013)
- “This Too Shall Pass” (The Dieline, “Spotlight: Tomorrow Machine,” Aug. 21, 2014)
- “Farm to Car” (Ford Motor Company)

9. Buying into the Flexible Economy

- Upwork's 9 million registered freelancers complete \$1 billion worth of work annually for the site's 4 million registered clients (upwork.com, as of September 2015)
- Uber operates in 290 cities around the world as of May 2015 (Uberexpansion.com, "Global Reach and Statistics," May 2015)
- 62% of Uber drivers have at least one additional source of income (Wall Street Journal, "Uber Touts Its Employment Opportunities," Jan. 25, 2015)
- Haddad & Partners (haddadandpartners.com)
- The U.S. telecommuting workforce grew 79% between 2005 and 2012 (New York Times, "It's Unclearly Defined, but Telecommuting is Fast on the Rise," Mar. 7, 2014)
- 50% of global freelancers are between ages 26 and 35 (Elance-Odesk Annual Report, 2014)
- Compare and Share lists 8,045 sharing economy businesses on their global directory (compareandshare.com, October 2015)
- The worldwide revenue from the sharing economy by 2025 is projected at \$335 billion (PwC, "The sharing economy – sizing the revenue opportunity," 2014)
- Workana (workana.com, as of Oct. 2015)
- Percentage of adults under the age of 35 who agree "If I could find a job with a shorter commute, I would take it" (BAV Consulting, Global Survey 2015)
- Ctrip (New York Times, "Telecommuters Are More Productive," Feb. 14, 2014)
- Freelancers Union (freelancersunion.com, as of Dec. 2015)
- Rent a CMO (chiefoutsiders.com, as of Dec. 2015)

10. Retail Revolution

- Over 1/3 of shoppers in Brazil, China and Russia say interesting product showcases are the key factor in their store shopping experience; 81% of European shoppers say they are prepared to pay more for a better in-store experience (Oracle, "The Evolution of Experience Retailing," 2012)
- 48% of US consumers say they will buy more from a retailer who personalizes their shopping experience (directmarketing.com, "Personalization Is Paramount for Pleasing Purchasers," Mar. 3, 2015)
- By 2017, 50% of U.S. digital commerce revenue will occur via mobile devices (Gartner, "Digital Marketers Will Monetize Disruptive Forces," Jan. 28, 2015)
- What's in a "Like"? (The Verge, "Real-time Facebook 'likes' displayed on Brazilian fashion retailer's clothes racks," May 6, 2012)
- Burberry's Digital-Inspired Flagship Store (The Guardian, "Burberry designs flagship London shop to resemble its website," Sept. 12, 2012)
- Amazon Dash (New York Times, "Amazon Dash aims to be a push-button substitute for the supply run," Mar. 31, 2015)
- Virtual Mannequins (team-lab.net; trendhunter.com, "TeamLabHanger created virtual mannequins that are hangar-signaled," Mar. 12, 2013)
- Casper Mattress Pop-Ups (Washington Post, "Online mattress company Casper tries real-life sales at D.C. pop-up," May 13, 2015)
- Ikea's Augmented Reality Catalogue (Wired, "So smart: New Ikea app places virtual furniture in your home," Aug. 20, 2013)
- Ford Beacon Technology (Ford Motor Company)

BAV Consulting's Global Survey was conducted in eight markets across the globe (United States, China, Germany, Australia, Brazil, India, United Kingdom and Spain) in September 2015. The online study was conducted in local market languages with evenly distributed sampling criteria for age, gender and income.

Special thanks to all of those who helped shape and vet these trends:

Amarit Charoenphan

Annette Ferrara

April Francis

Brian Balthazar

Brooke Blashill

Carolina Santos-Neves

Charlotte Surman

Claire Matz

Corentin Orsini

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Elaine Cameron

Emily Dy Ramos

Janet Yesk

Karianne Melleby

Karl Kongkham

Kathleen Gerdes

Korakot Vuthihirunthamrong

Margie Fox

Natthaphol Patamapongse

Patrick Faure

Rich Alapack

Sandra Saias

Sarah Blessing

Scott Lange

Shreyas Mehta

Smith Surabotsopon

Ted Serbinski

Dr. Ton Chirativat

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

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

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