HOW DO WE WANT TO LIVE IN 10 YEARS? UNDER THE ASSUMPTION OF POLYCHANGE

FORE SIGHT ACA DEMY

| SCOPE | CONTEXT | DESIRABLE FUTURES | MAINSTREAM CHECK | | TRANSFER |

KEY QUESTIONS

Allianz, A GLOBAL BEVERAGE COMPANY, Audi, Beiersdorf, B/S/H/, e·on, FERRERO, HORNBACH, ESTEEMED FURNITURE COMPANY, Kaufland, LIDL, PORSCHE, SAP, SIEMENS, STRÖER, Swiss Re

KEY Q

POLY CHANGE — gravity / FSA Core Team

DEEP DIVES
HOT TOPIC SPACES

THE FUTURES OF LONGEVITY
9 TR
brainvalue
Audi, Beiersdorf, BSH, Porsche, Global Beverage Company, Esteemed Furniture Maker

ALTERNATIVE FUTURES
8 TR
Themis Foresight
Allianz, Audi, BSH, E.ON, Porsche, SwissRe, Global Beverage Company, Esteemed Furniture Maker

NEXT BN MIDDLE CLASS CONSUMERS
7 Experts
Uranos
Allianz, Audi, BSH, Beiersdorf, Porsche, Siemens, Ströer, Global Beverage Company, Esteemed Furniture Maker

CITIES OF THE FUTURE
4 Experts
BLUEMORROW
Audi, BSH, E.ON, Ströer, SwissRe, Global Beverage Company, Esteemed Furniture Maker

ENVISIONING AI-DRIVEN INDUSTRIES
16 Experts
gravity, HSG / BMI.Lab
SAP, Siemens, Alllianz, Audi, Beiersdorf, BSH, E.ON, Infineon, Hornbach, LIDL, Ströer, SwissRe

TREND RECEIVER REPORT
gravity
Participation open to all brand partners

30 Trend Receivers
17 Countries
2 Trips

TR REPORT

QUANTIFIED CUSTOMER FORESIGHT
Kantar
SAP, LIDL, Allianz, Ströer, Esteemed Furniture Maker

8.500+
14 Countries

QCF

COLLABORATIVE SYNTHESIS

CENTRAL PRESENTATION
HOW DO WE WANT TO LIVE IN 10 YEARS?
UNDER THE ASSUMPTION OF POLYCHANGE

gravity
FSA Core Team

MOVIES

1. Lifeworlds
2. Disruptions
3. Business
4. Summary

gravity
FSA Core Team

FORE SIGHT ACADEMY

KEY QUESTIONS

Allianz · A GLOBAL BEVERAGE COMPANY · Audi · Beiersdorf · B/S/H/ · e·on · FERRERO · HORNBACH · ESTEEMED FURNITURE COMPANY · Kaufland · LIDL · PORSCHE · SAP · SIEMENS · STRÖER · Swiss Re

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QCF

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47 Trend Receivers in 20+ countries

8.500+ Respondents QCF

27 Experts

7 Agencies

16 Brands

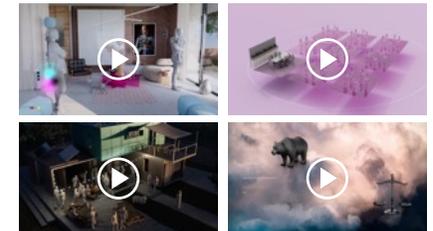**COLLABORATIVE SYNTHESIS**

CENTRAL PRESENTATION

HOW DO WE WANT TO LIVE IN 10 YEARS?
UNDER THE ASSUMPTION OF POLYCHANGE

gravity
FSA Core Team

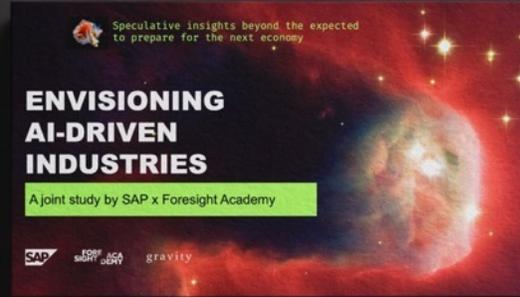# MOVIES
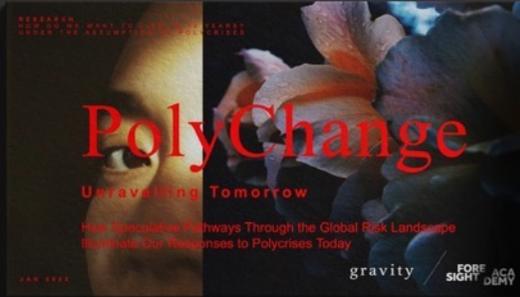
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4. Summary

gravity
FSA Core Team

FORE SIGHT ACA DEMY

| SCOPE | CONTEXT | DESIRABLE FUTURES | MAINSTREAM CHECK | TRANSFER |

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QUANTIFIED CUSTOMER FORESIGHT
Kantar
SAP, LIDL, Allianz, Ströer, Esteemed Furniture Maker

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3

COLLABORATIVE SYNTHESIS

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UNDER THE ASSUMPTION OF POLYCHANGE

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FSA Core Team

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gravity
FSA Core Team

ARE WE IN A BUBBLE OF WESTERN LIBERAL THINKING? WHAT DO WE DO TO COUNTER OUR BIASES?

The project has a European starting point. The Academy's participating brands are large international companies with European roots.

That being said, there are many work streams that actively counter biases in perspective.
They do so by:

1 selecting topics beyond the Western liberal mainstream
2 recruiting a diverse set of respondents worldwide
3 quantifying the core findings

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47 Trend Receivers
in 20+ countries

8.500+ Respondents QCF

27 Experts

7 Agencies

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FORE SIGHT ACA DEMY

RESEARCH

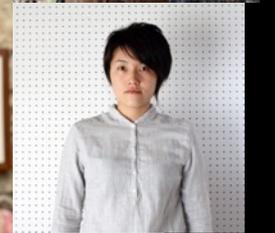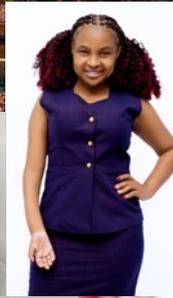USA   EU   AFRICA   MIDDLE EAST   INDIA   ASIA
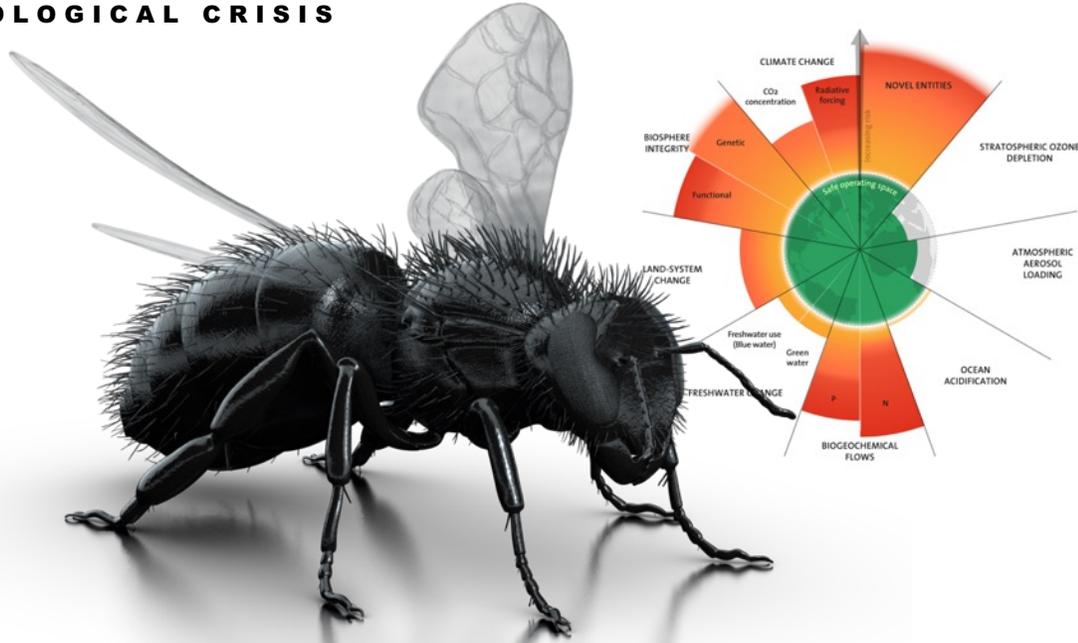
THE SYSTEMS ARE CRACKING.

CRACK
ECOLOGICAL CRISIS

7 of 9

planetary boundaries
breached

Source: Stockholm Resilience Centre & Potsdam Institute for Climate Impact Research PKI, 2025
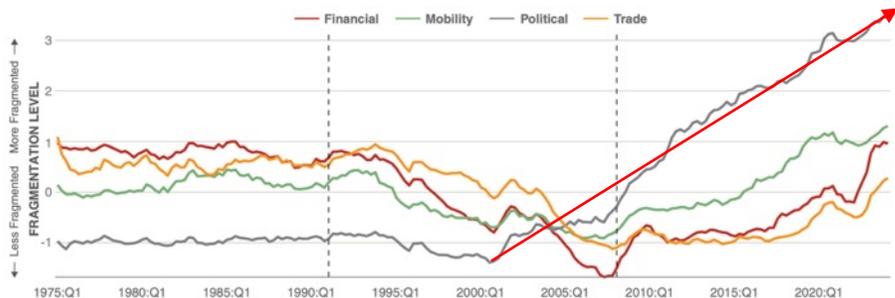
CRACK
GEOPOLITICAL POWER SHIFTS

$2.7T

global military expenditure 2024

Geopolitical fragmentation, 1975–2024
Geopolitical fragmentation has increased significantly since the Global Financial Crisis.

Source: Geopolitical Fragmentation Index

Source: Institute for Economics & Peace IEP, 2025, emphasis ours

Source: Stockholm International Peace Research Institute SIPRI, 2025

CRACK
UNREGULATED TECH RACE

$15.6T

cost of cybercrime
2029

43%

US adults believe
"AI will most likely harm me."

Source: Pew Research Center, 2025

Source: Statista, 2025

CRACK
ECONOMIC DOWNTURN

60%

of people worldwide
fear losing their job
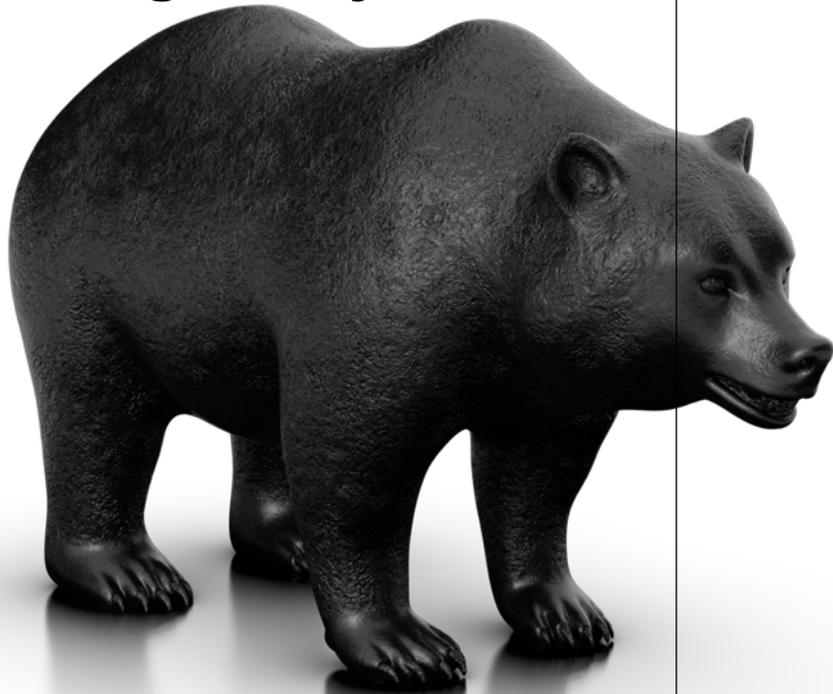
Source: Oxfam, 2024

1%

own **more wealth** than

95%

of humanity

Source: United Nations University World Institute for Development Economics Research, 2025

C R A C K
S O C I A L   D I V I D E

6 in 10

hold grievances
against business, government,
and the rich

40%

see **hostile activism** as
a viable means of
driving change

Source: Edelmann Trust Barometer, 2025

Source: Edelmann Trust Barometer, 2025

WE ARE IN A LIMINAL MOMENT BETWEEN PARADIGMS.

WE ARE HERE.
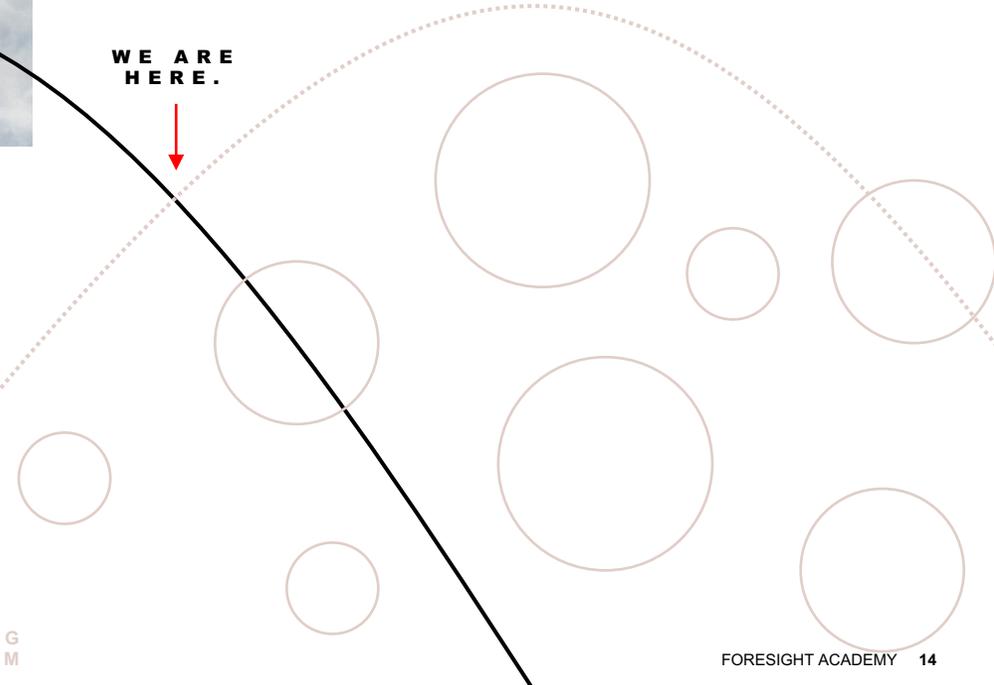
THE DOUBLE EXPONENTIAL
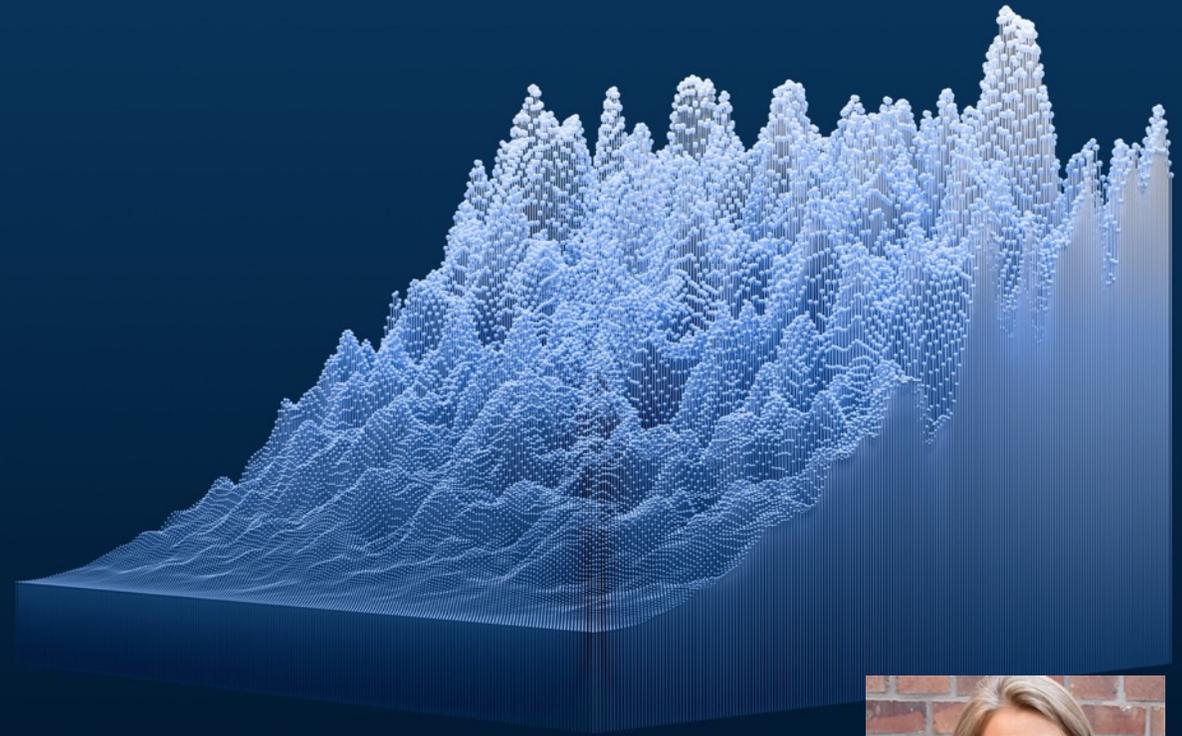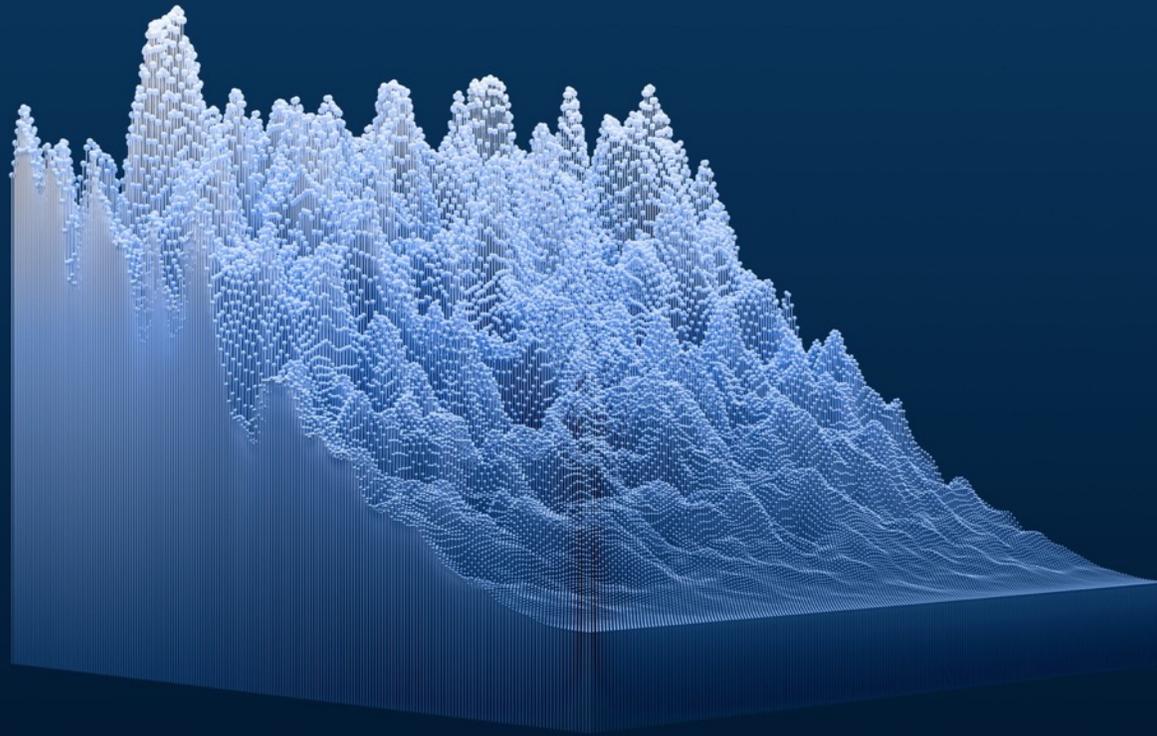
"Just as artificial intelligence is growing exponentially, so is human awareness."

Dana Ulrike Glatz, Germany

WHAT DO PEOPLE WANT?

WHAT CAN WE DO TO BRING THESE FUTURES INTO BEING?

LIFEWORLDS

DISRUPTIONS

BUSINESS

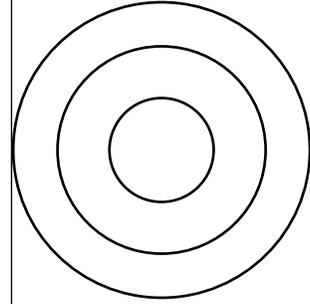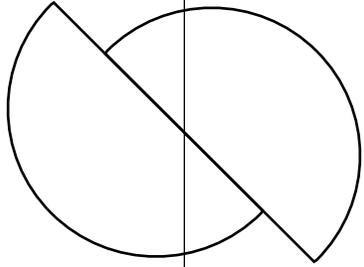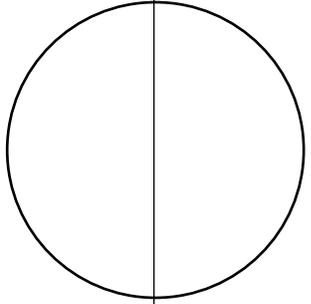| How will we lead our lives and express what we value in the future?	How do we want our living environments to evolve?	How will we want to care for our bodies, minds, and souls?	How will we want to communicate and deal with information?	How will we create togetherness in the future?	How will we want to live in harmony with ecosystems and the planet?	How will we want to share our life with artificial intelligences?	How will we want to work in 10 years?	How will global challenges & geopolitics affect desirable futures?	What future business models will emerge?
01	**02**	**03**	**04**	**05**	**06**	**07**	**08**	**09**	**10**
FUTURE "CONSUMERS"	**LIVING ENVIRONMENTS**	**HEALTH & WELLBEING**	**INFORMATION SPACE**	**SOCIETY & COMMUNITY**	**PLANETARY HEALTH**	**AI & AUTOMATION**	**FUTURE WORKFORCE**	**GLOBAL POWER DYNAMICS**	**FUTURE BUSINESS MODELS**
SHIFT End of Mindless Over-Consumption	**SHIFT** Building Spaces of Adaptation	**SHIFT** Expansive Health	**SHIFT** Reclaiming Attention	**SHIFT** Re-Connecting	**SHIFT** The Turn to Cyclical Systems	**SHIFT** Towards Contextual Technology	**SHIFT** Making Meaning	**SHIFT** The End of Mono-Anything	**SHIFT** Business-as-usual is dead
INSIGHT 1 THE QUIET REVOLUTION	**INSIGHT 1** SHADE AND THE CITY	**INSIGHT 1** EMBODIED HEALING	**INSIGHT 1** DANCING WITH THE DOPAMINE MONSTER	**INSIGHT 1** RESILIENCE THROUGH COMMUNITY	**INSIGHT 1** POST-TECH SOLUTIONISM	**INSIGHT 1** STAR TREK & STONE AGE	**INSIGHT 1** IN SERVICE OF SOMETHING GREATER	**INSIGHT 1** GLOBAL MAJORITY RISING	**INSIGHT 1** EVOLVING CAPITALISM FROM WITHIN
INSIGHT 2 THE NEO YOLO MINDSET	**INSIGHT 2** RURAL LEAPFROGGING	**INSIGHT 2** AGE-POSITIVITY & INTEGRATION	**INSIGHT 2** DIGITAL SELF-DETERMINATION	**INSIGHT 2** BUBBLE BUSTING	**INSIGHT 2** WOO WOO EXPANDS SCIENCE	**INSIGHT 2** CODE OR BE CODED	**INSIGHT 2** SKILLS, NOT FRILLS	**INSIGHT 2** NAVIGATING MANY WORLDVIEWS	**INSIGHT 2** EVERYBODY HAS A COMPANY

LIFEWORLDS

How will we lead our lives and express what we value in the future?

How do we want our living environments to evolve?

How will we want to care for our bodies, minds, and souls?

How will we want to communicate and deal with information?

01

02

03

04

FUTURE "CONSUMERS"

LIVING ENVIRONMENTS

HEALTH & WELLBEING

INFORMATION SPACE

LIFE
WORLDS

How will we lead
our lives and
express what we
value in the future?

THE QUIET
REVOLUTION

THE NEO YOLO
MINDSET

01
FUTURE "CONSU MERS"

How will we lead our lives and express what we value in the future?

LIFEWORLDS
01 FUTURE "CONSUMERS"

THE END OF MINDLESS OVER-CONSUMPTION

We begin to reject the "buy more, have more, be more" mentality that dominated previous decades. We are consuming more intentionally and more joyfully on our own terms.

From impulse *to* intention

From uniformity *to* uniqueness

From consumption *to* creation

From guilt *to* joy

WHAT IS SHIFTING?

LIFEWORLDS
01 FUTURE "CONSUMERS"

THE QUIET REVOLUTION

WHAT IS DESIRABLE?

We are opting out of consumption choices as identity markers and making more intentional, thoughtful decisions.

"We should oppose our 'passive consumption' and be more intentional with our purchases."

Monika Jiang, Germany

LIFEWORLDS
01 FUTURE "CONSUMERS"

THE QUIET REVOLUTION

Slower consumption
More people are taking time to reflect on what is necessary and special. They are thoughtful and selective and move beyond impulse buying.

Back to the basics
Rather than marketing fluff, people value products that show their worth through reliability, longevity, and genuine quality.

De-commercialization
People are discovering their own creativity, turning to analogue practices and co-authoring their experience.

Pride in the local
People embrace local heritage and craftsmanship, valuing authenticity and cultural identity of place above generic, mass-market products.

Recrafting lux
Future luxury will celebrate the irreproducible, the handmade, the beauty shaped by time, and the intentional presence of human connection.

FACETS & SIGNALS

"We're starting to see a distinct cult movement amongst the youth toward analog: vinyl, film, retro aesthetics. I believe it is an antidote to excessive digital immersion – they're gravitating towards what's 'real' with a real sense of place and time."

Jamie Nonis, Singapore

Fans of Florian Gadsby's ceramics wait for months to purchase one of his pieces, which he sells in tri-yearly drops that sell out in a few minutes.
Source: Financial Times, 2023

47%
of consumers prioritize buying local.
Source: McKinsey, 2025

#1
purchase driver:
good value for money.
Source: Foresight Academy, Quantified Customer Foresight Study, 2025

More attention is being brought to re-learning "Endangered Crafts" like pargeting (freehand or moulded plasterwork), those which the Heritage Craft Foundation has identified as being in danger of complete loss of knowledge or skill.
Source: BBC, 2025

"Some [Indian middle class] are rejecting logo-driven luxury for something that supports local homegrown brands. It's not about buying more; it's about buying better and supporting local designers and artisans of India."

Tanisha Arora, India

LIFEWORLDS
01 FUTURE "CONSUMERS"

THE NEO YOLO MINDSET

WHAT IS DESIRABLE?

We embrace the joy and indulgence of consumption, but more consciously as a source of wellbeing, coping, and resilience.

"Yes, we need to care about the future and sustainability, but we also need to live. We only live once and we should be happy. That's part of wellbeing."

Hiba AlShareef, Jordan

THE NEO YOLO MINDSET

Joy as part of emotional resilience
A Neo YOLO reset of values means giving yourself permission to feel good about consuming as a means of self-care that nurtures wellbeing and builds resilience against daily stress.

Experience-rich gatherings
People are looking for more meaningful encounters and soul-nourishing moments like concerts, exhibitions, and shared events as enriching forms of social commerce.

Spending on personal expansion
Seeking transformative life experiences, people are investing in personal growth by learning new skills or expanding their worldview through life-changing travel.

Orchestrated and hyper-niche retail
Joyful, high-value moments emerge when brands craft hyper-personalized, multi-sensory experiences that connect deeply with people's emotions and values.

FACETS & SIGNALS

The Met is seeing a record number of attendees (5.5M) and BIPOC attendees (56%) thanks to the museum's new exhibitions like "The Harlem Renaissance and Transatlantic Modernism", which directly speak to those communities.
Source: The Met Museum, 2025

In Munich, the "AM Club" hosts pre-work weekday parties to get energized for the day and meet new people – without the alcohol.
Source: Geheimtipp München, 2025

"Companies should provide high-quality yet affordable products – bringing small happiness to consumers."

Frances Shi Li, China

+1 day

The average time spent on vacation has grown worldwide since pre-COVID times.
Source: Mastercard, 2024

19%

of global consumers plan to **cut back on essentials to splurge on indulgences.**
Source: McKinsey, 2025

"For fun, I take courses in all kinds of things. I love learning; I absolutely adore it. I love listening to podcasts. I adore dancing. I enjoy karaoke and love singing."

Tendai Pasipanodya,
USA / Zimbabwe

LIFE WORLDS

How do we want our living environments to evolve?

SHADE AND THE CITY

RURAL LEAPFROGGING

02 LIVING ENVIRON MENTS
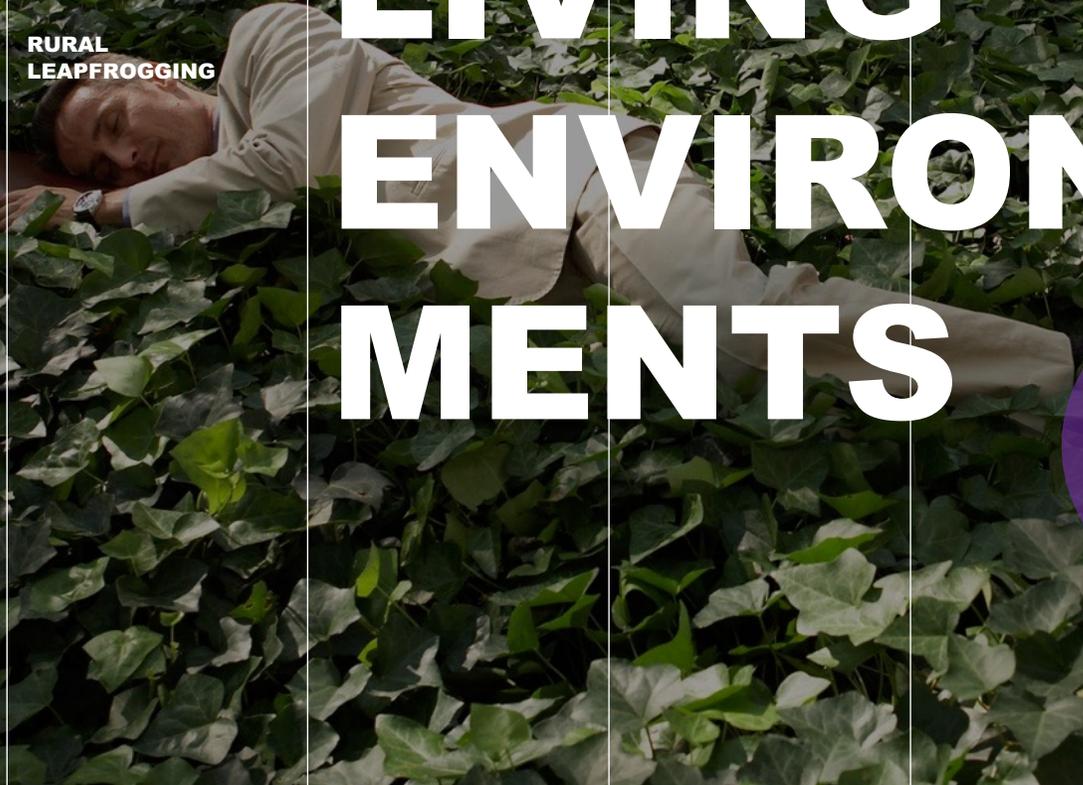
How do we want our living environments to evolve?

LIFEWORLDS
02 LIVING ENVIRONMENTS

BUILDING SPACES OF ADAPTATION

As cities grow more hostile to human life and rural areas remain marginalized, climate change and economic downturn intensify the strain on both. We adapt by creating urban oases of communal care and by sparking de-centralized innovation across rural areas.

From nature as ornament *to* nature as infrastructure

From gentrification *to* citizen-led community building

From rural neglect *to* place of potential

From backwater *to* leapfrogger

WHAT IS SHIFTING?

LIFEWORLDS
02 LIVING ENVIRONMENTS

SHADE AND THE CITY

WHAT IS DESIRABLE?

We aspire to urban spaces that safeguard and enhance quality of life by providing shade, water, clean air, nature, and community connection.

Further Reading
Hot Topic Space | CITIES OF THE FUTURE, 2025

"I want a more fulfilling life in a space that gives me quiet, peace, community, good air, and parks."

Prernaa Lohiya, India

SHADE AND THE CITY

Peace and trees
People long for simple, livable spaces where safety, clean air, water, nature, and social cohesion are assured – fundamentals that can no longer be taken for granted.

Urban respite
Cities urgently need to integrate nature as vital life-support that provides daily relief while cooling environments and moderating climate stress.

Third spaces for social interaction
Socially minded cities will design common gathering places to foster belonging and meaningful connection beyond commerce.

People want homes
There is a universal aspiration for home-ownership. Cities can become more equitable if they integrate bold new policies that counteract urban gentrification and make housing affordable again.

Participatory governance through digital platforms
Citizen-centered cities will harness technology for citizen-led governance that strengthens local neighborhoods and fosters communal debate.

FACETS & SIGNALS

+10–15ºC
hotter surface temperatures in summer in 70 German cities
between 2013–2024.
Source: German Aerospace Center (DLR), 2025

"We long for the ancient ways, with a fireplace in the center, a community, close to nature, and strong bonds of kinship."

Dana Ulrike Glatz, Germany

-35%
in CO$_2$ levels in Paris
between 2012–2022.
Source: Airparif Summary for Policymakers, 2025

World's largest convertible roof in Madinah, Saudi Arabia: 250 retractable umbrellas create 143,000 square meters of shade around the mosque, reducing temperatures by 8ºC.
Source: Yahoo Tech, 2025
Image: Wikipedia, 2025

5 new parks in New York City serve as natural and social infrastructure, promoting community wellbeing and climate resilience while closing equity gaps in access to green spaces.
Source: NYC Environmental Protection, 2024

"The city needs more car-free zones, pedestrian zones where we can hang out and bump into each other."

Monika Jiang, Germany

LIFEWORLDS
02 LIVING ENVIRONMENTS

RURAL LEAPFROGGING

WHAT IS DESIRABLE?

Decentralized technologies unleash talent and innovation in rural areas, creating transformative growth to benefit both city and countryside.

"The internet in rural areas solved the teacher problem. A teacher in Mumbai can now do a video class remotely, which was a tipping point in education. Now, a lot of talent comes from rural areas."

Gurmit Singh, India

LIFEWORLDS
02 LIVING ENVIRONMENTS

RURAL LEAPFROGGING

Unlocking talent
Remote learning and AI tools that can be adapted to the local context are equipping rural youth with future-ready skills.

Financial inclusion
Mobile tools like digital wallets and payments are boosting inclusion, especially for women and informal workers long excluded from financial systems.

Rural entrepreneurship
Fueled by tech-enabled micro-enterprises and nomadic creator economies, rural innovators are emerging as economic contributors.

Frontier of experimentation
Rural communities could leverage their proximity to natural systems and long tradition of resourcefulness to pioneer regenerative business and circular economy solutions.

FACETS & SIGNALS

"In the coming years, rural communities are poised for further progress and prosperity – they are on the move, and they will continue to advance with greater spending power."

BV Anand, India

JOY (Jobs Open to the Youth) boosts rural youth employment opportunities via integrated agribusiness hubs throughout West, Central, and East Africa.
Source: Procasur, 2025

$1.1T

in transactions were facilitated by **Africa's digital payment networks in 2024.**
Source: World Economic Forum, 2025

80%

of the EU's untapped **renewable energy potential lies in rural areas.**
Source: European Commission Joint Research Center, 2024

UK healthcare logistics firm Apian partners with autonomous delivery leader Zipline to expand NHS drone delivery of medical supplies to hospitals, GPs, and care homes.
Source: Zipline, 2024

"The digital wallet had a positive impact, especially on women who didn't have easy and affordable access to banks due to different limitations and challenges."

Hiba AlShareef, Jordan

LIFE WORLDS

How will we want to care for our bodies, minds, and souls?

EMBODIED HEALING

AGE-POSITIVITY & INTEGRATION

03 HEALTH & WELLBEING

How will we want to care for our bodies, minds, and souls?

EXPANSIVE HEALTH

The institutionalized obsession with peak health put us in constant optimization or coping mode.
In response, we are embracing healing practices, generosity, and a broader recognition of trauma, sadness, loneliness, and aging as part of human experiences.

From brain-only *to* full-body intelligence

From coping *to* healing

From suppression *to* integration

From forever young *to* aging with grace

WHAT IS SHIFTING?

LIFEWORLDS
03 HEALTH & WELLBEING

EMBODIED HEALING

WHAT IS DESIRABLE?

We want to restore our body awareness
and reconnect with the innate resilience,
healing and embodied wisdom that
is deeper than rational thinking.
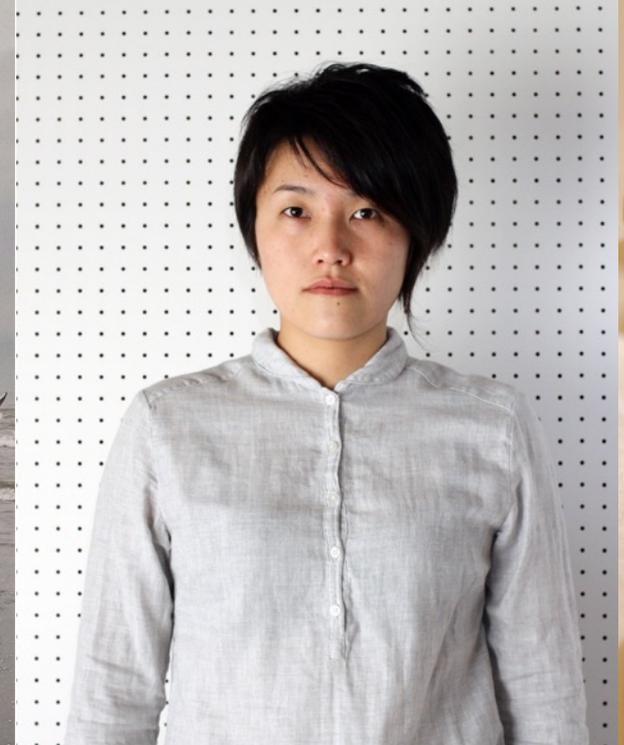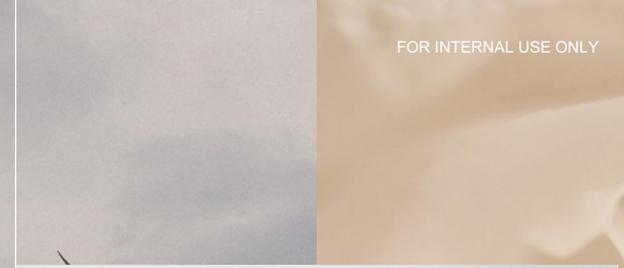
*"Walking at a comfortable
speed creates a natural rhythm
with our body, our heartbeat,
our breathing."*

Hiroko Shiratori, Japan

EMBODIED HEALING

Reclaiming full-body awareness
Reconnecting with our physical presence and embodied intelligence means re-learning to inhabit our body as an intuitive, perceptive guide for experiencing the world.

Breath of life
Body-based practices like breathwork and movement are reclaimed as vital tools of resilience, helping regulate the nervous system while offering calm, insight, and grounding in an overstimulated world.

Breaking the trauma loop
Embodied healing helps us confront and transform personal, social, and generational trauma, breaking cycles that unconsciously channel pain through relationships and culture.

FACETS & SIGNALS

Somatic Healing Guide | Everyone deserves to feel wh…
Instagram · jonathanmead
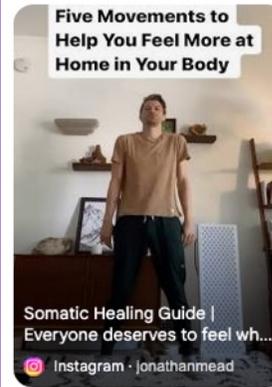
Somatic practices are booming on social media and wellness apps, as consumers turn to body-mind techniques like mindful movement and breathing for accessible, effective self-care and trauma healing.
Source: Instagram #somatichealing, 2025
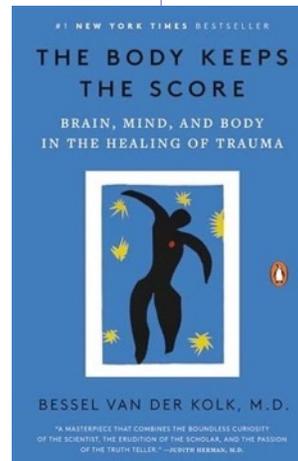
As of September 2025, "The Body Keeps Score" has been on the New York Times Paperback Nonfiction Bestseller List for a record-breaking 355 weeks (almost 7 years).
Source: New York Times, 2025

Start-up Moonbird offers a breathing exercise device that helps users regulate their stress response and improve sleep.
Source: moonbird, 2025

70%

of the world's population have been **exposed to a traumatic life event.**
Source: Global Collaboration on Psychotraumatic Stress, 2025

"As a Native American, I became aware that my life was shaped by a 500-year historic trauma."

Dina Gilio-Whitaker, USA

"We spend all this time in school learning about the brain but nothing about the body as our filter for how we experience the world – that is mind-blowing."

Yasmin Eichmann Datta, USA
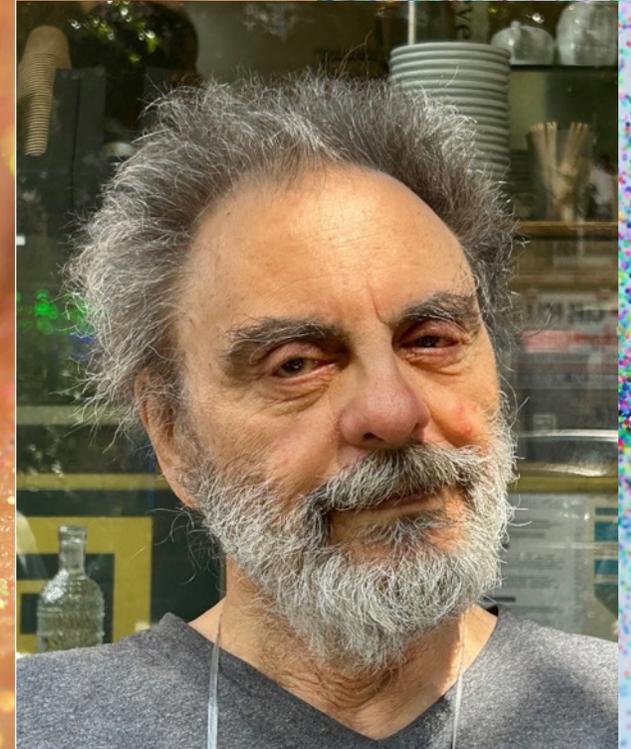
LIFEWORLDS
03 HEALTH & WELLBEING

AGE-POSITIVITY & INTEGRATION

WHAT IS DESIRABLE?

Facing massive demographic shifts, we aim to build societies that embrace the life-years gained through longevity as vital to making society stronger and more vibrant.

Further Reading
Hot Topic Space | **THE FUTURES OF LONGEVITY, 2025**

"Anti-aging creams won't solve the existential dimension of aging. What we need are new narratives, new cultural models that actually resonate with what aging means today."

Raphaël Lellouche, France

LIFEWORLDS
03 HEALTH & WELLBEING

AGE-POSITIVITY & INTEGRATION

New age literacy
We need new, realistic perspectives that dismantle ageist biases by redefining social 'value' and 'contribution' beyond the narrow ideals of eternal youth and peak productivity.

Age-integrated communities
Creating spaces where generations participate together could break down age segregation while strengthening mental health and social cohesion.

Learning across generations
Meaningful collaboration between age groups enables knowledge transfer from elders to youth while fostering mutual learning and collective resilience by deepening intergenerational bonds.

Self-determination in aging
We must support older adults in defining their own pathways of aging, rejecting discriminatory standards in favor of personalized choices about meaningful later life.
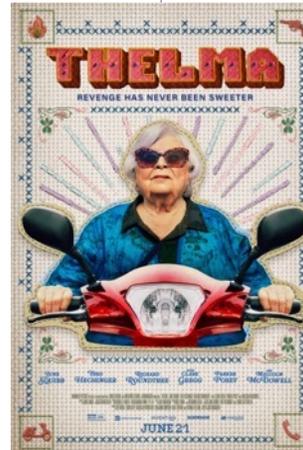
FACETS & SIGNALS

Over 1/3
of older populations globally **has depression.**
Source: Science Direct, 2023

TV series and movies like "Thelma" starring 96-year-old June Squibb, Ted Danson's "A Man on the Inside", and "The Thursday Murder Club" that reframe the aging experience are having a pop culture moment.
Source: IMDB, 2025

Creating a more inclusive workforce: 500+ UK employers have signed the Age-friendly Employer Pledge, a program to recognize the importance and value of older workers.
Source: Center for Aging Better, 2025

"At my age, I've entered a phase where letting go becomes a form of clarity. It's not about giving up – it's about choosing what matters. I keep the essential: beauty, connection, knowledge. It's liberating."

Perla Servan-Schreiber, France

1 in 6
people will be over 60 by 2030.
Source: WHO, 2024

"The biggest mistake society makes is treating older people as if they have nothing left to offer. That's not just unfair – it's a waste of intelligence."

Alain Cayzac, France

LIFE
WORLDS

How will we want
to communicate
and deal with
information?

DANCING WITH
THE DOPAMINE
MONSTER

DIGITAL SELF-
DETERMINATION

04 INFOR MATION SPACE

How will we want to communicate and deal with information?

LIFEWORLDS
04 INFORMATION SPACE

RECLAIMING ATTENTION

We are growing intolerant of harmful information systems designed to exploit attention and control narratives for corporate profit or state power. Instead, we envision digital spaces where we set the terms, reclaiming agency over our connections and conversations.

From addiction *to* engagement

From echo chambers *to* knowledge communities

From surveillance *to* sovereignty

WHAT IS SHIFTING?

LIFEWORLDS
04 INFORMATION SPACE

DANCING WITH THE DOPAMINE MONSTER

WHAT IS DESIRABLE?

We are redirecting how we navigate digital spaces with greater intention and resilience, creating a new sense of ease online.

"Perhaps this whole cell phone addiction is an incredibly intelligent system for young people who are preparing themselves for a completely different world."

Christian Mio Loclair, Germany

DANCING WITH THE DOPAMINE MONSTER

Curated digital presence
People are navigating a fragmented infosphere by using big platforms strategically for visibility and reach while turning to niche and encrypted spaces for safety, openness, and genuine connection.

Post-addiction media literacy
Digital natives are developing emotional resilience and filtering skills, which could evolve into complex information-processing abilities as they learn to handle overwhelming stimuli, preparing them for AI-saturated environments.

Freedom and the many voices
People envision digital platforms as spaces of agency and freedom, where they engage across perspectives, explore multiple sources of truths, and form their own opinions without censorship or manipulation.

Beyond the scroll
As attention-driven platforms devour themselves in sensationalism and eroding trust, social media as we know it may be approaching its limits, opening the way for more nuanced, values-based networks built on regulations, ethics, and trust.
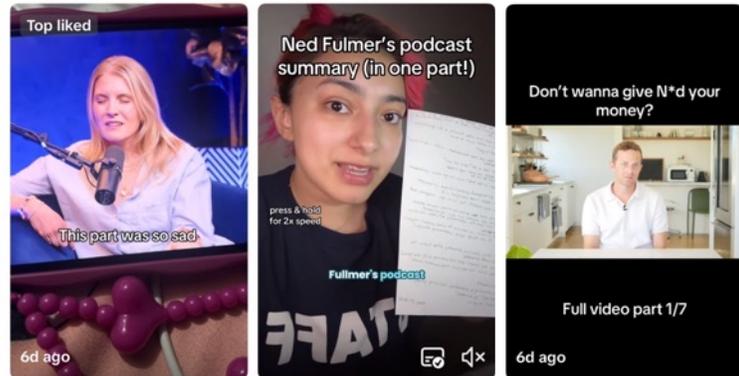
FACETS & SIGNALS

"Social media and the net are becoming sensationalist in order to keep users, shareholder value, and advertising value. They are devouring themselves completely. They seem to be wallowing in themselves one more time before we really need something new."

Christian Mio Loclair, Germany

"In the future, it'll be self-regulation. The world is evolving. The reader wants to know the truth, the opinion, whatever it is good, bad, or ugly."

Gurmit Singh, India

8 in 10
US Gen Z are
limiting social media usage.
Source: Harris Poll, 2024

5–20
**users
is the average
server size
on Discord**
despite
the platform's
massive size of
200M global users.
Source: ContentGrip, 2025

When famous Youtuber Ned Fulmer released a podcast about his affair scandal, the internet found other ways to get the information without giving him their clicks – like screen recording the video or making their own summaries and posting them on TikTok.
Source: TikTok, 2025

Pinterest launched an in-app prompt for students, reminding them not to get distracted during school hours. In tests across the US and Canada, over 1.3 million teens clicked on it in less than a month.
Source: Pinterest, 2025

LIFEWORLDS
04 INFORMATION SPACE

DIGITAL SELF-DETERMINATION

WHAT IS DESIRABLE?

We want to build a citizen-centered, ethics-first technosphere that is grounded in democratic principles and values. Europe has a critical window to redefine digital sovereignty around these goals and lead by example.

Further Reading
Hot Topic Space | ALTERNATIVE FUTURES, 2025

"The European perspective on technology should be seen as the 'first way', not a 'third way' compared to China and the USA – we're the only ones putting human rights at the core of digital strategy."

Ferdi van Heerden, South Africa

DIGITAL SELF-DETERMINATION

Civic digital sovereignty
As alternatives to state-owned and corporate-controlled models, people aspire to civic digital sovereignty, where data is citizen-owned and rights-driven rather than exploited for power or profit.

Ethics as infrastructure
People want future digital systems and AI models to embed fairness, consent, and transparency into their design, turning trust and accountability into in-built structural features rather than afterthoughts.

European digital confidence
Europe can define its own technological path, advancing a visionary model that shows progress can align with democracy, rights, and values.

Plural technosphere
Digital self-determination takes different pathways worldwide, as many emerging economies pursue tech sovereignty with optimism to drive economic growth according to their own cultural values, moral priorities, and political imperatives.

FACETS & SIGNALS

"The corporate world needs to have real reckonings about who they are and the rules that they're playing by."

Dina Gilio-Whitaker, USA

"Countries are investing in sovereign AI to protect their national interests. This is as much about politics and security as it is about innovation."

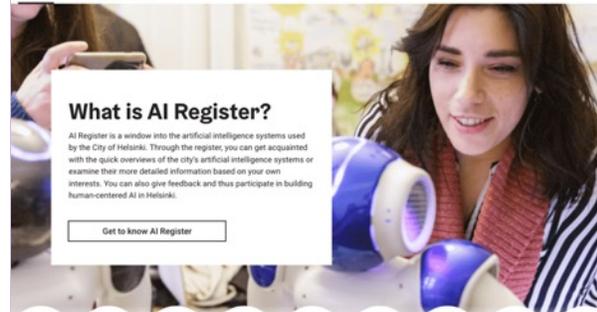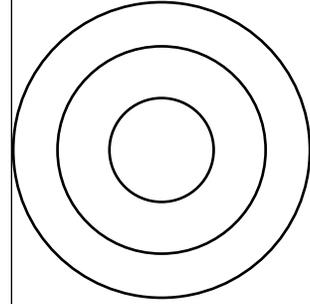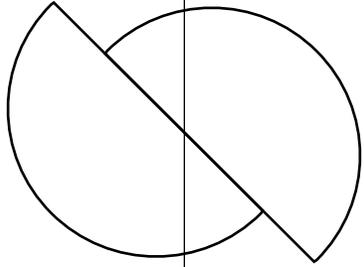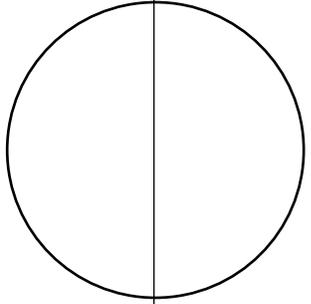Ziad Taoud, UAE

€920M support to Europe's chip future

The European Commission approved state aid to build a new semiconductor plant, reinforcing Europe's technological sovereignty.
Source: Reuters, 2025

68%
of Germans believe Germany is **too dependent on the US and China in the field of AI.**
Source: Bitkom.org, 2025

Helsinki has an AI register where citizens can inspect and give feedback on the government-run AI systems.
Source: City of Helsinki AI Register, 2025
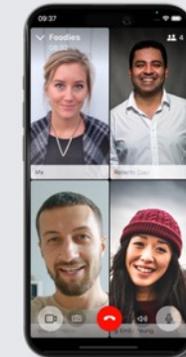
Across Europe, new privacy-first tech alternatives are emerging to challenge US platforms – from Threema, the Swiss end-to-end encrypted WhatsApp rival, to French start-up Mistral AI with its open-source chatbot "Le Chat," and Proton's expanding suite designed to counter Google's ecosystem while prioritizing data protection.
Source and Image: Threema, 2025
Source: Mistral Le Chat, 2025
Source: Proton.me, 2025

DISRUPTIONS

How will we create togetherness in the future?

How will we want to live in harmony with ecosystems and the planet?

How will we want to share our life with artificial intelligences?

05

06

07

SOCIETY & COMMUNITY

PLANETARY HEALTH

AI & AUTOMATION

DISRUP TIONS

How will we create togetherness in the future?

RESILIENCE THROUGH COMMUNITY

BUBBLE BUSTING

05
SOCIETY & COMMU NITY

How will we create togetherness in the future?

DISRUPTIONS
05 SOCIETY & COMMUNITY

RE-CONNECTING

Decades of hyper-individualism have left society fragmented and people lonely. Now we are looking to our communities, recognizing that real connection and compassion are the foundations of resilience.

From individualism *to* interdependence

From fragmentation *to* reconnection

From institutional dependence *to* community-led resilience

From empowerment *to* autonomy

WHAT IS SHIFTING?

DISRUPTIONS
05 SOCIETY & COMMUNITY

RESILIENCE THROUGH COMMUNITY

WHAT IS DESIRABLE?

We are rediscovering community as a source of strength in times of crisis and building new mutual-aid networks that offer us solidarity and autonomy.

"Communities often have different kinds of people with different expertise. Being together is something that would help us deal with all the problems which might come towards us."

Sujatro Ghosh, India

RESILIENCE THROUGH COMMUNITY

Community autonomy and self-reliance
Communities are forming self-reliant systems of mutual aid and local resilience, engaging in localized action to reduce dependency on failing institutions and lay the groundwork for future self-governance.

Going off-grid
People are moving away from mass social platforms, seeking safer, private spaces where they can connect with their communities without being subjected to surveillance, online hate, and toxic visibility.

Acts of dissent
From grassroot activities and solidarity economies to artistic expression and critical conversations, activism is becoming woven into everyday life, reflecting a collective resistance to systemic failure.

FACETS & SIGNALS

32%
of US Gen Z are regularly **engaged in activism or social justice work.**
Source: United Way NCA, 2024

"But the crisis also reveals something deeply human. In those moments, strangers help strangers. People come together. There's solidarity, but we shouldn't need disasters to remind us of it."

Tanisha Arora, India

Oxford Mutual Aid is a volunteer-led community that began during the COVID pandemic and remains vital today amid the cost-of-living crisis, providing stigma-free food and essential support.
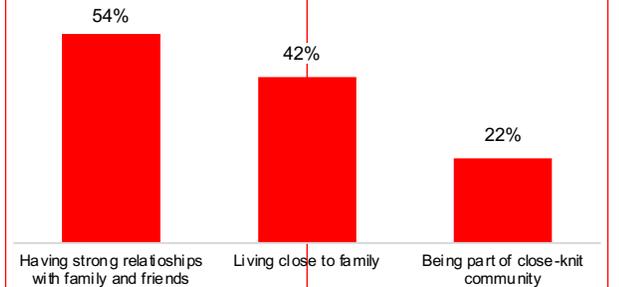Source: Oxford Mutual Aid, 2025

Freifunk is a grassroots initiative to establish a decentralized, free Wi-Fi network with the aim of providing socially disadvantaged people with access to the internet.
Source: Freifunk.net, 2025
Image: Computerbild, 2017

"We're going off-grid – away from government and institutions – and finding more intimate ways of connecting to combat the effort to erase us."

Ryan Fitzgibbon, USA

Close-knit community as life goal
Family, friends and community was among the Top 5 life goals worldwide.

Thinking about your most important life goals today…

Having strong relationships with family and friends	Living close to family	Being part of close-knit community
54%	42%	22%

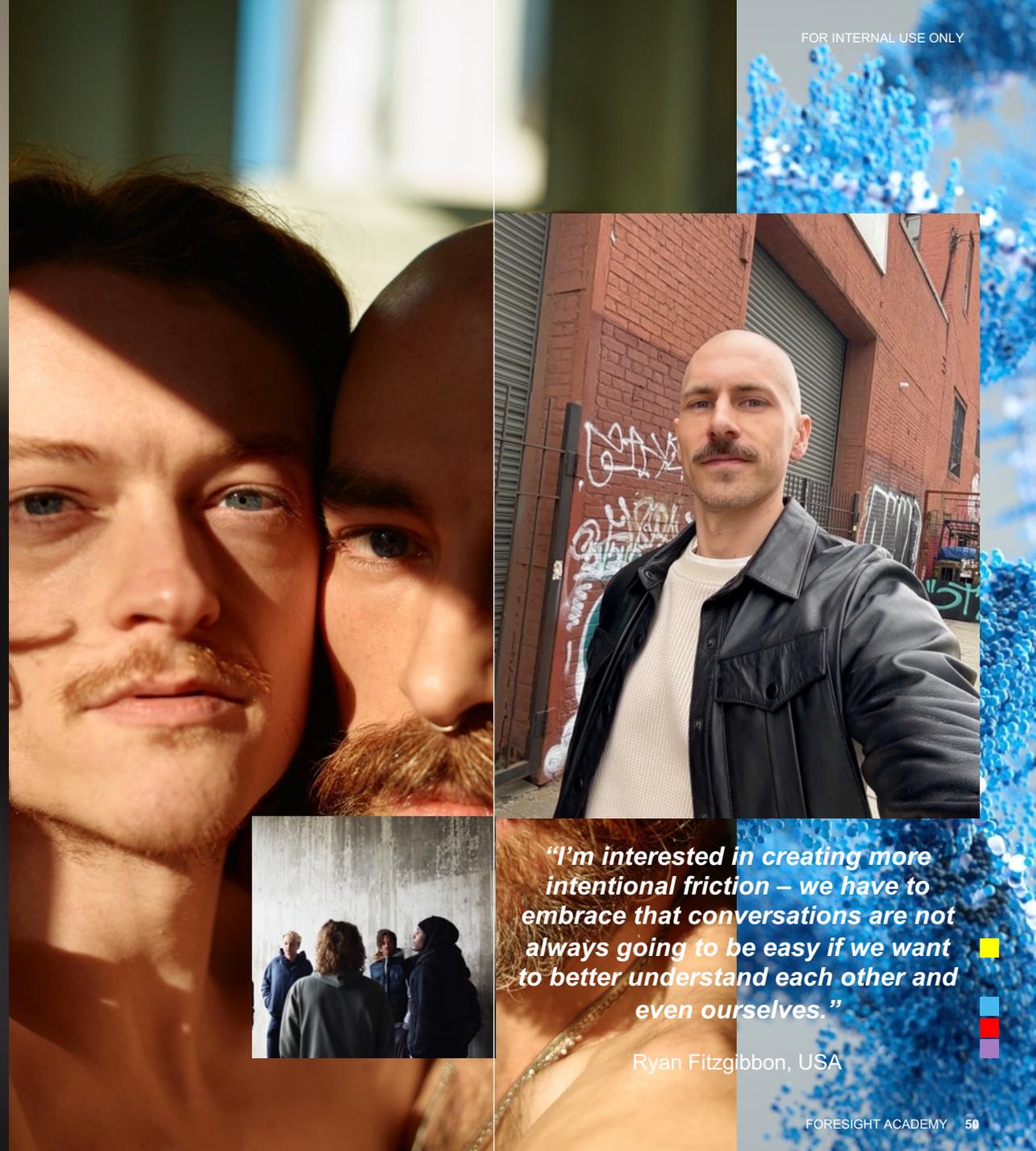Source: Foresight Academy, Quantified Customer Foresight Study, 2025

DISRUPTIONS
05 SOCIETY & COMMUNITY

BUBBLE BUSTING

WHAT IS DESIRABLE?

We want to break free from echo chambers or social bubbles, embracing friction to open dialogue across divides.

"I'm interested in creating more intentional friction – we have to embrace that conversations are not always going to be easy if we want to better understand each other and even ourselves."

Ryan Fitzgibbon, USA

DISRUPTIONS
05 SOCIETY & COMMUNITY

BUBBLE BUSTING

Broad listening
Instead of broadcasting fixed ideas, people seek new formats for cross-ideological and intergenerational exchanges that expand collective understanding.

Friction for growth
People seek exposure to different perspectives even when they might be uncomfortable, with the discomfort itself fueling transformation.

Alternative life pathways
Breaking out of bubbles means redefining what's possible, as exposure to diverse role models expands life pathways beyond gendered expectations and prefabricated scripts for identity, purpose, and career.

Serendipity by design
People value urban and digital spaces designed for unscripted interaction as they 'rewild' their social worlds and recognize the value of randomness and unpredictability.

Breaking away from gender binaries
People seek to dismantle gender stereotypes and social disparities by embracing inclusive expressions of masculinity and femininity that bridge divides rather than deepen them.

FACETS & SIGNALS

"How do we create spaces in which something like cultivated coincidence is possible – places where I know something can happen here?

Jasmin El-Mahny, Germany

"The future is more based on communities helping each other and supporting each other instead of separating people into different boxes."

Jim Inglis, USA

84%
of Americans believe that they *should* overcome their political differences.
Source: Statista, 2025

Be heard

> I actually listened... It forced me to read his response as opposed to formulating my ideas while he was still talking
>
> Mary R

Sandbox App allows users to answer weekly questions on political issues in a structured, civil forum designed to reduce hostility and encourage listening across divides.
Source: Axios, 2025

The Cossitt Library was redesigned to serve as a civic hub that helps counter social isolation, foster connection across divides, and demonstrate how libraries can address today's wider connection crisis.
Source: Medium, 2024

DISRUP
TIONS

How will we want
to live in harmony
with ecosystems
and the planet?

POST-TECH
SOLUTIONISM

WOO WOO
EXPANDS
SCIENCE

06 PLANET ARY HEALTH

How will we want to live in harmony with ecosystems and the planet?

THE TURN TO CYCLICAL SYSTEMS

We are realizing that the same mindset driving the eco-crisis cannot solve it. Therefore, we must abandon simple narratives of linear progress and establish more cyclical, ecosystems-based frameworks for discovery, innovation, and change.

From progress *to* cycle

From tech fixes *to* value shifts

From reactive *to* proactive

From human-centric *to* life-centric

WHAT IS SHIFTING?

DISRUPTIONS
06 PLANETARY HEALTH

POST-TECH SOLUTIONISM

WHAT IS DESIRABLE?

We seek transformative solutions beyond quick tech fixes, which will require leadership, fundamental shifts in values and mindsets, and a deeper awareness of our ecological interdependence.

"Climate change is not just a problem of technology or of economics – it's a problem of philosophy and values and worldviews."

Dina Gilio-Whitaker, USA

POST-TECH SOLUTIONISM

Tech is not enough
Technology can support, but it will not save us. Real transformation lies in human values, cultural renewal, and people-centered change, guided by visionary leadership willing to embrace and advance the necessary shifts.

Scaling down, building up
Small-scale efforts are not isolated but meaningful and replicable, offering roots for systemic change when adapted to each community's specific place-based needs and challenges.

The new paradigm of regeneration
As the extractive, linear growth model fails, we look to a regenerative paradigm based on the reciprocity of human and natural systems to ensure that resources endure for generations to come.

Beyond performative sustainability
People expect brands to demonstrate moral leadership through real commitment to people and planet, while making transparency, regenerative practices, and durability non-negotiable.

FACETS & SIGNALS

"The moment we broke the concept of a 'cycle' that nature had laid out for us – that everything must feed into something else – we created the root of our ecological crisis."

Tendai Pasipanodya,
USA / Zimbabwe

"The world will be saved by analog means – not digitally."

Jasmin El-Mahny,
Germany

58%
of C-suites globally say developing **more regenerative business models is an opportunity** for their business.
Source: Kearney, 2023

80%
of a product's environmental impact is already **locked in at the design phase**.
Source: European Parliament, 2023

Plant-based puffer jackets replace goose down with bulrush reeds – startup Saltyco's BioPuff insulation mimics feathers' warmth and water resistance while drastically cutting environmental impact.
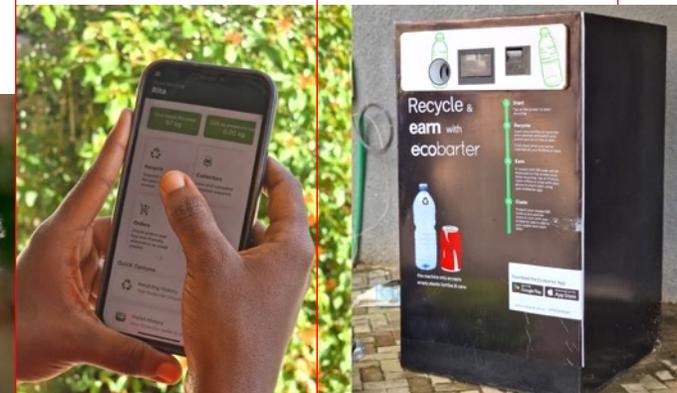Source: The Guardian, 2023

Ecobarter is a Nigerian waste-management operation using a mobile app and reverse vending machines to prevent drainage clogs and floods by encouraging people to value their waste rather than dispose of it improperly.
Source: Global Center on Adaptation, 2024

DISRUPTIONS
06 PLANETARY HEALTH

WOO WOO EXPANDS SCIENCE

WHAT IS DESIRABLE?

Other knowledge systems – including oral traditions, alternative medicines, psychedelic experiences, and Indigenous wisdom – could expand modern problem-solving with time-tested solutions.

"It is time that the world of science and spirituality meet again."

Dana Ulrike Glatz, Germany

WOO WOO EXPANDS SCIENCE

Mending the circle
Environmental justice calls for rebuilding broken human-nature and intercultural relationships by reimagining 'progress' as cycles of restoration and reciprocity rather than endless, extractive growth.

Kinship with life
People recognize their belonging within the living world, moving beyond the reduction of harmful impact to actively collaborating with other species for shared ecosystem health.

Humble listening
Western societies must exercise intellectual humility if they want to learn from other knowledge holders of the world, whose practical wisdom offers proven solutions for global challenges.

Don't be so sure we know better
The combination of modern analysis with ancestral wisdom and know-how could open breakthrough pathways of transformation that Western thinking alone might never access.

FACETS & SIGNALS
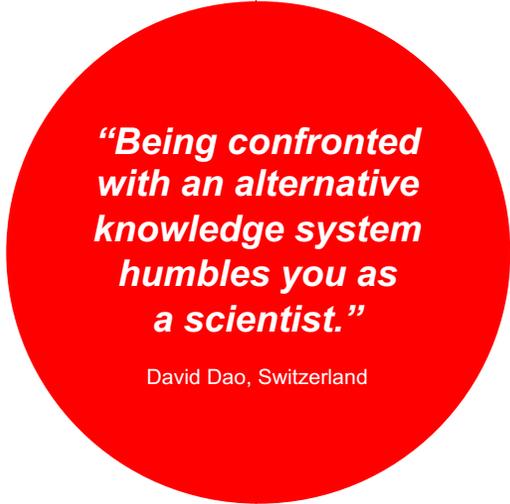
"Being confronted with an alternative knowledge system humbles you as a scientist."

David Dao, Switzerland

40%

of commercial drugs today derive
**from plants and traditional medicine.**
Source: UC Berkley, 2023

"Indigenous people don't own the natural world. We live in reciprocity with the natural world – we live with values rooted in respect, responsibility, and reverence."

Dina Gilio-Whitaker, USA

After a century's absence, California condors returned to Yurok ancestral lands using Indigenous knowledge that young birds need adult mentors to survive – a requirement biologists had initially missed.
Source: Undark, 2022
Image: The Guardian, 2021
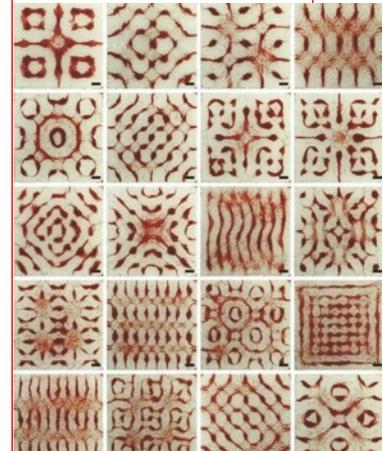
85B

land animals were slaughtered for meat in 2023.
90% of them were chickens.
Source: Our World in Data, 2025

Sound waves are being used to arrange heart cells into tightly packed patterns that beat in sync with the heart, enabling disease modeling, drug testing, and functional heart repair patches.
Source: Stanford Medicine, 2018

DISRUPTIONS

How will we want to share our life with artificial intelligences?

STAR TREK & STONE AGE

CODE OR BE CODED
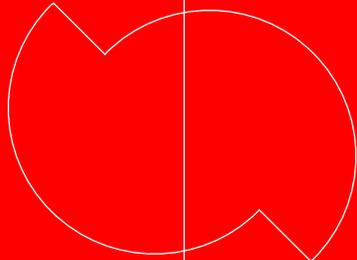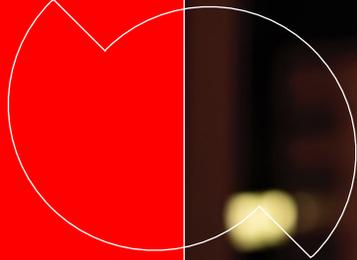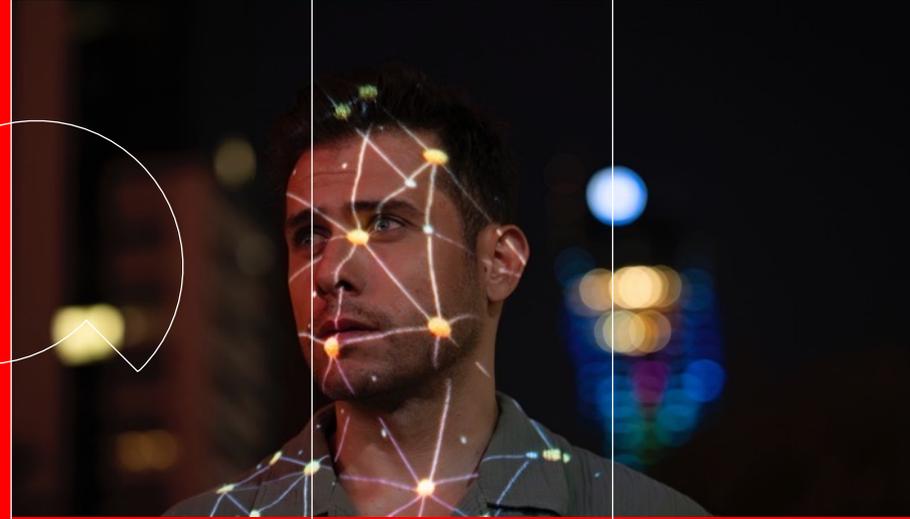
07
AI & AUTOMATION

How will we want to share our life with artificial intelligences?

DISRUPTIONS
07 AI & AUTOMATION

TOWARDS CONTEXTUAL TECHNOLOGY

We are questioning and experimenting beyond big tech's predetermined solutions, seeking user agency – the ability to understand, modify, and use AI systems on our own terms.

From platform dependence
to personal autonomy

From predefined solutions
to self-authored systems

From tech at scale *to* tech in context

WHAT IS SHIFTING?

DISRUPTIONS
07 AI & AUTOMATION

STAR TREK & STONE AGE

WHAT IS DESIRABLE?

People will combine high- and low-tech approaches, hacking and repurposing technology beyond its intended use to uncover unexpected applications that better serve real-world needs in context.

"Technological localism is about bringing tech to communities and translating it into local knowledge and language."

David Dao, Switzerland

STAR TREK & STONE AGE

Breaking the 'one-size-fits-all' fallacy
Homogenized solutions designed for scale often fail against local complexity, ignoring cultural nuance and the messy realities of how people actually live and work.

Hybrid approaches across technological 'time zones'
People combine high- and low-tech tools – AI sensors alongside machetes – to solve local problems with agility and creativity.

Contextual tech
People want locally controlled, open-source, and modifiable AI tools reflecting community values and context so the tools work better for their needs.

Prototyping moment
Innovation will be driven by continuous experimentation, with prototyping becoming the primary mode of learning and building tech that evolves alongside its users.

Everyday robots
There's growing appetite for automated help in daily activities without technical complexity, data harvesting, or interference with what people enjoy doing themselves.

FACETS & SIGNALS

400M
people could get
**access to electricity
thanks to off-grid solar systems**
for the first time by 2030.
Source: Off-Grid Solar Market Trend Report, 2024

"A great experiment would be to let kids in the bush who've never heard of IoT or AI play with these concepts – that's how you break free from a 'paradigm of expectations' about what technology is and does."

Ferdi van Heerden,
South Africa

"The future means different things to different people because we live in completely different 'time zones' in terms of how we understand the world."

Frances Shi Li, China

1M+
**3D printers were purchased
in the US in Q1 2025, driven by
anxieties over incoming tariffs.**
Source: Context World, 2025

Family rice fields in Vietnam are getting a tech upgrade with autopiloted drones for fertilizer and pesticide deployment.
Source: Hakai Magazine, 2024

ASHABot is an Indian LLM designed specifically to meet the informational needs of healthcare workers with low connectivity and resources.
Source: Microsoft, 2025

DISRUPTIONS
07 AI & AUTOMATION

CODE OR
BE CODED

WHAT IS DESIRABLE?

We will demand agency to adapt and author our own systems, shifting toward personal software rather than accepting top-down automation that dictates how we work and live.

Further Reading
Hot Topic Space | **ENVISIONING AI-DRIVEN INDUSTRIES, 2025**

"Technology has no natural plateau. If there is one, it will come from human resistance, not technological limits."

Ziad Taoud, UAE

DISRUPTIONS
07 AI & AUTOMATION

CODE OR BE CODED

From adapting to defining AI
While AI is widely accepted as unstoppable, the conversation is shifting from 'what AI can do' to 'what it should do' – and who decides its design and impact.

Personal software for digital self-authorship
People move beyond default systems, using generative AI to co-create personalized algorithms and apps that reflect their own needs and values.

The algorithmic mirror
AI systems reflect their creators' values and training data biases, making human oversight that actively seeks to counter bias essential to ensure that technology serves people, not just metrics.

The human plateau
As technological capabilities increase, the embodied intelligence of people gain value – with human input and oversight providing a 'ceiling' or upper limit on tech innovation and implementation.

Human and machine roles
As AI handles scale and speed, people remain essential for context and nuance – successful systems will clearly distinguish irreplaceable human capabilities from those of machines.

FACETS & SIGNALS

$203M
revenue Reddit has generated since 2024 **by licensing its user data to LLM companies instead of letting it be scraped for free.**
Source: TechCrunch, 2025

OpenAI and Ollama partner to launch gpt-oss

Chat & build with open models

Open source LLMs like Ollama now offer local desktop models, lowering the barrier to personal model ownership.
Source: Ollama, 2025

"Technology only matters if it's serving people. If it's not improving lives, it's irrelevant."

Ziad Taoud, UAE

"We need to find a way to make sure that technology works for us rather than allow it to take over our lives. It's all fun and games until we become enslaved in the robot uprising. I'm not looking forward to that day."

Jamie Nonis, Singapore

7,000+
app integrations now powered by Zapier's agentic AI, **making it easier for everyone to create agentic software tools.**
Source: Zapier, 2025

Julián Isla developed DxGPT after facing extreme challenges getting a diagnosis for his son's rare disease. Now, DxGPT is being used by 6,000+ doctors in Madrid to generate complex diagnoses in seconds.
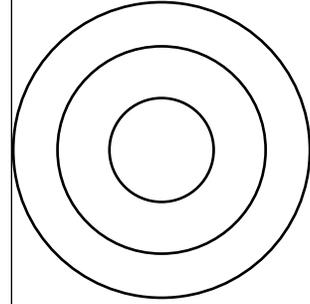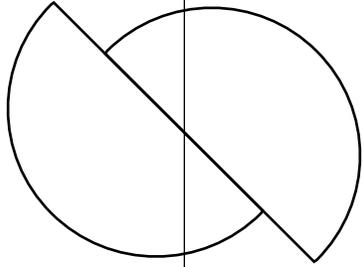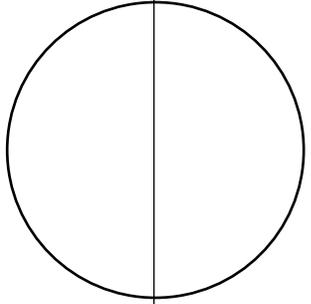Source: Microsoft, 2025

BUSINESS

How will we want
to work in 10 years?

How will global
challenges &
geopolitics affect
desirable futures?

What future business
models will emerge?

08

**FUTURE
WORKFORCE**

09

**GLOBAL
POWER
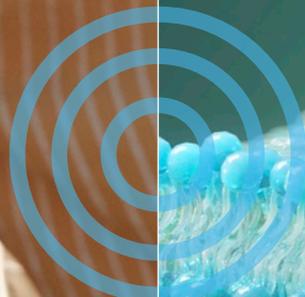DYNAMICS**

10

**FUTURE
BUSINESS
MODELS**

BUSINESS

How will we want
to work in 10
years?

IN SERVICE OF
SOMETHING
GREATER

SKILLS, NOT
FRILLS

08
FUTURE
WORK
FORCE

How will we want to work in 10 years?

MAKING MEANING

Current models of work and school fail to serve our broader needs or prepare us for major challenges ahead. We will seek more meaningful careers while prioritizing adaptable skills.

From expertise *to* ingenuity

From salary *to* meaning

From standardization *to* adaptability

From knowledge *to* skills

WHAT IS SHIFTING?

BUSINESS
08 FUTURE WORKFORCE

IN SERVICE OF SOMETHING GREATER

WHAT IS DESIRABLE?

People seek meaningful, engaging, and fulfilling roles where demanding work and long-term effort pay off by making a positive difference they can see.

"Companies should give people the space to think creatively, hypothetically, and alternatively – this benefits humanity."

Frances Shi Li, China

BUSINESS
08 FUTURE WORKFORCE

IN SERVICE OF SOMETHING GREATER

Pivoting towards meaning
People are making major career pivots in pursuit of work with greater meaning and relevance, while redefining personal success around values, impact, and wellbeing.

Whole human workforce
Employees seek work cultures where they feel secure, valued, and free to be themselves over traditional rewards like salary or titles.

Reframing hard work
People are rediscovering that meaning emerges from the effort of hard work itself, which can be amplified when that discipline and perseverance serves a bigger cause beyond personal gain.

FACETS & SIGNALS

9 in 10

Gen Z and Millennials say
having a sense of purpose
is very or somewhat important to their overall job satisfaction.
Source: Deloitte, 2024

Costco, though it's a tough retail job, boasts an 8% turnover rate thanks to their strong employee benefit and pay system. The average turnover rate in their industry is 60%.
Source: The Economist, 2024
Image: Glassdoor, 2020

Software company Intuit hosts Global Engineering Days twice a year, where 7,500+ employees are encouraged to pause work and pursue a passion project, either for themselves or the company.
Source: Intuit, 2024

"I was so willing to give everything to my workplace. But now I see there's this real hunger for an integration of our humanity."

Yasmin Eichmann Datta, USA

1/2 would forfeit 20%

of their pay for a better quality of life.
Source: Ford, 2024

"I think the most important thing is: What do you want to be in service of? And how do you commit your time towards serving that idea?"

Ferdi van Heerden, South Africa

BUSINESS
08 FUTURE WORKFORCE

SKILLS, NOT FRILLS

WHAT IS DESIRABLE?

Future readiness requires hands-on, place-based knowledge, where once-dismissed practical and relational skills are becoming essential competencies.

"The education system needs to be less focused on memorizing facts and learning specific skills and more on adaptability and learning 'how' to learn. Rate of learning is more important than absolute knowledge."

Marinna Madrid, USA

SKILLS, NOT FRILLS

New skills for a new age
Vocational skills are becoming more important than academic credentials, with people learning essential capabilities like growing food, understanding basic physics, and building systems for real-world challenges.

Soft skills as superpower
As hard skills quickly outdate, soft skills like empathy, curiosity, and reading social cues become essential for navigating ambiguity and fostering innovation through relational intelligence.

Broad learning
Education is expanding beyond traditional institutions to embrace informal, creative, and digital learning that values cultural wisdom, lived experience, as well as input from new voices.

Learning how to learn
Adaptive thinking that evolves with quickly changing circumstances will prove more vital than memorizing facts, requiring us to shift focus from 'what' to 'how' we learn.

FACETS & SIGNALS

QCF

1. **Learning how to deal with stress**

2. **Soft skills**

3. **Dealing with life's complexity**

Top 3 skills that those surveyed believe are the most important for people to develop.
Source: Foresight Academy, Quantified Customer Foresight Study, 2025

73%

growth in demand for
interpersonal skills training
in the workplace from 2022–2023.
Source: LinkedIn, 2024

"We need to prepare younger people with a moral compass, an ability to think critically with an associative mind."

Tendai Pasipanodya,
USA / Zimbabwe

"We need skills that are more related to humanity – like creating music, being creative, writing novels, and being innovative in a different way."

Lara Amro, Jordan

42%

of skilled labor vacancies
in Germany went unfilled in 2023.
Source: Intereconomics EU, 2025

China's Life Skills Curriculum Standards implemented in 2022 include age-appropriate lessons in nutrition, agriculture, hygiene, organizing, and technology.
Source: Chongqing Info, 2022

BUSINESS

How will global
challenges &
geopolitics affect
desirable futures?

GLOBAL
MAJORITY
RISING

NAVIGATING
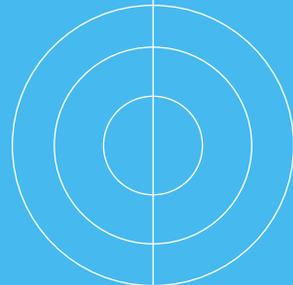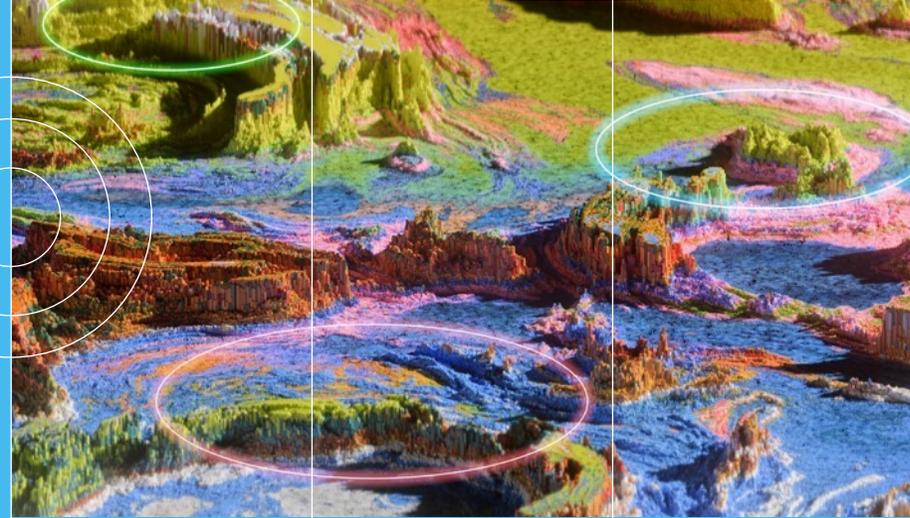MANY
WORLDVIEWS

09
GLOBAL POWER DYNAMICS

How will global challenges & geopolitics affect desirable futures?

THE END OF MONO-ANYTHING

Western-led 'one-size-fits-all' globalization is losing legitimacy. Emerging powers are forming new alliances based on their own strategic objectives and cultural values.

From **mono-polar** *to* **polycentric**

From **Western hegemony** *to* **eye-level partnerships**

From **mono-culture** *to* **diverse perspectives**

WHAT IS SHIFTING?

BUSINESS
09 GLOBAL POWER DYNAMICS

GLOBAL MAJORITY RISING

WHAT IS DESIRABLE?

Rising prosperity in non-Western countries has given them newfound confidence to compete globally by leveraging distinct economic advantages.

Further Reading
Hot Topic Space | **NEXT BILLION MIDDLE CLASS CONSUMERS, 2025**

"India's superpower trajectory is towards growth and potential."

BV Anand, India

GLOBAL MAJORITY RISING

Local confidence
Growing economies are leveraging local assets to compete globally and reshape international relations.

Disruptor advantage
Non-traditional powers are eager for radical transformation, accepting temporary instability to develop on their own terms.

Africa, land of opportunity
Africa's youth dividend and abundant resources drive demands for equal partnerships and cross-border innovation.

India's rise to prosperity
India could reshape world order through assertive leadership, digital innovation, as well as a fusion of tradition and technology.
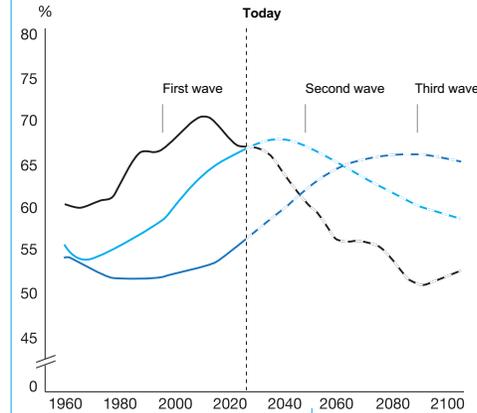
Middle Eastern ecosystems of innovation
UAE and Saudi Arabia are leveraging wealth to attract talent, secure tech sovereignty, and build premium business hubs.

Asian growth wave
Asian economies excel in digital innovation and infrastructure, which is positioning them as a new economic center.

FACETS & SIGNALS

Successive waves of decline in working-age populations – aged 15–64 years, % of total population.
First wave: Europe, North America, Greater China, Advanced Asia
Second wave: Emerging Asia, India, Latin America and Caribbean, Middle East and North Africa
Third wave: Sub-Saharan Africa
Source: World Population Prospects 2024, United Nations; McKinsey Global Institute analysis

"I think Africa needs Europe as much as Europe needs Africa."

Obiageli 'Oby' Ezekwesili, Nigeria

1 in 4
people on Earth will be African by 2050.
Source: International Monetary Fund, 2023

65%
of global GDP growth from emerging markets by 2035.
Source: S&P Global, 2025

"The UAE and Saudi Arabia are projecting power economically, not militarily – it's a very different power."

Manav Futnani, UAE

India witnessed $81B in foreign investments in FY24–25. Airbus is among the global leaders betting on the country, with its C295 final assembly line in Vadodara in partnership with Tata.
Source: Press Information Bureau, 2025
Source: Airbus.com, 2025

Kigali Innovation City draws global AI, robotics, and fintech firms, making Rwanda Africa's emerging tech hub – "The Silicon Savannah."
Source: Primer Africa, 2025
Image: dorted –The Afrocentric Design Magazine, 2024

BUSINESS
09 GLOBAL POWER DYNAMICS

NAVIGATING MANY WORLDVIEWS

WHAT IS DESIRABLE?

Emerging powers embrace their own values and sources of authority, rejecting imposed models in favor of culturally specific approaches to governance and collective welfare.

Further Reading
Hot Topic Space | **NEXT BILLION MIDDLE CLASS CONSUMERS, 2025**
Hot Topic Space | **ALTERNATIVE FUTURES, 2025**

"The private sector must engage in governance, not just profits – well-governed societies foster prosperity."

Obiageli 'Oby' Ezekwesili, Nigeria

NAVIGATING MANY WORLDVIEWS

Value-system diversity
Mutually beneficial exchange among cultures will depend on recognizing fundamentally different beliefs about individual freedom and social responsibility.

Alternative leadership models
Emerging leadership models emphasize consensus-building and collective decision-making, offering alternatives to individualistic, hierarchical, and male-dominated modes of governance.

Communication across worldviews
In a multi-polar world, we must develop translation skills across different worldviews, while exercising cultural humility to facilitate meaningful dialogue.

Pluralistic legal frameworks
Global reordering demands more flexible legal systems that integrate customary law and community justice alongside existing structures for business and dispute resolution.

FACETS & SIGNALS

"I dream of a community who understands its rights, and the community leaders stand for their people, for their children, for their women."

Marthe Wandou, Cameroon

71%
of the world population live under **some form of autocracy.**
Source: Act Alliance – Brot für die Welt, 2025

"We're raising a crop of some very good young leaders, people who understand that you can also lead upwards and laterally as well."

Garikai Nhongo, Zimbabwe

The Africa-Europe Foundation's Women Leaders' Network provides a platform for eminent women to debate some of the world's greatest challenges and advocate for joint actions by Africa and Europe.
Source: Africa-Europe Foundation, 2023

Islamic women's clothing has entered the fashion industry, with European Muslim demand for modest clothing alone projected to reach $72B in 2025.
Source: Muslim Network TV, 2025
Image: Vogue Business, 2025

DEEP DIVE
ALTERNATIVE FUTURES

NAVIGATING MANY WORLDVIEWS

Due to the inherent complexity of navigating pluralistic worldviews, key facets from the Alternative Futures Report have been included to illuminate how fundamental concepts – freedom, human rights, development, governance – carry vastly different meanings and priorities across cultures. Understanding these diverging interpretations is essential for businesses operating in a multipolar world, where assumptions about universal values no longer hold and success depends on recognizing legitimate differences in what societies consider desirable and just.

Diverging perspectives on human rights
Western democracies prioritize political freedoms and civil liberties, while emerging powers emphasize economic development, social stability, and collective prosperity as foundational rights of the state.

Sovereignty over globalization
Major emerging economies like China, India as well as Russia increasingly assert national autonomy in policy-making, reshaping global governance structures to reflect multipolar rather than Western-centric priorities.

Development vs. climate commitments
Developing regions like India, South Africa, and Argentina put priority on economic growth and poverty reduction rather than on immediate emissions reduction.

Individual liberty vs. collective welfare
Different societies like China and Russia navigate the tension between personal freedoms and communal responsibility, prioritizing stability and prosperity over unrestricted individual rights.

Socioeconomic equity and well-being as priorities
Emerging powers like India and South Africa frame human rights discussions around economic wellbeing, food security, and community development, challenging the assumed moral superiority of the West.

BUSINESS

What future
business models
will emerge?

**EVOLVING
CAPITALISM
FROM WITHIN**

**EVERYBODY HAS
A COMPANY**

10
FUTURE
BUSINESS
MODELS

What future business models will emerge?

BUSINESS
10 FUTURE BUSINESS MODELS

BUSINESS-AS-USUAL IS DEAD

Corporate practices prioritizing shareholder value over community and environmental wellbeing are being fundamentally challenged. Industries can succeed in building healthy long-term economic practices, either through transformation or disruption.
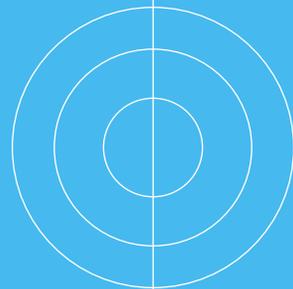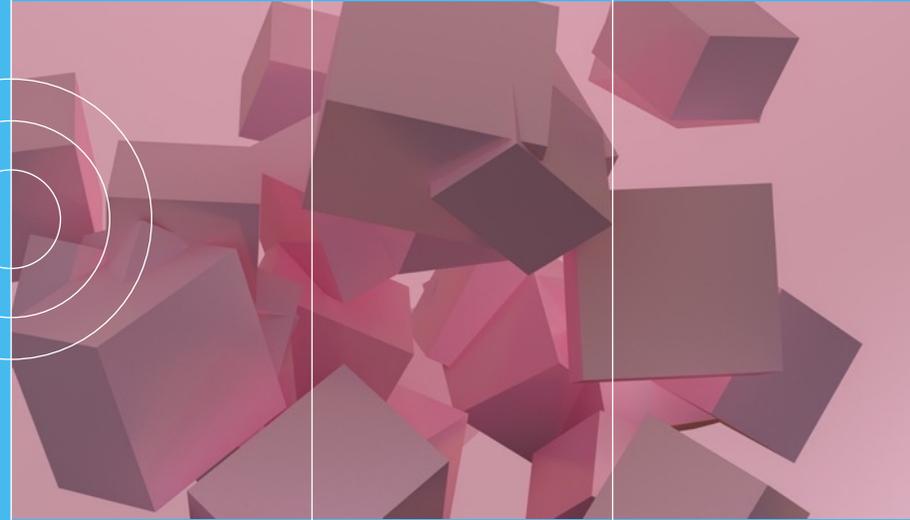
From exploitation *to* shared ownership

From global standardization *to* place-based solutions

From economies of scale *to* value networks

From corporations *to* entrepreneurs

WHAT IS SHIFTING?

BUSINESS
10 FUTURE BUSINESS MODELS
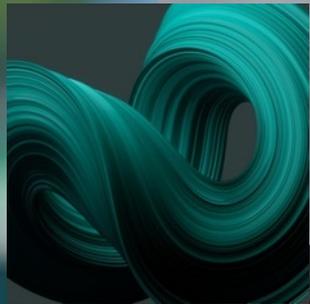
EVOLVING CAPITALISM FROM WITHIN

WHAT IS DESIRABLE?

The urgency for businesses to replace growth-at-all-costs with broader metrics for regeneration and wellbeing will pressure them to pivot from hoarding the pie to growing it so more can benefit.

"We recognize the responsibility for profit, but we also recognize the responsibility towards people and towards communities who continue to help build these profits."

Garikai Nhongo, Zimbabwe

EVOLVING CAPITALISM FROM WITHIN

Eye-level partnerships
To remain viable, companies will abandon top-down centralized thinking to build collaborative relationships based on mutual respect and shared decision-making.

Place-based systems change
Understanding local realities and cultural context enables effective solutions that honor each place's distinct challenges rather than using generic, copy-paste approaches.

Skin in the game
Companies build trust through lasting commitment to communities by sharing risk and choosing to partner and co-create rather than extract value without giving back.

Long-term accountability
Business success will be measured by long-term positive impact on people and environments, moving beyond quarterly performance metrics.

New KPIs beyond growth
To remain viable, companies will adopt assessment frameworks that track contributions to ecosystem health, community resilience, and human flourishing alongside financial returns.

FACETS & SIGNALS

$7T vs. $200B
the contrast of money invested in
nature-negative vs. nature-beneficial solutions.
Source: United Nations Environment Programme, 2023

Wellbeing Economy Alliance (WEALL): global, co-creative network across business sectors, academia, and government devising a macro-framework for context-specific economic transformation for the benefit of all people and the planet.
Source: WEALL.org, 2025

"Systems aren't broken – they just operate the way that they're designed to. However, we can reconfigure systems to allow different outcomes to emerge."

Tendai Pasipanodya,
USA / Zimbabwe

"We don't do anything without local people. There's an understanding of culture in certain things that you can't navigate without them."

Tlhogi Dube,
South Africa

2x
the share of S&P 500 companies that have
integrated climate metrics into C-Level compensation plans
in the last 2 years.
Source: The Conference Board, 2024

Co-ownership models between renewable energy developers and Indigenous groups are emerging in Canada, New Zealand, and the US.
Source: Business & Human Rights Resource Centre, 2025

B U S I N E S S
10 FUTURE BUSINESS MODELS

EVERYBODY HAS A COMPANY

WHAT IS DESIRABLE?

As corporate gatekeeping weakens and AI makes business creation easier, technology enables anyone to turn ideas into businesses and reshape the economy through self-directed innovation.

Further Reading
Hot Topic Space | **ENVISIONING AI-DRIVEN INDUSTRIES, 2025**

"People want to be business owners. They want the opportunities and also have the security and ability to bounce back."

Brian Hioe, Taiwan

EVERYBODY HAS A COMPANY

From corporate economy to creator economy
AI tools eliminate barriers to monetization, allowing individuals to professionalize passion projects without corporate infrastructure or venture capital.

Adaptive micro-economies
Small businesses become more viable as AI automation makes regional production profitable, while global supply chain vulnerabilities reward adaptability over size.

The micro-company goes large
Single-person "unicorn" companies compete with industry giants by leveraging accessible AI tools, redefining market power through agility rather than scale.

Autonomy over dependency
Professionals choose entrepreneurship over traditional employment or platform gig work, preferring independent ventures to corporate or algorithmic gatekeepers.

FACETS & SIGNALS

Half of Unilever's marketing budget goes to solo creators and influencers.
Source: The Drum, 2025

>50%
of the US labor force
is expected to participate in
freelance work by 2028.
Source: Statista, 2025

44%
of new unicorns in 2024 were AI start-ups.
Source: Statista, 2025

"The no-code promise is no longer futuristic. So, we'll soon all have companies."

Christian Mio Loclair, Germany

"In 10 years, I would like to run a company that offers employment to 1,000 people and I would like to have a foundation that supports at least 100 children."

Brightstar Kasyoka, Kenya

The start-up Anysphere, known for their AI coding platform Cursor, has a $500M+ annual recurring revenue as of 2025 with only 20 employees.
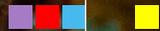Source: Tech Crunch, 2025
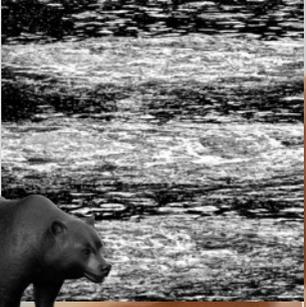
THANK YOU.

FORESIGHT ACADEMY 2024–26

HOW DO WE WANT TO LIVE IN 10 YEARS?
UNDER THE ASSUMPTION OF POLYCHANGE

gravity is a strategic design consultancy, working at the intersection of human-centered innovation, trends & foresight, design, and strategy.

For more than 15 years, gravity has partnered up with clients in the automotive, banking, pharmaceutical industry, as well as start-ups, to design better futures for people to enjoy while improving our clients' businesses.

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