

# TEN-YEAR FORECAST

Over the last half century, we've watched in awe as the world cracked open and came online. In the next decade, we'll be rocked by the aftershocks that will transform the very concept of **economy**.

The trend is clear: As previously impassable boundaries of geography, institutions, and communication channels are overwritten each day, the territory of what's possible expands in every direction. Global networks have given rise to organizations and markets of unprecedented scale and reach. At the same time, the democratization of hardware and software promises to supercharge our individual capacity for taking manufacturing, health, education and food back into the home and community. In the networked and distributed world that is emerging, our traditional understanding of producers and consumers will prove increasingly inadequate. Sacred cows of business practice will be shattered, as everything from currency to market leadership is redefined. In this period of disruptive transformation, companies and communities will be forced to ask themselves: What are we making and how are we making it? What are we trading and how are we trading it? What is the value we're creating and how will we tally it?

The 2015 Ten-Year Forecast program will explore the many ways that organizations, communities, and households will pioneer new strategies for this decade of deep economic reinvention.

## BENEFITS OF THE PROGRAM

For four decades, the Ten-Year Forecast has been a leading source of foresight for a vanguard of business, government, and community organizations. It is a platform for sensing today's latent signals, tracking their intersections to understand the ecosystem of choices, and then designing platforms for future resilience.

### › TRACK URGENT FUTURES

Urgent futures are those emerging issues whose scale of impact and potential for changing the human landscape are so extraordinary that we ignore them at great risk. The Ten-Year Forecast will ground you in these futures and empower you to make the decisions that matter.

### › IDENTIFY NEW VALUE FLOWS

As the levees of the networked world continue to buckle, the world will forge entirely new economies on the resulting flood of new value flows. The Ten-Year Forecast will dive deeply into the underlying structures and APIs of the 21st century interconnected economy to give you tools for adapting and thriving in an unfamiliar world.

### › PROTOTYPE THE FUTURE

With new tools and networks come new opportunities to remake the very structures of the future. The Ten-Year Forecast will help you launch experiments with these structures to begin testing tomorrow's world today.

# 2015 RESEARCH AGENDA

We face a future in which our familiar templates for business plans are obsolete. Even the language of business planning—the very term *business plan*—may blind us to what it will take to weather the transformations of economies over the coming decade. This year’s research will map emerging templates of economic success and give shape to new ways of thinking about, talking about, and implementing “business plans” that are compatible with the future unfolding before us.

Specifically, the 2015 Ten-Year Forecast will:

## MAP THE NEW ECONOMIES OF THE FUTURE

The global economy is not a single economy but rather the intersection of diverse economies: the corporate economy, the consumer economy, the creative economy, the civic economy, the game economy, the criminal economy, and emerging new economies like the collaborative economy and the crypto-economy, among others. Each of these is in transition, and at their intersections they are forcing us to rethink the very purpose of economies. **The 2015 Ten-Year Forecast will map the motivations, incentives, and relationships that will emerge as these powerful transformations unfold.**

## ASSESS EMERGING STRATEGIES FOR URGENT FUTURES

These foundational shifts in economic life will reshape the way we approach the most urgent futures we face, such as food production and distribution, material reinvention, microbial-scale health, climate adaptation, city-making, global work, extreme learning, and ubiquitous surveillance, among others. **This year’s Ten-Year Forecast will examine the implications of larger economic shifts for each of these urgent futures, documenting new strategies and signal innovations.**

## BUILD A TOOLKIT FOR TAPPING NEW VALUE FLOWS

Economies are ultimately all about flows of value, and this year we’re going to look at these value flows through the lens of the API—the application programming interface. As a native construct of the networked world, APIs provide a window into the affordances and opportunities of a distributed yet radically interconnected economy. **We’ll create a toolkit of APIs for the future** and then work with you to hack the future by developing products, services, and even new institutional forms that use these APIs to tap the new value flows in this emerging economy.

### 10YF15 Research Agenda

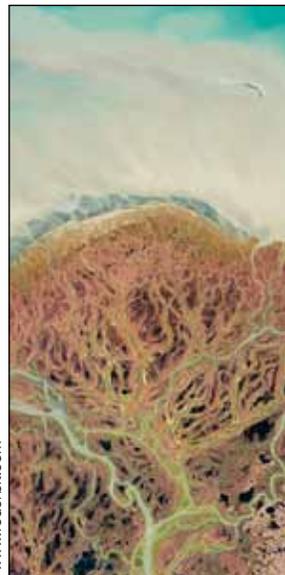
ECONOMIES ▶	Corporate	Consumer	Creative	Collaborative	Civic	Criminal	Crypto ▶
Food for 8 billion							
Microbial health							
City-making							
Global work							
Extreme learning							
Climate ▼							



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## DELIVERABLES

### THE ANNUAL TEN-YEAR FORECAST RETREAT

Three days: Build the foresight scaffold. Experience the future. Reinvent yourself and your organization.

The 2015 Annual Retreat will be an immersion in what's possible in a world of shifting economies, urgent futures, and rapid prototyping.

- › **DAY 1** will introduce us to our future karass\*—the people we may not know yet but who will help us build the future we want. Together, we'll build a scaffold—the new mental models we need—to reinvent ourselves, our organizations, and our communities for the emerging economy.
- › **DAY 2** will be our immersion in urgent futures and the strategies that will help us meet them with success. We'll visit startups and hacker shops and new community spaces and initiatives to steep ourselves in the APIs of the future and the way people are using them today to invent the world of tomorrow.
- › **DAY 3** will launch our collaborative experiments. We'll rapid-prototype new products, services, and business models within and across our organizations. Half design workshop, half hackathon, we'll use our toolkit to lay the tracks for field testing our new templates over the coming months.

### THE TEN-YEAR STORY

The starting place for the 2015 Ten-Year Forecast is the reimagination of the economy. Through a series of videos, we'll explore the different platforms that might transform our corporate and consumer economies, build new creative, collaborative, and civil economies, and even disrupt the global economy of crime. We'll view these economies through the lens of our urgent futures, questioning all our models of the economy and even beginning to rebuild the praxis of economics from the bottom-up—from the work of pioneers in making and hacking, in technological innovation and social invention.

### A TOOLKIT OF APIs FOR THE FUTURE

To thrive in this reimagined economy will require a remaking of the basic templates of commerce and social exchange for a networked world. To wrestle with this transition, the 2015 Ten-Year Forecast will explore one of the foundational symbols of this networked world: the API. We'll identify 10 critical APIs for the future and give you the tools to turn them into practical opportunities for innovation and transformation.

### THE MAP OF THE DECADE

The annual Map of the Decade will put it all together: the big story of economic transformation, the platforms that these new economies will create, and the APIs for the future that will transform the way you think about everything from suppliers and customers to innovation and regulation. All of these, at a glance, in a visual map of the next ten years.

\*Karass is a term borrowed from Kurt Vonnegut's *Cat's Cradle*

## BECOME A MEMBER TODAY

To learn more about the Institute for the Future:

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### PROGRAM COST

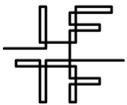
The Ten-Year Forecast program is an ongoing cost-shared research effort. Each participating organization invests \$30,000 per year and can join the conversation at any time. Participation in the 2015 program includes attendance at the 2015 Annual Retreat, access to the Ten-Year Forecast signals stream, online access to all the program deliverables, three printed sets of the 2015 Ten-Year Forecast plus the 2015 Map of the Decade, and electronic access to the Ten-Year Forecast website, which includes past forecasts.

### PROGRAM MEMBERS

In a world where the smallest business can provide insights for the largest corporation—where a handful of social entrepreneurs can start a global movement—Ten-Year Forecast is growing to bring these many voices together in focused future-making. We'll be creating more opportunities for connecting with diverse participants in the program, adding startups and city governments, community organizers and friends from the academy to our foundational corporate network.

Below is a partial list of current Ten-Year Forecast members:

AXA	Deere & Company	KnowledgeWorks Foundation	RTI International
Bank of America	Del Monte Foods	LG Electronics	Samsung
Beam Suntory	Fidelity Investments	Lowe's Home Improvement	SRG SSR
Beijing Hualian Hypermarket Limited	FRHI Hotels & Resorts	Microsoft	Toyota
Belcorp	General Motors	PepsiCo	United States Postal Service
Chrysler	Hallmark Cards	Qualcomm	UPS
Cox Enterprises	Keurig Green Mountain	Reform Think	Valeo



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### ABOUT THE INSTITUTE FOR THE FUTURE

The Institute for the Future is an independent, nonprofit strategic foresight network celebrating 46 years of "making the future." The core of our work is understanding emerging trends and discontinuities that will transform global society and the global marketplace. We provide our network with insights into business and organizational strategy, design and change processes, innovation, and social dilemmas. Our research generates the foresight needed to create insights that lead to action. Our focus spans a broad territory of deeply transformative trends, from food and health to technology, the workplace, education, governance, and human identity. The Institute for the Future is based in Palo Alto, CA.

Cover images: Flickr user Matteo Tarengi, arenacreative.com