How do we prepare for the future during moments of rapid upheaval and disruption? In just the last few years, the near-term prospects of autonomous vehicles, augmented reality headsets, and Internet-connected cities have moved quickly from speculative fictions to tactical realities. At the same time, it is becoming increasingly clear that the assumptions and shared narratives that hold our industries and identities together are becoming ever more complex, frayed, and uncertain with each new shift in the global landscape.

In 2017, the Ten-Year Forecast offers a pragmatic and strategic opportunity to investigate the intersections between our changing narratives—who we are, what we do, what value we provide—and the technological, social and infrastructural systems that are transforming quickly around us. We will identify the major forces that are shaping the future of our world and our businesses and explore the tangible impacts of those forces across the global horizon of work, commerce, well-being, identity and human settlements.

**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. As a platform for tracking today’s latent signals, we help many of the world’s most influential institutions to navigate a complex ecosystem of technological, cultural and social change, to build resilience and make better futures.

▷ **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, uncover signals of world-changing innovation, and empower you to make decisions that matter.

▷ **IMMERSE YOURSELF IN TOMORROW’S STRATEGIES**

In this age of rapid networked innovation, even the largest shifts in how we work and organize ourselves can feel abstract and ambiguous at times. The Ten-Year Forecast doesn’t just talk about the future—we bring it to life, with immersive experiences, strategic exercises, and provocative visions of the near future.

▷ **UNCOVER NEW OPPORTUNITIES**

Our research process is grounded in a three-step cycle of Foresight, Insight and Action. Our forecasts draw on signals from the present to create a useful picture of the landscape of tomorrow. By digging deeper with expert panels and curated discussion, we help generate specific insights for your industries and organizations. And with decades of facilitation experience, we create processes for applying those insights to actionable strategies and prototypes for today.
GEOGRAPHIES OF TRANSITION: FORCES OF CHANGE

This year the Ten-Year Forecast will explore the regional and global impacts of the macro forces shaping our future, including: distributed infrastructure, hyper-connected culture, data-centric disciplines, migratory populations, shifting demographics and environmental adaptation. Through these lenses, we will uncover new practices and trade routes, new behaviors and markets, as we attempt to answer the following questions:

1. Which of our institutional and cultural silos will be transcended, blended or smashed by the emergence of these forces?
2. How are these forces changing the scale at which decisions get made, resources get activated, and money is spent? How are these forces changing the identities of workers, householders, and citizens? How will these identities constrain or liberate markets, communities, and institutions?
3. How do these forces manifest differently across the various cultural, geographical and political contexts in which they appear?

GEOGRAPHIES OF TRANSITION: NATIONS | COUNTRIES | STATES

Global trade, online culture, and civic upheaval are fracturing the borders that have defined human culture for the past century. As this fragmentation continues, our institutions, political structures and economies are primed for disruption over the coming decade. And while the terms ‘nation,’ ‘country,’ and ‘state’ are most often used interchangeably, they stem from different historical origins and provide distinct insights into the purpose and composition of the modern nation state.

This year, the Ten-Year Forecast will deconstruct and re-examine the traditional narratives of how we organize, catalyze, and govern our businesses and our lives across the world, looking at these three geographies of transition.

The nation of the future is the story of new communities and cultures that weave across traditional lines to erect new forms of organization. These nations are diasporas of hyper-connected refugees and virtual citizens of distributed global platforms. Their changing needs, identities and behaviors will define the markets and workplaces of tomorrow.

The country of the future is a map of emerging territories and turbulent frontiers, some that we must navigate and others that we will inhabit. These countries represent unexpected new economic zones, AI-enhanced grids, vertical farming cities and endless mixed-reality terrains. These new landscapes will drive the transformation of our transportation grids, supply chains, medical systems, and human settlements.

The state of the future is an accounting of the new power structures and infrastructures that will push the future in challenging directions. These new states will see governments become platforms, platforms become infrastructure, and infrastructure become products, as connected technologies, climate change, and social change disrupt the bedrock of our economies and institutions.
THE 2017 DELIVERABLES OVERVIEW

THE ANNUAL TEN-YEAR FORECAST RETREAT

The 2017 Annual Retreat is the Institute for the Future’s signature event, a full-body immersion in the critical dilemmas and emerging opportunities facing you, your organization, and the world between now and 2027.

DAY 1 | Our cross-sector membership of organizational leaders, strategic thinkers, and practical visionaries provides an unparalleled community for navigating uncertain futures. On the first day of the retreat, we’ll seed new relationships and new possibilities, and orient ourselves to the biggest stories of the next ten years through expert panels, interactive exhibits, and focused presentations.

DAY 2 | The second day of the retreat offers intensive investigations of the challenges and opportunities of the coming decade, and the strategies we’ll need to meet them with success. We’ll ground our world-changing insights with action-oriented toolkits to bring home to our organizations and communities.

EMERGING STORIES FOR THE TEN-YEAR HORIZON

Through a series of videos, perspectives, and other rich media, we’ll help you understand and communicate the biggest stories and future trends that promise to transform our corporate and civil world over the next 10 years.

THE FICTIONS AND SYSTEMS TOOLKIT

To make sense of this moment and the future before us, this practical guide will help you identify the growing disconnects between the changing nature of our technological and infrastructural systems, on one hand, and the shared narratives of our customers and ourselves about how we interact with those systems, on the other.

THE MAP OF THE DECADE 2017–2027

The annual Map of the Decade gives you the thirty-thousand foot view of the Ten-Year Forecast research, and provides a quick snapshot for debriefing stakeholders and colleagues on the ten year business horizon.
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 2017 program includes attendance at the 2017 Annual Retreat, access to the Ten-Year Forecast signals stream, online access to all the program deliverables, three printed sets of the 2017 Ten-Year Forecast plus the 2017 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:

3M, AXA, Beam Suntory, Beijing Hualian Hypermarket Limited, Colgate Palmolive, Cox Enterprises, Fidelity Investments, Fujitsu, General Motors, Gensler, Grupo Sura, Huawei, Panasonic, PepsiCo, Qualcomm, RTI International, State Farm, Steelcase, Swiss Post, United States Postal Service, UPS, Valeo, VF Corporation

ABOUT THE INSTITUTE FOR THE FUTURE

The Institute for the Future is an independent, nonprofit strategic foresight network celebrating nearly 50 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.