

# A CENTURY OF TRANSFORMATION A DECADE OF TURBULENCE

## THE 2012 TEN-YEAR FORECAST STARTS WITH THE LONG VIEW:

a century-long transformation of our human society, economy, technology, and identity. This 100-year transformation is driven by six pivotal forces:

**HYPER-URBANIZATION**

**SOCIAL PRODUCTION**

**DEINDUSTRIALIZATION**

**INFORMATION INTENSIFICATION**

**DEMATERIALIZATION**

**BIOMOLECULARIZATION**

Each of these forces sets up a so-called *two-curve problem*\* for the century. On one hand, the incumbent resources, practices, and institutions are in decline. On the other, the new trajectories, while visible, are not yet ready to bear the weight of daily life on the planet. In short, society and its institutions must prepare for a timely leap from the first curve to the second— from the incumbent path to the emergent path.

The next decade finds the world on the verge of this leap. For some, it may look like collapse. For others, it hails new opportunities. For everyone, it is likely to be a decade of turbulence, as first-curve incumbents attempt to extend their existing advantage as far as possible, and second-curve innovators struggle for a foothold.

The *2012 Ten-Year Forecast* includes both the long view and the decade view of this transformation. Six forecasts, one for each of the six pivotal forces, tell both the 100-year story of transformation and the 10-year outlook on the decade. They highlight the dilemmas, the tradeoffs of costs and benefits along the two curves, and the key frictions that will give shape to the decade to come.

\* The two-curve problem is described in *The Second Curve*, by Ian Morrison, former president of Institute for the Future.

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