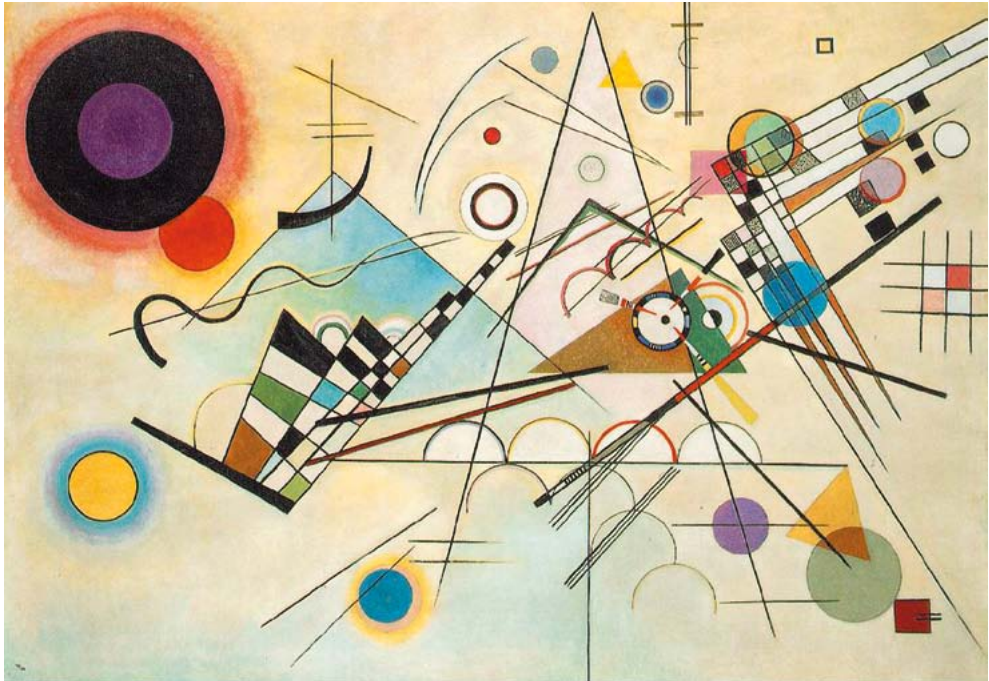


# ¿Qué futuro nos espera? ¿Qué cambios del entorno nos afectarán en mayor medida? Ten trends towards 2020

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*Much can happen in ten years - just review the past decade. It is important to consider the tendencies that will transform the world during the next decade, because they will change the basic rules in broadly speaking all areas: markets, workplaces, politics, consumption and mentality. Which major powers will fade - and which new ones will emerge? How will biomedicine influence our lives and work? Which social innovations will change our society? Who will make the decisions, who will succeed and who will lose out?*

The future is always an unknown territory. Most organizations and companies search for ways to map this uncharted territory. In a world of immense turmoil with financial crises, political panic and gloomy consumers, it can sometimes be difficult to dedicate organizational time, energy and investments to looking at the long term trends.

However, successful companies tend to be the companies that not only have «an eye on the future» – even in bad times - but also have the guts to invent the future in their own special way. The late Steve Jobs represents a very good combination of the eye on the future and the continuous focus on inventing the future.

In order to map the future a good starting point is often to look at the broad megatrends. In order to help European companies do this, the Copenhagen Institute for Futures Studies made a report on 10 general tendencies that will form the future. The 10 tendencies cannot stand alone and should be supplemented by other trendlists.

The 10 tendencies are:

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| <p><b>P</b>olitical</p> <ol style="list-style-type: none"> <li>1. Europe's Day is over</li> <li>2. Regulation: straitjacket or springboard?</li> </ol>    | <p><b>S</b>ocial</p> <ol style="list-style-type: none"> <li>6. Future Imperfect</li> <li>7. Future communities: Co-creation</li> <li>8. Is being old embarrassing?</li> </ol> |
| <p><b>E</b>conomic</p> <ol style="list-style-type: none"> <li>3. Talent on the Rise</li> <li>4. African Lion Economies</li> <li>5. Beyond Bric</li> </ol> | <p><b>T</b>echnological</p> <ol style="list-style-type: none"> <li>9. Genetic engineering – ethical issues growing</li> <li>10. Mental doping</li> </ol>                      |

*Illustration: 10 general tendencies that will form the future*

### **Europe's day is over**

Among the former major powers, Europe in particular has been hit by the crisis and is lagging far behind its competitors. At the same time comprehensive problems are looming on the horizon. The indications are that Europe's glory days are coming to an end. Or to put it bluntly: «Europe just doesn't get it. It does not get how irrelevant it is becoming to the rest of the world. The EU is a pitiful collection of mini-powers that have become totally irrelevant for the rest of the world.» Kishore Mahbubani, Dean of Lee Kuan Yew School of Public Policy, University of Singapore.

Europe is left with clear yet challenging choices. Either we face up collectively to the immediate challenge of the recovery and to long-term challenges – globalisation, pressure on resources, ageing, – so as to make up for the recent losses, regain competitiveness, boost productivity and put the EU on an upward path of prosperity («sustainable recovery»). Or we continue at a slow and largely uncoordinated pace of reforms, and we risk ending up with a permanent loss in wealth, a sluggish growth rate («sluggish recovery») possibly leading to high levels of unemployment and social distress, and a relative decline on the world scene («lost decade»). This report was written before the markets lost confidence in the Greek and other European countries. This short term crises only add to the long term problems and challenges of Europe.

*«The indications are that Europe's glory days are coming to an end».*

### **Regulation: Straitjacket or springboard?**

Global problems have led to a desire for joint regulation. How can we aspire to common rules and keep in step towards 2020 in a fragmented world dominated by major global players. Traditionally there have been two regulation paradigms: a liberal, consumer-driven paradigm, which is the norm in the USA, and a European paradigm, which primarily has a state-controlled, cautious approach to regulation. The European approach to regulation is observable in connection with regulating technological advances and innovation, such as GMO, nanotechnology and biotechnology. While there is a liberal attitude to developing and applying technologies in the USA and Asia, the precautionary principle is applied to their implementation in Europe. European consumers and legislators are more sceptical about the free application of new technologies and hence prefer rigorous regulation in this area.

### **Talent on the rise!**

During a decade with a lack of funds for acquisitions and mergers the focus is shifting towards finding, attracting, training and retaining talent. Living assets are becoming more important than capital assets, making it vital to market companies as great workplaces. The competition for talent is global, and Europe is in danger of loosing out to other parts of the world.

### **The African lion economies**

We used to think of Africa as the lost continent. But several factors indicate that Africa has a bright future. The next decade could mark a historical turning point for this previously so benighted continent. The region's economic capacity is one of the fastest growing in the world, and that global companies cannot afford to ignore the future potential of the African market. The Asian tiger economies at-

*«Several factors indicate that Africa has a bright future».*

tracted widespread attention for their rapid economic growth from the mid 1980s through the 1990s, while the positive tendencies that have begun to emerge in the African continent have hardly been noticed by the West. Africa is increasingly becoming important for global supply chains.

*«The BRIC countries have long been regarded as potential major powers and will continue to be so towards 2020. But there are other countries worth keeping an eye on».*

### **Countries making the leap**

The BRIC countries have long been regarded as potential major powers and will continue to be so towards 2020. But there are other countries worth keeping an eye on. Which countries will follow on the heels of the BRIC countries, and what will be the criteria for assessing the winners of the future? The next ten years will probably

continue to favor China, India and Brazil because, among other things, there is a huge potential domestic market in these countries. The tendencies in the countries that will follow them will be less purchasing power, fewer people and less well-functioning institutions. The new countries that will follow the BRIC countries – with major country-specific variations and fluctuations – have been dubbed the Next 11 (N11) by Goldman Sachs: Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, The Philippines, Turkey and Vietnam.

Just like the four BRIC countries, the N11 countries differ widely in connection with all criteria. It should be noted in particular that South Korea today stands as a modern economy that is fully integrated into the world economy. Bangladesh, Iran, Nigeria, Pakistan and Vietnam can be categorized as classic developing economies, while Egypt, Indonesia, the Philippines, Turkey and Mexico occupy an intermediate position as recently industrialized countries.

### **Future imperfect**

We have traditionally subscribed to the ideal of the perfect person with the perfect life, but two tendencies in particular break with the ideal: «Gone Rogue» y «Gagaism».

«Gone Rogue» draws a picture of the society of the future and its values that is in opposition to perfection. All of the contradictory information and muddled messages regarding what is right have the effect of influencing individuals to become more indifferent, self-focused and freedom seeking

«Lady Gaga/Gagaism» is depicted as being liberated from genuine human emotions. She prances merrily around in her artificial, materialistic world filled with meaningless murders, masks and material abundance. She is human – but appears to be devoid of personality. By wholeheartedly embracing materialism and consumerism she reflects many

of the potential nightmares of the future – she celebrates the abundance that we fear will destroy the planet and the future.

### **Future communities and co creation**

Interest in and discourse on community and collectivity have increased dramatically in areas such as housing, education and the business community. In the future we will be interested in being part of co-creative communities.

As the challenges we will face in future will far exceed individual capacity and understanding, they will also strengthen the shape and purpose of the community. The communities of the future will be based on co-creation. Co-creation differs from cooperation in that it involves discovering what one wishes to do in a community, and how to use resources in the best possible way. This not a return to the old communities dominated by collectivism and individual submission. It is rather a way to extend and find a balance between strong individuals and communities. It involves contributing – with one's abilities, inclinations and sense of duty – and hence switching the focus from personal recognition to the willingness to contribute to a common goal. This places the joint result rather than the individual firmly in the centre.

### **Is being old embarrassing?**

The populations of most countries are living longer. Older people and their values are gaining increasing prominence in society – politically, culturally and at the workplace. What will be the future functions and roles of the young and elderly in society? In the long term – probably chiefly after 2020 – radical reforms must be in place in a large number of countries. It will be impossible to finance health services in the OECD countries without reforms, and the gender selection of foetuses will have to be stopped. There will be a transition in the business community from tactical sales and advertising initiatives to a more strategic mindset and a change in the direction of a deep understanding of elderly consumers. This will mean new inventions, products and brands specifically targeting out various elderly segments.

### **Genetic engineering – ethical issues growing**

Personal DNA profiling, gene therapy and designer babies. Genetic research is intense, and by 2020, gene therapy for diseases in adults and the unborn could have taken a giant step forward. It is 15 years since the bacterium *Haemophilus influenzae* became the first living organism in the world to have its genome sequenced, and ten years since the human genome was sequenced. Since then our knowledge of genetics has advanced steadily. Today a simple genetic profile can be purchased for a few hundred euros, and in ten years we can expect it will cost about 100 euros to have our individual genomes sequenced. Research into gene therapy and other forms of treatment involving genetics is intense, and by 2020, gene therapy for diseases in adults and the

unborn could be everyday occurrences. There are many new opportunities – but they are accompanied by new ethical challenges, that might slow the trend down – especially in Europe.

### **Mental doping**

Various performance enhancing drugs are finding their way to workplaces and institutes of education. Stimulating the brain can increase productivity and enhance learning, but it can also create unfair competition and dependence. When we hear the word 'doping' we immediately think about the world of sports from which we regularly hear stories of top-level athletes who have been caught using various performance-enhancing substances. In the future, however, we must expect that doping will be an everyday occurrence at workplaces and institutes of education – but it will be the brain that we dope. Some people believe this is a desirable development while others are concerned about it – but we must be prepared for it in any case.

Tendencies are not isolated phenomena – they influence each other and each tendency paves the way for a series of consequences that can lead society in many different directions. This makes a tendency analysis ideal as an introduction to scenario processes. The 10 tendencies can be investigated in relation to each other with the help of scenarios and provide knowledge of various aspects of the future. Welcome to the future.