



THE SEVEN-ECONOMY FUTURE

10YF.iftf.org

MAP OF THE DECADE 2015-2025

THE FUTURE IS A VALUE PROPOSITION.

It's a promise of new wealth and new ways to share the wealth. It's a pledge to see beyond the noisy landscape of the economic present to discover what we will value tomorrow—to see beyond today's workforce, today's markets, today's business models to establish new value models.

The 2015 *Map of the Decade* is the starting place. It's a grid where seven economies intersect some of humanity's most urgent futures to create zones of innovative value creation. It's a guide to inventing what we'll value in the future and securing that value for ourselves and for those who follow.



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SEVEN ECONOMIES

In a world of 8 billion people, we won't be surprised to find that there is no single mainstream economy. Instead, we'll discover at least seven distinctive economies. Each is evolving according to its own internal set of rules. Each is responding in its unique way to a fragmented ecosystem of both new and familiar drivers. All are intersecting to create the socioeconomic underpinnings of the coming decade.

CORPORATE ECONOMY: The corporate economy draws its strength from legitimacy and scale. Canonized by corporate law and international trade agreements, the largest of the world's corporations outperform the GDP of entire countries. Yet both large and small corporations are increasingly subject to shocks: Declining return on both assets and investments. Assets, stranded by both innovation and policy, that can't be converted to profit. Slower growth of international trade along traditional supply chains as digital supply webs rewrite the geographies of trade. Shrinking full-time employment as robotic technologies and algorithmic management drive people to other platforms to earn a living. These create the conditions for a volatile corporate decade.

CONSUMER ECONOMY: The consumer economy is the flip side of the corporate economy. Built on the spending of households, it powers the corporate economy with its purchases. But households aren't what they used to be. Millennials are going into debt, not for cars and homes, but for education, tech, and travel. They're blurring the lines between domestic and commercial as they turn their gaze from corporate offerings of both jobs and goods to the emerging collaborative economy. They're investing in new identities that come with new living arrangements, new workstyles, and even new gender assignments. All the while, the growing hunger for instant gratification drives a so-called stalker economy of advertisers committed to feeding that hunger.

COLLABORATIVE ECONOMY: The collaborative economy shifts production, trade, and finance from legitimatized corporations to legitimatized individuals. It balances the decline of return on *corporate* assets with the growth of return on *individual* assets. It trumpets crowdsourcing and crowdfunding. But while promising decentralization of production and services, the big challenge of the collaborative economy as it defines itself over the coming decade is whether it will adopt architectures of aggregation and enclosure—über-platforms like, well, Uber—or truly decentralized architectures that are owned in common by the crowd that brings them to life. Will it become a platform for scarcity or abundance?

CREATIVE ECONOMY: Though a small contributor to global GDP, the creative economy of artists, gamers, entertainers, and innovators is a critical lynch pin of economic health for the next decade. In fact, creatives and innovators have historically been a buffer in times of economic volatility as well as the essential seeds of growth in an economy that depends on innovation for

expansion. Creatives and innovators are also the pioneers of the collaborative economy. And as we enter the era of fabbing and small-scale manufacturing, they may be at the forefront of the transformation. But the creative economy has traditionally suffered from what some call “the missing middle.” With relatively few capital investors and tightly centralized distribution channels, only a few of the broad base of potential contributors to the creative economy typically manage financial success. Building this missing middle is their central task over the coming decade.

CIVIL ECONOMY: Broadly speaking, the civil economy is the economy of people acting as citizens, whether through governmental or nongovernmental organizations. It is the economy where we encode our values as a community, a city, or a nation-state. Over the past decade, the city has become a locus of rapid innovation in the civil economy, often by opening civic data to public use. Over the coming decade, all the other economies will seek to build on this innovation, often with very different goals and models. Which models succeed will, in turn, determine whether the civil economy emerges as a strong force for reconstituting our values or alternatively speeds or decline into a world of fragile states.

CRIMINAL ECONOMY: In a world of liberalized trade and growing inequality, organized crime has staked its claim as an equal partner in the world economies. Crime has its own parallel institutions—banks, law firms, brokers, collaborative platforms, and all the other fortifications of a legitimate corporate economy. Crime also has its own agenda for innovation, and in many areas, it's innovating faster than its competitors in government and corporations. It has become the leader in decentralized operations that can leverage geographic borders and limited legal jurisdictions to its advantage. Over the next decade, crime will use the tools and value flows of all the other economies to implant itself inexorably at the core of human life.

CRYPTO ECONOMY: A series of seemingly simple technical innovations has launched the crypto economy into a potential paradigm shift in the way we trade, the way we organize our institutions, and even the way we build human trust. End-to-end public key encryption, multi-signature transactions, and open ledgers lay the foundation for everything from personal, purpose-built currencies to self-managing and even self-owning objects. Ultimately, the crypto economy promises to re-architect all our economic and perhaps social platforms as radically decentralized paths to value creation.

AN ECOSYSTEM OF URGENT FUTURES

We craft the human future from the dilemmas we face today—the urgent futures that form an ecosystem of imperatives for tomorrow. The intersection of these imperatives with our economic strategies lays the tracks for the innovations and disruptions of the next decade.



MICROBES & GENES: The large-scale impacts of environmental change—melting ice caps, superstorms, and species migration—already grab today's headlines. But it's at the scale of microbes and genes that we'll begin to confront the foundational threats to our ecosystems and our own bodies over the next decade. As we probe the tightly coupled worlds of human and microbial genetic expression, we may find not only new medical models for healing but also a host of fallacies, miscalculations, oversights, and missteps in the way we've organized everything from our households and hygiene to our industry and urban lifestyles.



FOOD & WATER: The challenge of food and water is often cast as a problem of scale—the problem of feeding the 8 billion people we'll be in 2025. But how we're beginning to see that the problem is more than just one of scale. As we manage our food and water systems to the microbial level, as we enter an era of intentional biology, we confront the fundamental *qualities* of these resources. As we transition from a world where microbes are the enemy to be eradicated to one where the living qualities of food and water take center stage, we'll have to rethink every system—from soil to the social breaking of bread—to grapple with the dilemmas of quantity vs. quality and of access vs. stewardship.



WORK & LEARNING: Today, we face a phase shift in our relationship to the tools we use to work and learn. Over the next decade, we'll test the very limits of automation as more and more jobs go to ever smarter robotic machines and computer programs. New algorithms will push human workers up, down, or even out of the value chain and threaten to reorganize every institution that has defined our productive society, from schools and universities to factories, unions, and corporations. For many, our work lives will become more fragmented, less predictable, and fundamentally precarious. How we come to grips with this disruption at the core of our economy over the next decade will define the century to come.



CITIES & PLATFORMS: How we congregate as humans, how we build communities and share the resources and tasks of living in society is undergoing a change as profound as the change in our work environment. We now have both physical and virtual worlds in which to make our social lives, and over the next decade, the boundaries between these two will only continue to blur. Cities will define themselves as operating systems for society and its economies. Meanwhile, platforms for every service imaginable will challenge long-standing city codes, often replacing them with ad hoc responses to immediate human needs. The result will be a decade of both friendly and not-so-friendly competitions between these two infrastructures of our urban social lives.



CONTRACTS & CONFLICTS: From the simplest purchasing contract to our human social contracts, the technologies of negotiation, bargaining, access, ownership, and enforcement will evolve at breakneck speed. We'll create smart contracts—computer protocols that self-execute and self-enforce. We'll embed amino acids in living objects that limit their useful lifecycles. And for every new code or genetic lock we put in place, an infrastructure of organized crime stands ready to hack it for profit or ideology. In a world of precarious livelihoods and rapidly changing codes of living, this infrastructure will only expand, challenging our fundamental precepts of how to govern ourselves.



METRICS & MEANINGS: How will we tally this future? And how will we use those tallymarks to make sense out of the fragmented worlds that engage us? We've already begun to re-categorize ourselves: We're 90% microbes and only 10% human. On Facebook, we can choose from more than 70 gender options when we build our online profile. As we seek to create new measures of value, we rate one another online and count “Likes” to determine the value of everything from shirts to concerts to microworkers. Meanwhile, online advertising seeks to create identities for us that are more complex than any we could construct for ourselves. This decade dares us to adopt these identities as our own.

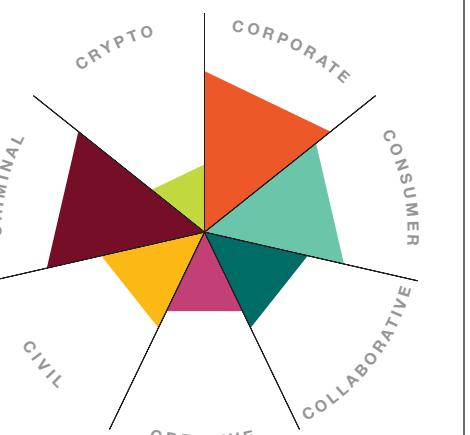
A DECADE OF SCENARIOS

As seven economies intersect with each other over the next decade, they will likely unfold in scenarios of growth, constraint, collapse, and transformation. These scenarios may occur simultaneously in different places around the world, but they could also follow a typical cycle, starting with the growth of business as usual and ending in transformation. The kind of transformation that emerges may depend on the path to get there. Transformation often follows collapse, but a more managed scenario of constraint in the face of environmental limits could also lay the groundwork for a different kind of transformation by the end of the decade.

GROWTH SCENARIO: AUTOMATING PROFITS

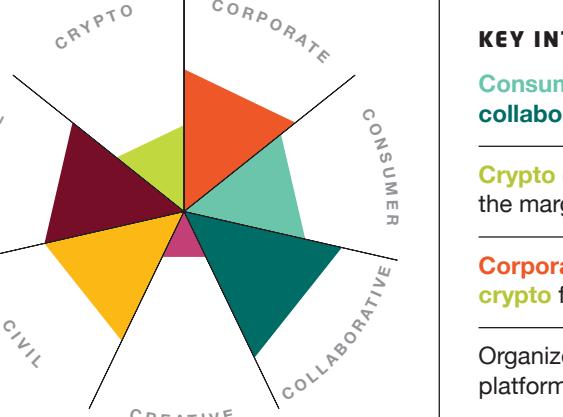
Despite structural weaknesses, traditional corporations continue to drive economic growth up and down the supply chain, primarily by automating more and more of their operations—from the factory floor to white collar cubicles and from mining operations to distribution warehouses. They turn collaborative platforms for coordinating low-paid labor into winner-take-all profit centers, out-competing open peer-to-peer platforms in scale, scope, and ease of use.

The cost of money remains low, so displaced and demoted workers use credit to continue spending, induced by highly targeted advertising that seems to make their purchasing decisions for them. They also shift their consumption to more and more digital goods and services. Much of the innovation in these digital offerings shows up first as open platforms or free apps, frequently supported by crowdfunding. But the most successful of the crowdfunded (and sometimes crowdsourced) ventures invariably end up as acquisitions in larger corporate holdings, protected by ever more aggressive technologies and laws for digital rights management.



As robots and algorithms hollow out the middle layers of productive jobs, the corporate and criminal economies face off in a battle over the profits from digital goods and services.

- KEY INTERSECTIONS:**
- Corporations** buy **collaborative** platforms for profit
- Consumers** crowdfund innovation and **creativity**
- Criminals** invest in **crypto** ahead of the curve
- Civil** initiatives mediate **corporate**, **collaborative**, and **criminal** interests



As consumers and cities embrace collaboration, the civil economy grows in wealth and influence, but still struggles to halt the advance of organized crime.

CONSTRAINT SCENARIO: INDIVIDUAL ROA

The decade offers up a hefty burden of limits and restrictions that stall the growth of the traditional corporate sector. Climate change restrictions, backlash against big data profiling (whether for advertising or national security), and paradigm-scale disruptions from microbial science all continue the downward trend of return on assets for corporations.

For individuals, though, it's a different story. In a constrained economy, consumers leverage collaborative platforms to grow return on their individual assets while avoiding many of the large purchases that define a household. In fact, the household as an economic unit begins to dissolve as we turn our homes into temporary hotels, meeting spaces, agricultural plots, care facilities, and even maker spaces—and as we reorganize our lives around complex family structures, fragmented work lives, and ever more mobility.

Not to be outdone, the criminal sector innovates the technologies of digital hacking and encrypted digital trade. For organized crime, laws designed to protect digital goods and services offer ever-expanding growth opportunities: every restriction is a challenge to breach the walls of protection for criminal gain. Hiding in the shadows of encryption technologies, the crooks effectively criminalize decentralization: the block chain becomes synonymous with criminal activity.

For their part, civil institutions often find themselves caught in the crossfire with less than adequate resources for balancing the complex dynamics of a system undergoing radical change. They nurture the collaborative economy as a path to development even as it undermines their traditional toolkit of standardized education, taxation, and regulation. Meanwhile, the cost of containing crime continues to grow, compromising the latent potential in the civil economy.

Struggling with declining corporate taxes and precarious employment, innovative cities build their own sharing platforms to generate both revenue and microwork opportunities. However, in a world of where the objective is to get the most out of every asset, both socially and economically, open cities look less like the creative pioneers in San Francisco, New York, and Barcelona, and focus more on the basics.

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And while corporations experiment tentatively with investments in crypto currencies (in funds often set up by organized crime), the potential for structural innovation in the crypto economy remains largely underdeveloped.

COLLAPSE SCENARIO: CONFLICTS OF INTEREST

The corporate bubble bursts as investors abandon stranded assets and financial markets crash against their limits. The legitimate economy shrinks overall, with consumer spending plummeting around the world. Money flows dry up and even jobs that were considered immune to automation—high-tech and high-touch—grow scarce.

As frequently happens in times of collapse, the creative sector picks up steam and absorbs some of the shock of collapse. Small corporations and collaborators scramble to turn innovation into value, often with a focus on local value. With more time than money to spend, workers without jobs seek out maker spaces and platforms. Open sharing gets a boost even as people struggle to make ends meet on a few consolidated platforms for microwork, where increased competition drives earnings down even further.

An unexpected impact of the growth of the criminal sector as legitimate institutions fail is a mounting literacy in crypto currencies and radically decentralized architectures for organizing human activity. The workers who swarm to criminal enterprises get a first-hand education in new ways of thinking and organizing that can be built on this fundamentally new paradigm. And as legitimate institutions collapse, criminal networks build out distributed service and supply webs. Unwittingly, crime paves the way to economic and social transformation.

legitimate enterprise and criminal profits. Entire cities become true shadow cities, lacking any pretense of democratic processes or infrastructure-in-the-public-interest. Microwork platforms engage even well-intentioned workers in collaborating in low-tech, labor-intensive crimes they don't necessarily know they're committing: they perform millions of small tasks that invisibly and tragically add up to, say, hacking air traffic control. Conflicts of interest create irresolvable dilemmas for people, platforms, organizations, and cities. Crime, it turns out, is too big to fail.

Collaborative platforms, combined with new restrictions on surveillance, provide a fertile ground for the expansion of organized crime, which builds its own presence in the so-called sharing economy. And as cities face off with the criminal set, they take aim specifically at encryption, crypto currencies, and the decentralized P2P structures that threaten their own control of collaborative platforms.

Too-big-to-fail becomes too-big-to-save for many mainstream sectors. The only sector with enough money to bail anyone out is organized crime, and so dirty money flows into every economy, erasing the boundaries between

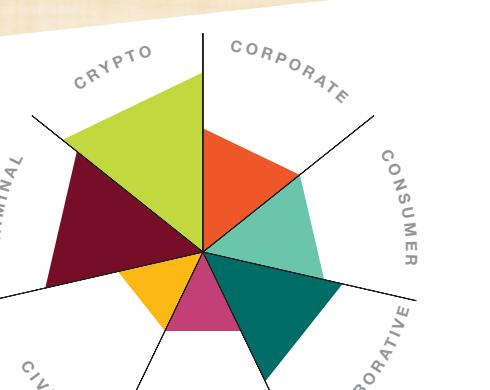
TRANSFORMATION SCENARIO 1: A CAPITALISM OF THINGS

The paradigm shift begins at the smallest scales. Additive manufacturing—using 3D printing to build things from the molecule up—lays the foundation for a world of smart objects that adapt to changing environments. Smart contracts, open ledgers, and multi-signature transactions form the cornerstone of a block chain marketplace and make all kinds of objects self-managing and even self-owning. They begin to incorporate themselves, seek investors, and pay dividends. They also produce goods and offer services to consumers. Think self-driving electric vehicles that autonomously weigh the value of requests for transportation vs. energy services.

At the same time, high-resolution social accounting systems turn civic engagement into fungible flows of value that help us counteract the criminal sector in two ways: we enrich the civil sector with new forms of restorative justice, and we create a surplus of value in the commons. That surplus allows the creation of a basic guaranteed income, so consumers are no longer in debt to the platforms of production.

If the Capitalism of Things is a tech-centered transformation, the economy of Collaborative Creativity is a human-centered transformation.

In this low-friction marketplace, objects come to provide civic services and fight crime. But objects can also commit crimes, and a pervasive criminal infrastructure continues to play the poor against the rich.



A crypto-collaborative economy founded on a commons grows the creative and civil economies.

KEY INTERSECTIONS:
Collaborative platforms are rebuilt on distributed block chain architectures of the **crypto** economy

The **civil** economy serves up a basic guaranteed income to combat the spread of the **crime**

The **crypto-collaborative** infrastructure fills in the “missing middle” in the **creative** economy

Consumers redirect their resources—social, financial, and time—to **civic** engagement

KEY INTERSECTIONS:
Consumers become producers in a collaborative economy

Organized **crime** infiltrates collaborative platforms

Crime keeps money flowing across sectors while building literacy in a new crypto paradigm.

KEY INTERSECTIONS:
Consumers create a cycle of investment and spending in **crypto** goods and services

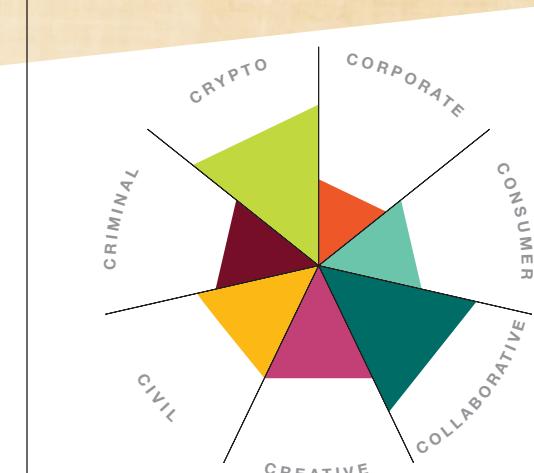
Criminal participation in the **crypto** economy is large—but largely invisible

TRANSFORMATION SCENARIO 2: COLLABORATIVE CREATIVITY

The same technologies that drive the capitalism of things take a different route to create a truly distributed commons for collaboration as we become owners of the block chain-based platforms we use. This is, as Nathan Schneider calls it, “a subtle insurgency of bylaws, financial schemes, and ownership structures,” and for the first time, we manage to solve the problem of the “missing middle” for the creative economy. Leveraging micropayments and an explosion of purpose-built crypto currencies, microproducers—not microworkers!—begin to grow a flowering creative economy.

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10YF
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15**MICROBES & GENES**

As we confront the foundational threats to our ecosystems at the level of bacteria and DNA, everything from personal care to public health calls for reinvention

**FOOD & WATER**

Problems of human scale—8 billion appetites—intersect with imperatives of ecosystem health to change the way we secure the basic nutrients of life

**WORK & LEARNING**

As robots and algorithms take over the productive tasks in our economies and our work lives become ever more precarious, the way we learn will define our future

**CITIES & PLATFORMS**

As our physical and virtual spaces collide in daily life, our cities become operating systems for society and its economies

**CONTRACTS & CONFLICTS**

As our social and business agreements are rewritten in computer code, the potential for both new kinds of enterprise and new kinds of crime grows

**METRICS & MEANINGS**

As familiar ways of categorizing the world fragment—from gender to microbial enterotypes—our tallymarks are rapidly evolving to measure what matters

● CORPORATE

Automating a volatile economy

- What we're seeing:**
 - Declining ROA and ROI
 - Stranded assets
 - Slower growth of international trade
 - Shrinking full-time employment
- What we can expect:**
 - Robotic workforce**
 - Algorithmic management**
 - Algorithmic supply webs**

● CONSUMER

Embracing instant gratification

- What we're seeing:**
 - Fragmented households
 - Growing Millennial debt
 - Shifts in Millennial spending to tech & travel
 - Declining use of resources
- What we can expect:**
 - On-demand services**
 - Automated purchasing**
 - Self-managing personal data**

● COLLABORATIVE

Investing in abundance

- What we're seeing:**
 - Rising return on individual assets
 - Shifting risk to individuals
 - Centralizing P2P platforms
 - Off-platforming
- What we can expect:**
 - Leveling up of platform APIs**
 - Zero marginal costs**
 - Collaborative ownership**

● CREATIVE

Building the missing middle

- What we're seeing:**
 - Growth of freelance workforce
 - Growth of artisanal movement
 - Growth of maker movement
 - Small-scale production renaissance
- What we can expect:**
 - Computational creativity**
 - Algorithmic distribution models**
 - New 4D materials**

● CIVIL

Reconstituting our values

- What we're seeing:**
 - Civic crowdfunding
 - Citizen concierge services
 - Localization and micro-nations
 - For-profit citizenship
- What we can expect:**
 - Polycentric governance**
 - Cities as operating systems**
 - Government as a service**

● CRIMINAL

Innovating faster and further

- What we're seeing:**
 - Exponential growth of victims
 - Integration of criminal profits
 - Criminal arbitrage across jurisdictions
 - Criminal footprints
- What we can expect:**
 - Criminal microwork**
 - Criminal corporatocracy**
 - Criminal states**

● CRYPTO

Decentralizing everything

- What we're seeing:**
 - Growth of crypto currencies
 - Purpose-built currencies
 - Battles over legitimate trade currencies
 - Regulatory havens
- What we can expect:**
 - Block chain platforms**
 - Smart contracts**
 - Algorithmic organizations**

genetic rights management

As reading, manipulating, and exploiting genetic information becomes easier and cheaper, tools emerge to control access to and sharing of this information. These tools follow the lead of digital rights management: “genetic watermarks” and amino acid “safety locks” become the focus of innovation, legislation, and hacking as fights over the right to own genetic information escalate.



The Allerca cat, genetically engineered to be non-allergenic, is delivered spayed or neutered to the customer.
allerca.com

microbial health economy

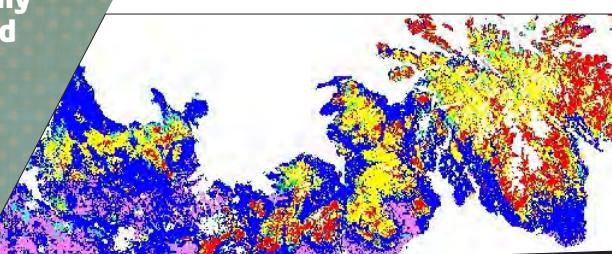
A shift from germophobia to germophilia shapes new lifestyles—and entirely new industries—across sectors. Microbiotic lifestyles invite us to be adventurous in our eating, travel, and interactions with animals. Re-wilding of our cities forges a healthy new symbiosis with plants and animals both familiar and strange while fermented foods become a cornerstone of a bacterially balanced diet. Probiotic mood meds reshape social norms and our approach to mental health as corporations and social movements alike jump on the microbial health bandwagon.



AO+ is a cosmetic mist that is marketed as a probiotic for the skin.
misto.aobiome.com

3.3 trillion and me**terroir 2.0**

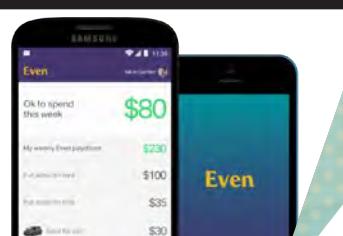
Distinctive food and beverages have always been linked to terror—the local qualities of the soil that influence everything from taste to scent to texture. Terroir 2.0 is a high-resolution evolution of this link, with the microbial profile of local soil, air, and water reshaping local economies.



Terroir may be defined by maps that show the bacterial community structures of topsoils at the country scale.
ukts.org

microbiologically optimized diets

We make a living and a life by participating in multiple value streams at once: working, learning, buying, and producing. Structural unemployment, the rise of the freelance economy, and new microwork and microproduction platforms rework our ideas of work. Tucking multiple business cards in our pockets, we secure our well-being with micro-insurance, individual crowdfunding, and new accounting tools and applications that help us track our new net value. Still, more people fall into the growing “precariat” class.



The Even app helps microworkers and freelance workers “even out” their income streams.
whatseven.com

3-business-card life

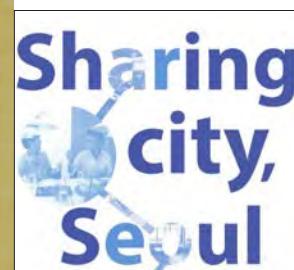
Cities and communities take learning into their own hands, tapping into the rich resources held in each household to collectively learn. They tap technology, creative project spaces, and “human libraries” to build more resilient communities.

learning cities

Learn.pgh is a proposed platform for citizens of Pittsburgh to list and find learning opportunities—and earn credentials.
learn.pgh.org

open innovation cities

Open platforms become the foundation of urban development strategies around the world. Cities like Shenzhen offer top-down city support for open source software and hardware. Cities like Seoul create their own digital matchmaking platforms to lock out commercial platforms like Uber. Still other cities partner to share data and apps, creating powerful city-to-city networks.



Seoul has published “Sharing city, Seoul” promoting its vision of a sharing economy to address social, economic, and environmental problems.
english.sharehub.kr

●**distributed urban planning****●****rogue geo-engineering**

In the face of growing climate disturbances and inability of nations to act, wealthy individuals or nation states are tempted to implement independent, unsanctioned geo-engineering projects, risking global-scale environmental or political disasters.



Former Microsoft CTO Nathan Myhrvold has patented the StratoShield as a hose-to-the-sky delivery system for aerosolized sulfur dioxide.
eureka.intven.com

●**P2P programmable cities**

Humans posing as machines posing as humans

carbon disinterment**DACs, DAOs, and DCOs**

Building on cryptographic technologies, a new generation of radically distributed organizations emerge. Distributed autonomous corporations (DACs), distributed autonomous organizations (DAOs), and distributed collaborative organizations (DCOs) all share a common feature: they rely on algorithms to coordinate large networks of people without traditional layers of human organizational management.

**self-owning objects**

Ethereum is a platform that can be used to create decentralized autonomous organizations using a cryptocurrency called Ether.
ethereum.org

autonomous vehicular energy systems

Advances in electric vehicles restructure the energy grid as much as the transportation infrastructure. With long-charge batteries, they plug into smart home nanogrids and bottom-up neighborhood microgrids to reduce consumer energy costs and boost resilience. Some evolve into fleets of autonomous self-managing or even self-owning vehicles that are deployed algorithmically to provide transportation or power where it's most needed.



Nissan's Leaf-to-home power system is designed for Vehicle to Grid (V2G) demand-response power.
theautofuture.com

collaborative matterstream

As next-generation augmented and virtual reality technologies converge with tools for making the physical world from the molecule up, distributed networks collaboratively craft objects and even environments in both physical and digital form, blurring the boundary between them. Part process innovation, part design revolution, and part game, new virtual and augmented spaces for making take rapid prototyping to the next level.



With MetaZeroUI space glasses, people can use a gesture-based interface to virtually sculpt objects that can then be 3D printed.
zerui.com

people's platforms

In response to a commercial stalker economy, state surveillance, and criminal hacking, communities of people across the globe embrace new peer-to-peer internet technologies and practices to privately and securely manage their own data on their own devices with a set of core principles:

- My data is my data.
- You can use my data only with my permission.
- I have the right to know and (dis)approve of secondary uses of my personal data.



Dozens of organizations like Electronic Frontier Foundation are working to protect user data.
eff.org

nations of choice

As long-standing industrial democracies struggle with political paralysis, social turmoil, and declining expectations, they face the specter of becoming advanced fragile states. Failing public assets couple with large-scale reorganization of the workforce to create persistent insecurity in some of the world's leading nations.



Million Hoodies Movement for Justice is a U.S. network of 50,000 members committed to protecting young people of color from gun violence.
mhhoodies.org

peak advertising

As ROI on internet advertising weakens, content and service providers as well as social media platforms experiment with a variety of alternatives to an aggressive “stalker economy,” seeking funding models—and basic business models—to maintain a high level of internet innovation and creative expression. Ultimately, micropayment schemes, often based on crypto-style exchanges, take the friction out of paying for content and transform the internet.



Google searches for ad blockers rose steeply between 2013 and 2015.
google.com

criminal innovation zones

Organized crime competes with legitimate corporations and governments to innovate technologies and processes, sometimes building out their own regional zones of innovation. With fluid funds and unencumbered by the constraints of the law, they increasingly win the race.



A self-propelled semi-submersible developed for drug smuggling can sink itself if pursued.
popsci.com

graph IDs

As we build out true P2P infrastructures for our social and economic transactions, our online identities become dynamic sets of graphs that are produced algorithmically based on our participation and engagement. These social graphs, interest graphs, behavior graphs, and financial graphs become tools for managing our identities—or for others to manage us.



TouchGraph is a data search tool that can be used to visualize your social graph on LinkedIn.
touchgraph.com

gender transformation

Personal traits decouple from gender norms, creating a new set of building blocks for personal identity and challenging institutions to reframe their approach to everything from product development and marketing to human resources and workplace wellness.



Facebook offered 58 gender categories for user profiles until it decided to open the field to self-defined genders.
facebook.com

micro-risk management**new tallymarks to score collaboration****●**

ABOUT THIS MAP

The 2015 *Map of the Decade* explores the intersection of seven economies with one another and with a host of urgent futures. These are the forces that are shaping the future today and will define the challenges of the coming decade.



START BY GETTING AN OVERVIEW

There are seven economies and six urgent future zones. These are the foundational forecasts for the decade.



EXPLORE A DECADE'S WORTH OF ALTERNATIVE SCENARIOS

What might a future of growth, constraint, collapse, or transformation look like where the seven economies intersect? Each scenario makes assumptions about which economies will dominate, and then tells the story that unfolds.



OPEN THE MAP TO FULL SIZE FOR A VIEW OF THE DECADE

The map shows the zones of innovation and disruption that shape stories and strategies for the decade. Some of the zones will have a high probability of obvious and outsized impacts. Others will have more focused effects or weaker probabilities. Some are headlines waiting to grab our attention.

HOW TO THRIVE IN THE SEVEN-ECONOMY FUTURE

To deepen your foresight, try this:

SCORE THE SEVEN ECONOMIES

Create your own alternative scenarios by scoring each of the seven economies on a radar graph.

Start by listing your assumptions for each economy—what makes it strong or weak?

Score the strength of the economy on a scale from 0 to 10, where zero means the economy is virtually non-existent and 10 means its scale and scope has reached an historical high.

Look across the assumptions to see how they add up to a seven-economy scenario.

CHOOSE YOUR URGENT FUTURES

Some urgent futures may be particularly important for your organization.

If you're a food company, food and water would be a good starting place. If you're a civic leader, cities and platforms might define your future.

Choose an urgent future and scan across the row to see the zones of innovation and disruption that will define it.

Ask: What will be our strategy for this urgent future?

BUILD A COMBINATORIAL STRATEGY

Zones of innovation and disruption cluster together on the map, and the most effective strategies may be those that are designed for these clusters, not just a single zone.

Draw a circle around a cluster of three or four zones.

Ask: What will be our market advantage across this combination of zones?

Or, choose one zone to be your strategic focus.

Ask: How will the neighboring zones support or undermine our strategy in our focal zone?

DEVELOP NEW VALUE MODELS

Use the accompanying *Toolkit for a Networked World* to systematically explore the underlying value models in the seven-economy future.

Inventory your untapped resources, choose winning interfaces, and set your priorities to design new networked services.