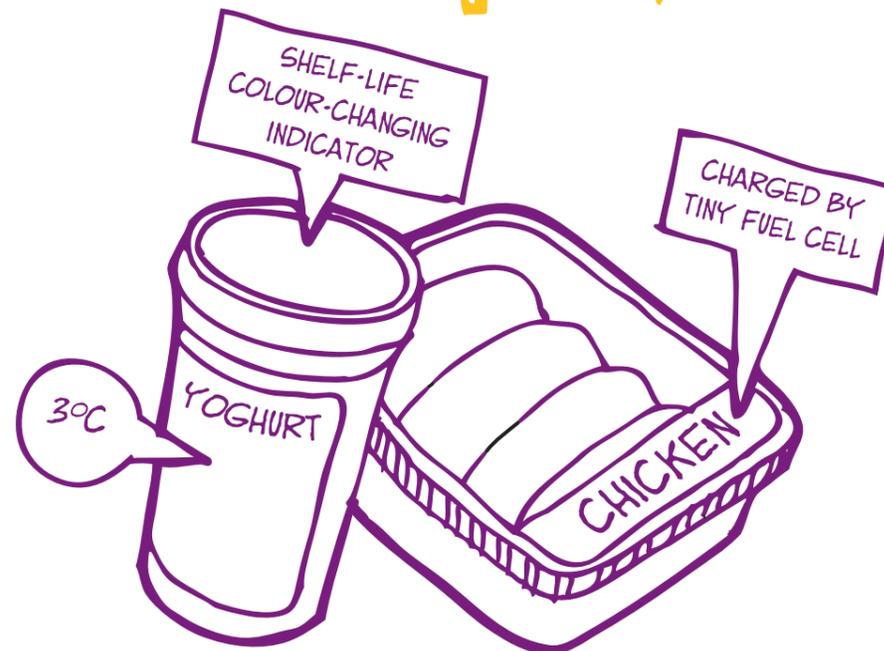
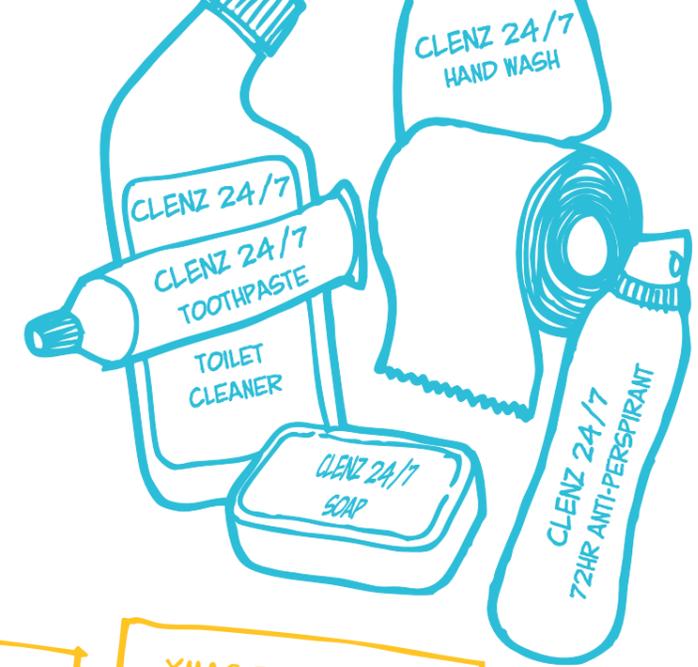


consumer futures 2020

SCENARIOS FOR TOMORROW'S CONSUMERS



Sainsbury's



about

Consumer Futures 2020 has been led by Forum for the Future in partnership with Sainsbury's and Unilever.

Forum for the Future

Forum for the Future is a non-profit organisation working globally with business and government to create a sustainable future. We aim to transform the critical systems that we all depend on, such as food, energy and finance, to make them fit for the challenges of the 21st century. We have 15 years' experience inspiring new thinking, building creative partnerships and developing practical innovations to change our world.

www.forumforthefuture.org.

Sainsbury's

J Sainsbury plc was founded in the UK in 1869 and today operates a total of 934 stores comprising 557 supermarkets and 377 convenience stores. The Sainsbury's brand is built upon a heritage of providing customers with healthy, safe, fresh and tasty food. Quality and fair prices go hand-in-hand with a responsible approach to business. Sainsbury's stores have a particular emphasis on fresh food, and we strive to innovate continuously and improve products in line with our customer needs. We now serve over 22 million customers a week and have a market share of over 16 per cent. Our large stores offer around 30,000 products and we offer complementary non-food products and services in many of our stores. An internet-based home delivery shopping service is also available to nearly 93 per cent of UK households. We employ over 150,000 colleagues.

www.sainsburys.co.uk.

Unilever

Unilever is one of the world's leading suppliers of fast-moving consumer goods. Consumers buy 170 billion Unilever packs around the world every year, and our products are used over two billion times a day. Our portfolio includes some of the world's most loved brands including Knorr, Hellmann's, PG Tips, Lipton, Dove, Vaseline, Persil, Cif, Flora and Marmite. We have around 167,000 employees in over 100 countries, and generated annual sales of €44.3 billion in 2010. For more information please visit www.unilever.com and www.sustainable-living.unilever.com.

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Sainsbury's



To find out more and download the Consumer Futures toolkit go to:
<http://www.forumforthefuture.org/project/consumer-futures/overview>

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foreword

We can be sure of one thing about the future: it will be radically different from today. The global recession shows how quickly things can change – and we face much greater challenges to our economy and way of life, such as scarcity of key resources, rapid population growth, climate change and loss of biodiversity. These problems of sustainability affect our consumers and suppliers around the globe and are putting ever-increasing pressure on our business models. They make it essential for us to reorient our global economy around sustainable, low-carbon patterns of consumption.

Over the next 10 years we can expect major changes to the consumer retail sector. Demand for basic resources such as oil, water and staple crops is likely to increase and prices will rise. Consumers' behaviour and expectations will change: we expect growing demand for manufacturers and retailers to operate responsibly and to demonstrate this through transparent value chains. Successful brands will need to innovate to meet challenges like these, develop sustainable products, services and business models, and work with consumers to make them a success.

This represents a huge opportunity for forward-thinking brands to position themselves at the heart of the new, green economy, evolving the market to meet consumer needs in different, sustainable ways. Many brands have built a trusted relationship with millions of consumers, and with it brand loyalty, which can last a lifetime. We believe this gives them both the power and the responsibility to help people lead better, more sustainable lives. In fact, it's hard to see sustainable consumption becoming mainstream unless brands take the lead.

Sainsbury's, Unilever and Forum for the Future have jointly produced Consumer Futures as a practical tool to help organisations throughout the global consumer goods industry to prepare for the future. We want to help them explore how consumer expectations and behaviour will change and use these new insights to take the lead in driving forward sustainable consumption.

We have combined our knowledge of product value chains, consumer demand, behaviour change and sustainability to produce four plausible, provocative scenarios which explore possible patterns of consumption in 2020. Brands are used to drawing on recent market data and near-term market projections to help develop products and services but this tends to encourage only incremental change. By looking further ahead and understanding what the future may hold, we can identify risks and opportunities and even how we can help shape that future. We plan to use the scenarios and accompanying tools to inspire innovation, inform business strategy and develop sustainable business models. We urge you to do the same.

We hope you find Consumer Futures provocative and inspiring. We look forward to sharing our sustainable innovations as we develop them, and hope Consumer Futures will help the consumer goods industry to make a fundamental shift towards sustainable consumption.

“Consumers of the future will think, act and live very differently from how they do now. As such, Consumer Futures is a fascinating and useful insight that can help brands position themselves and their products to meet these new consumer needs. With the recent launch of our 2020 sustainability plan we are responding to these changes. Leadership is crucial to helping customers change to more sustainable behaviours and we are delighted to have worked with both Unilever and Forum for the Future on creating this valuable insight.”



Justin King, Chief Executive, J Sainsbury plc

“Companies will have to change the way they do business, to deliver long-term sustainable growth. The old model of ever-greater consumption, with growth at any price, is broken. Companies that succeed in the future will be those that reduce their environmental impact while increasing their social and economic impacts. This will only be possible if we find new ways of doing business and this is why Unilever introduced its Sustainable Living Plan which sets out a more sustainable business model.

It will become ever-more important for us to anticipate the future needs and expectations of our consumers so that we can drive sustainable growth and ensure our own long term future.

We are pleased to have been able to work with Forum for the Future and Sainsbury’s on Consumer Futures to help us in doing this.”



Amanda Sourry, Chairman, Unilever UK & Ireland

“Consumer Futures shows that mainstream sustainable consumption doesn’t have to remain a pipedream. By exploring how key environmental, economic and social trends might play out over the next few years, we have created four possible future worlds which focus on consumers’ attitudes and purchasing behaviours. In each scenario, external social and environmental pressures drive sustainable goods and services into the mainstream, whether or not consumers actively demand them and regardless of whether the global economy is thriving or subdued. Consumer Futures shows that there is a clear opportunity, today, for smart brands and businesses to make money by accelerating the transition to a sustainable future. This will mean making it easy for consumers to go green by offering products and services which are not just better for the environment but healthier, cheaper and longer-lasting.”



Dr Sally Uren, Deputy CEO, Forum for the Future

introduction

“... people are being persuaded to spend money we don't have, on things we don't need, to create impressions that won't last, on people we don't care about” – Tim Jackson, *Prosperity without Growth*

In developed nations we live in an unprecedented world of super-consumption. Our economy demands that we consume to keep it growing healthily. Every day marketing campaigns whisper “buy-me, buy-me”, and before we know it our homes are filled with ‘stuff’, much of which we quickly forget. We love to consume, and it is firmly engrained as a social norm – a (sometimes) fun, (mostly) daily activity that the majority of us partake in. Globally, we already consume 30% more resources each year than our planet can replenish. Developed nations are the worst offenders: if everyone consumed at European rates we would need three planets; Americans have a five-planet lifestyle.¹

It's clear we cannot go on this way. We face unprecedented challenges, such as accelerating climate change, loss of biodiversity, rising social inequalities, rapid population growth, and growing demand for water and key commodities. The UK Government, for example, has set the most challenging, legally binding carbon reduction target any country has made thus far – 50% reduction of emissions by 2025. And the global emissions target as recommended by the Intergovernmental Panel on Climate Change (IPCC) is 80% reduction by 2050.² We must adapt our societies and economies to sustainable patterns of consumption – low if not zero-carbon, resource-efficient and profitable – as soon as we can.

Retail businesses are used to responding to consumer demand, or ‘pull’ – it is their principal business driver – but this will not deliver the radical changes we need to create a prosperous, resource-efficient world. Most consumers don't have enough information, opportunity or motivation to make sustainable choices about how they buy and use products, so ‘green’ or ‘sustainable’ consumption is still niche, and companies make only incremental improvements. Leading brands need to take the initiative and work together to stimulate consumer pull on sustainability and make sustainable consumption mainstream. Consumer Futures 2020 aims to help them do just that.

¹ Goncalves, E. (2008). *One Planet Lifestyle*, WWF [online] http://assets.panda.org/downloads/opl_ebooklet.pdf

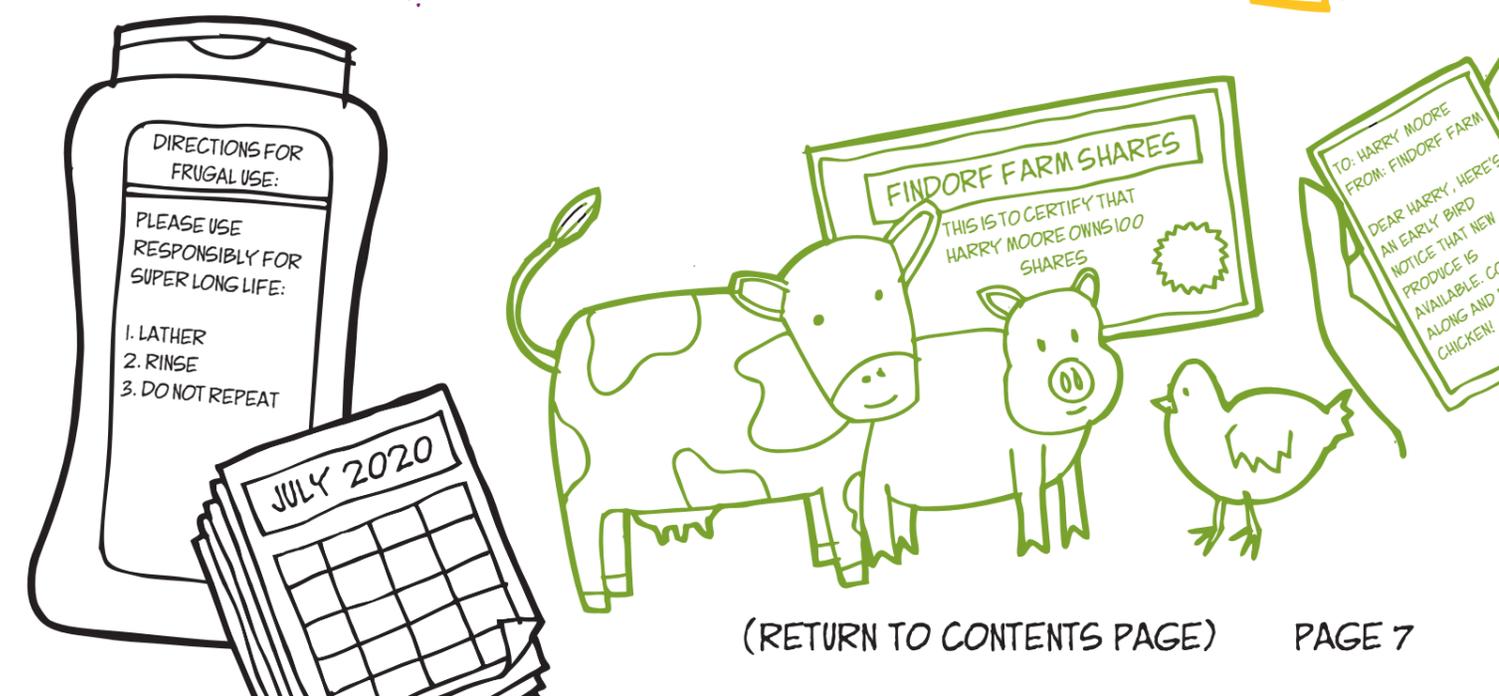
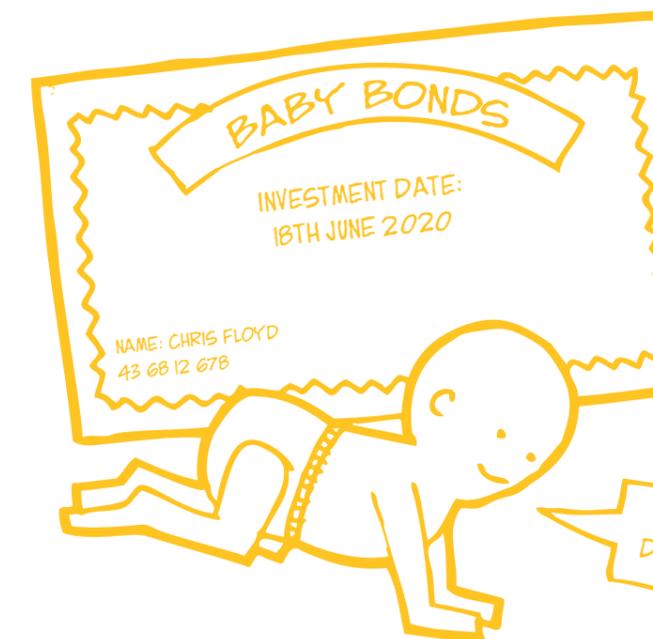
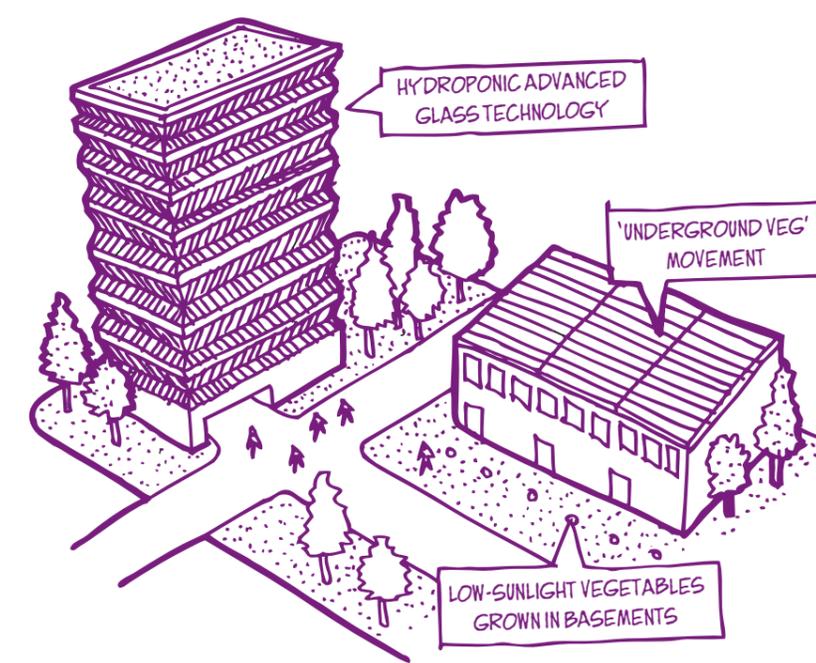
² IPCC, 2007: Summary for Policymakers. In: *Climate Change 2007: Mitigation. Contribution of Working Group III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change* [B. Metz, O.R. Davidson, P.R. Bosch, R. Dave, L.A. Meyer (eds)], Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA.

what is consumer futures?

Consumer Futures 2020 is designed as a practical tool to help organisations throughout the global consumer goods industry plan for the future. It contains four different but entirely plausible scenarios which explore how patterns of consumption and consumer behaviour may have changed by 2020.

The scenarios are **not intended to be predictions or visions of desired futures**. They look at how global trends may change our world and the consumer goods industry, and how sustainable products, services and business models could become mainstream. For example, in the scenarios we share examples of products and services with greatly reduced impacts in the use-phase, and where take-back schemes at the end of product life are the norm. Many of the examples of sustainable consumption featured in Consumer Futures already exist, but are still niche. Others were generated through the project process, which involved updating a set of scenarios describing possible futures for the retail sector first published in 2007 (Retail Futures). None of the ideas, fictional brands or stories in any of the Consumer Futures materials are predictions of what the future will hold – they are simply designed to bring the scenarios to life.

Future scenarios are an invaluable tool for forward-thinking businesses to use when planning ahead. They help identify risks and opportunities, inform strategy development, and stimulate innovation. Sainsbury's and Unilever are already using them to explore new ways of collaborating on initiatives that will deliver sustainability and commercial benefit to both organisations.



how to use the scenarios

The scenarios are accompanied by a toolkit which provides clear guidance, methods and tools to help make best use of the scenarios. It includes six sketched-up products and services for each scenario illustrating how brands may meet consumer needs in 2020; a set of personas which can be used to analyse the scenarios from different consumer perspectives; and a set of indicators setting the context for each scenario, for example the price of oil and consumer attitudes to environmental issues.

We envisage that Consumer Futures will be used by businesses internally, particularly across R&D, Innovation and Marketing, and externally, to collaborate with suppliers, and also by consultancies working with businesses, as a creative way to engage teams and individuals on the exciting opportunities ahead for sustainability.

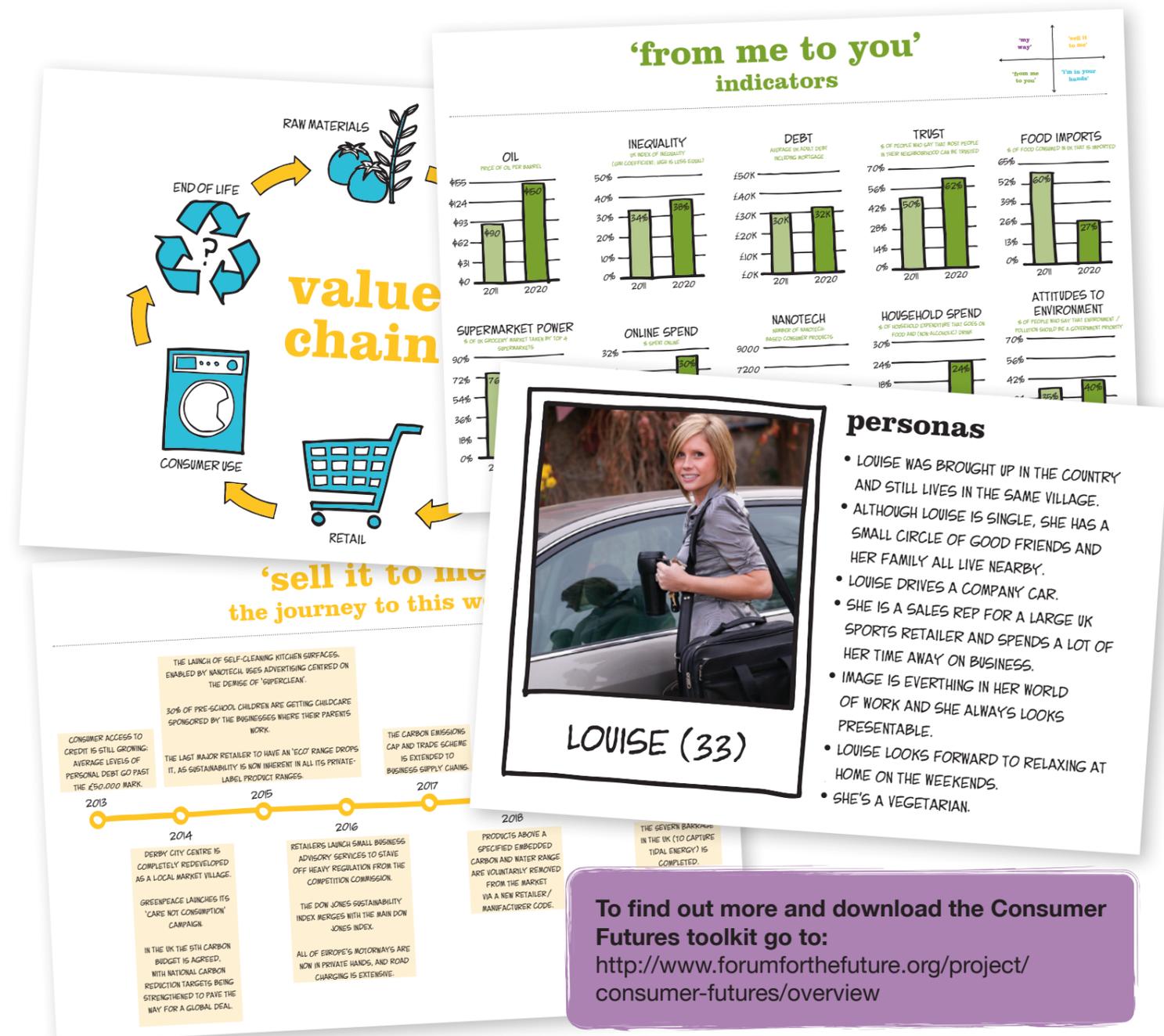
The scenarios are developed from Forum for the Future's four 'Retail Futures' scenarios, published in 2007 after extensive desk research and interviews with retail experts. We have updated these to reflect changes over the past four years and to make them more consumer-focused. We have also incorporated insights from interviews and workshops with senior business leaders at Sainsbury's and Unilever.

We have developed the scenarios based on UK consumption patterns, but with strong input from global trends which impact the complex supply chains that deliver products and services to the market daily.

The scenarios and toolkit are therefore applicable and relevant to any developed economy, such as that of Europe and the USA.

"Marketers have woken up to the responsibilities and opportunities from sustainability. All they need now is the right tools. Consumer Futures will act as prompt to stimulate and interrogate thinking and provides a rich resource for our clients, as well as for us at Dragon Rouge, to develop the brands and innovations that will thrive in a sustainable future."

Dorothy Mackenzie, Chairman, Dragon Rouge



scenarios

The Consumer Futures scenarios present plausible future developments, exploring the challenges and opportunities the consumer goods industry may face in 2020.

We base all our scenarios on a set of certainties and uncertainties. This allows us to explore the way powerful trends may play out and interact to shape our future.

aspects of the future we can be sure about

We can be confident that some trends will be a part of any future. For example, there is consistent research indicating a significant growth in the global population. Three trends feature in every scenario.

- **Demographic change.** We expect there to be over half a billion extra people living on our planet in the next 10 years, with global population projected to grow from 6.9 billion to reach 7.6 billion by 2020.³
- **Accelerating impacts of climate change.** There is a lag between emissions of greenhouse gases and their impact on the climate, so most of the change in climate that we will experience in 2020 will be the result of emissions that have already happened. So, we can be sure that our climate will continue to change and cause real disruption, for example through a growing number of extreme weather events. This may have limited impact on countries such as the UK and the USA but it will have serious consequences for the global value chains we depend

on to supply many of our products. This is likely to disrupt retailers' ability to meet market demand.

- **Rising costs of major resources.** We expect the cost of key resources such as wheat, oil, water and energy to rise in many places as demand grows and supplies fail to keep pace. These resources are already highly volatile – the price of wheat, for example, doubled between June 2010 and January 2011.⁴

aspects of the future we are less sure about

Many of the differences across the four scenarios are the result of factors we are less sure of. For example, in 2020, will the majority of people be willing to make lifestyle and consumption choices that reduce environmental impacts, or will business and brands quietly deliver sustainability to their consumers without asking for big lifestyle changes? Will we see a shift in values, with people concerned less with material goods and more with wellbeing and quality of life? Will consumers still have strong relationships with global brands, or will local brands and communities be more important? The scenarios explore what different worlds might look like across a range of possibilities.

- **Where will the responsibility lie for driving sustainable consumption?** We know that over the life cycle of many products the biggest environmental impacts are during the 'consumer use phase', for example in heating the water to shower and wash clothes; this

³ Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat <http://esa.un.org/unpd/wpp/unpp/p2k0data.asp>

⁴ World Bank Food Price Watch report Feb 2011 http://www.worldbank.org/foodcrisis/food_price_watch_report_feb2011.html

accounts for 68% of the greenhouse gas footprint of Unilever's portfolio of products. We also know that, in developed countries, consumer awareness of organic and fair trade food, ethical clothing, car-sharing and so on is higher than it ever has been, and yet not, by any means, mainstream. We cannot be certain whether mainstream consumers will want to choose sustainable options for themselves, or whether they will want brands and companies to 'do it for them'. One way or another, consumer behaviour needs to change, but we cannot suggest how, with any certainty.

- **Society's response to resource scarcity and climate change.** This will depend on many factors including the willingness of people and businesses to change their behaviour, the availability of technological solutions and the ability of global leaders to reach collective agreements on climate change targets.
- **Legislation.** This is already a big driver of change in the retail sector but we cannot be sure which direction it will take over the next 10 years. Future global trade agreements, for example, will be highly influential. Another key question is how far standardisation around labelling and environmental and social regulation will go.

In order to create our scenarios, we took the two least certain trends with the greatest impact on the future of the consumer goods industry:

- **Prosperous vs Less prosperous** – by 2020 will our economy be flourishing or subdued?
- **Do-it-yourself vs Do-it-for-me** – will consumers take the initiative to satisfy their needs or expect brands to do this for them?

We used these to create a two-by-two matrix, which in turn enabled us to create the scenarios exploring how these trends could play out, as illustrated below.

PROSPEROUS

'my way'

'My way' is a high-tech world, with a prosperous and entrepreneurial economy dominated by community-based trade. Smart products promote patterns of consumption that use less energy and water and generate less CO₂. Many fresh products come in smart packaging that keeps them refrigerated and changes colour when they pass the use-by date.

'sell it to me'

'Sell it to me' is a personalised consumer world in a flourishing global economy which is dominated by brands. Innovative products provide personal health solutions, for example clothes impregnated with vitamins, or shampoo lather that changes colour to indicate mineral deficiencies.

DO IT YOURSELF

DO IT FOR ME

'From me to you' is a world where communities, collaboration and innovative business models facilitate low-carbon lifestyles. The economy is subdued and uncertain and consumers feel business is failing to deliver on the challenges faced by society. Peer-to-peer lending exchanges are common, for example, where property owners band together to loan money for mortgages.

'I'm in your hands' is a tightly regulated world in which consumers trust brands to provide what's best for them and for the environment. The economy is recovering from recession but growth is low and credit is tight. Consumers might be fitting their homes with entirely brand-sponsored bathrooms that provide them with personalised supplies of branded toiletries on demand.

'from me to you'

'I'm in your hands'

LESS PROSPEROUS

how sustainable are these futures?

The Consumer Futures scenarios help us understand what mainstream sustainable consumption could look like. None of them portray a world where consumption is truly sustainable, but in each scenario social and environmental pressures have made aspects of it commonplace.

But first, what do we mean by sustainable consumption? There are umpteen definitions out there. We think sustainable consumption is characterised by, but not limited to, the following features:

- **Smart growth**, where economic growth is not delivered at the expense of the environment, and where the overall environmental footprint of business has reduced. Smart growth is characterised by ‘decoupling’ commercial success from environmental impact, often by delivering more economic value per unit of resource used.
- **Smart use**, where impacts associated with product use and disposal are minimal. It is characterised by closed loops, or even open loops, where someone’s waste is another’s raw material; take-back schemes, where used goods return to the manufacturer; product to service shifts; and different ownership models – consumers don’t need to possess something just to derive a benefit.
- **A better choice of choice**, where the unsustainable product or service is no longer available and consumers are choosing within a set of sustainable options. The concept of consumer sovereignty – where we all have a free choice – is a fiction. By deciding what to stock, and what to make, retailers and manufacturers have already made choices on behalf of their consumers.
- **Positive social impact**, where what and how we buy promotes wellbeing in individuals, communities and supply chains. Right now, we know that simply buying more and more ‘stuff’, doesn’t make us any happier, and certainly doesn’t promote community cohesion. In fact, analysis of the recent civil unrest in the UK, tells us that the pursuit of shiny ‘stuff’ can be an indication of communities in distress. So, smart consumption involves transactions for goods and services that have a positive social benefit, where novelty and implied personal status are far less important than they are today.

Happily, there are aspects of sustainable consumption in all four Consumer Futures scenarios for the world of 2020:

- In **'My way'**, mainstream consumers are buying locally and strengthening local economies. Vertical farming is widespread, producing more food per unit of land. This approach also has a positive social benefit, providing local employment to the homeless. And sustainable living is high-tech and easy; products such as the personal energy micro-manager help reduce energy consumption and build personal relationships via on-line competitions.
- In **'Sell it to me'**, personal responsibility for sustainability is relatively low, but, driven by a global deal on climate change and resource scarcity, brands and business have taken a lot of the hard work out of being sustainable. Retailers have responded to external pressures and offer a 'better choice of choice', and smart products and services are commonplace – all designed to reduce in-use impacts. However, the desire for personalised products, if not delivered through highly sustainable manufacturing processes, means that this world isn't on a guaranteed trajectory towards delivering mainstream sustainable consumption.
- In **'From me to you'**, communities are again strengthened by local food and energy production. In this world, resources are valued much more highly than today because they are scarce and expensive, and there is little or no waste. Goods exchanges are mainstream, encouraging recycling and reuse of goods and resources, from fridges to grey water.
- Finally, in **'I'm in your hands'**, the product to service shift has mainstreamed. Retailers and brands lease a lifetime's supply of key goods, and now provide heat, water and nutrition. Strict government legislation and economies of scale mean that these leasing models are highly sustainable. The consumer again expects government and business to take the lead on sustainability, but awareness of sustainability issues is much higher than today, with a 'waste not, want not' attitude prevailing.

recommendations

Sainsbury's, Unilever and Forum for the Future have collaborated to develop and refine the scenarios and the process has provoked discussion and debate about the future of consumption, how consumption and sustainability can merge profitably, and the impact this will have on businesses throughout the consumer goods industry.

We have analysed the scenarios to pull out key implications for businesses and brands today and drawn up five key recommendations for actions they should start taking now to prepare for a rapidly changing economic, environmental and social climate.

Take innovative business models to market

In all of our scenarios, brands and businesses have evolved and adapted their new business models to address challenges such as resource scarcity, changing consumer demands and building resilience into value chains threatened by the accelerating impacts of climate change. Many of the successful ones have shifted from selling products to selling services, giving consumers access to what they need, without the material ownership.

To succeed in all four of our scenarios, business models need to be much more flexible than today. In each scenario we see consumers interacting with brands in very different ways: in 'My way' and 'I'm in your hands', the global brand generally rules, but in others tight regulatory frameworks or consumer pull have led to a more decentralised, local approach to consumption. They also need to face up to challenging questions. In a world where people buy directly from producers, for example, what will be the role of retailers and bricks and mortar stores?

Companies should be ready to innovate, and to develop, trial and learn from experimenting with new, sustainable business models. The companies that do this today will be the ones profiting tomorrow.

Work with your value chain to find new solutions

Manufacturers and retailers operate in a complex system, and the challenges of shifting to sustainable consumption are too great for any organisation on its own. Consumer Futures itself is an example of how businesses are starting to collaborate, a global fast-moving consumer goods (FMCG) company joining up with a major national retailer to develop sustainable initiatives that will deliver mutual commercial benefit.

In all of our future scenarios, value chains are under huge pressure to be more resource-efficient, security of supply of raw materials is an even bigger challenge than today, and, in two of the scenarios, long linear supply chains which criss-cross the globe have been superseded by shorter, more local supply chains. In these scenarios, the boundaries between the producer and consumer have blurred, and we see more circular and sometimes simpler value chains.

Companies should collaborate across their value chain, incentivising farmers, suppliers, designers, producers, retailers and others to work with them to find innovative solutions to bringing goods and services to market.

Strengthen local brands and local production

There is no guarantee that global brands will continue to win the hearts and minds of consumers. In two of our scenarios, communities have built up resilient systems to source the products and services they need: in 'My way' they buy collectively directly from producers to save money; in 'From me to you' they have a system of peer-to-peer exchange and trade.

While some supply chains will always be global (such as for tea and cocoa), brands that embrace and boost local production and have a local authentic story will resonate with consumers. Even in the absence of consumer demand for locally resonant brands, strengthening local production will also reduce the risk of supply chain disruption from resource shortages and climate impacts.

Build up long-term trust through transparency

Consumers can find information on the origins of products and services more easily than ever before thanks to social media and advances in information and communication technology (ICT), and this trend is likely to continue. Businesses are unable to keep environmental or social skeletons in their closets in any of our scenarios. In three of them, consumer demand for product knowledge and regulations that require openness and transparency have changed the business landscape significantly. In this world, 'green' and 'ethical' are no longer niche, and robust standards on environmental and social performance are mainstreamed into everyday products and services.

Companies should prepare for a world where society demands absolute

transparency from brands. Businesses which open up their value chains for scrutiny now will earn the most trust from consumers.

Use the power of marketing to accelerate sustainability

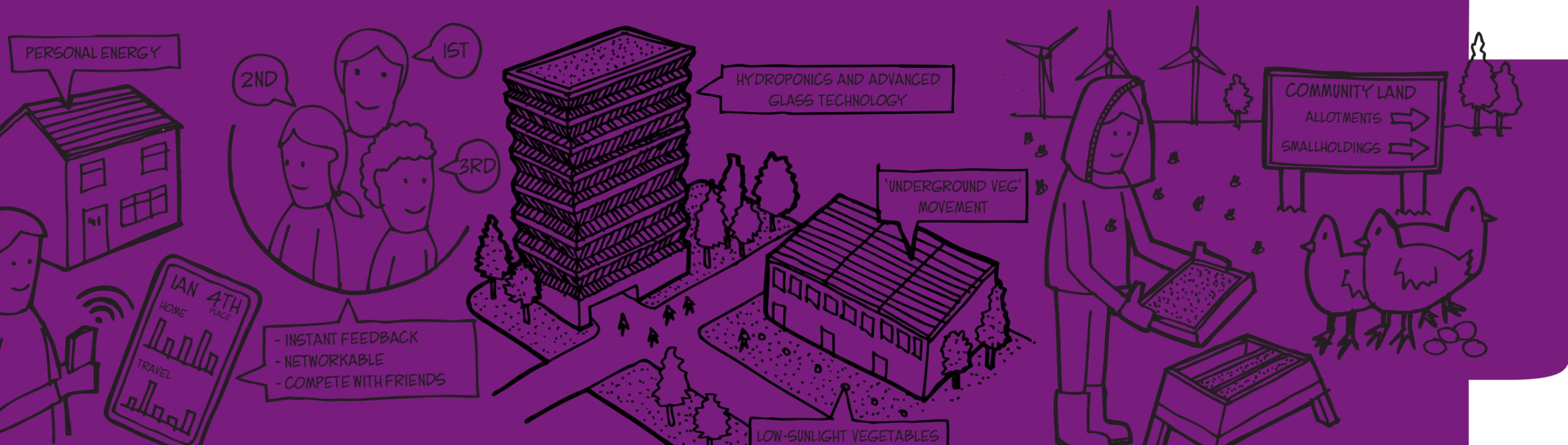
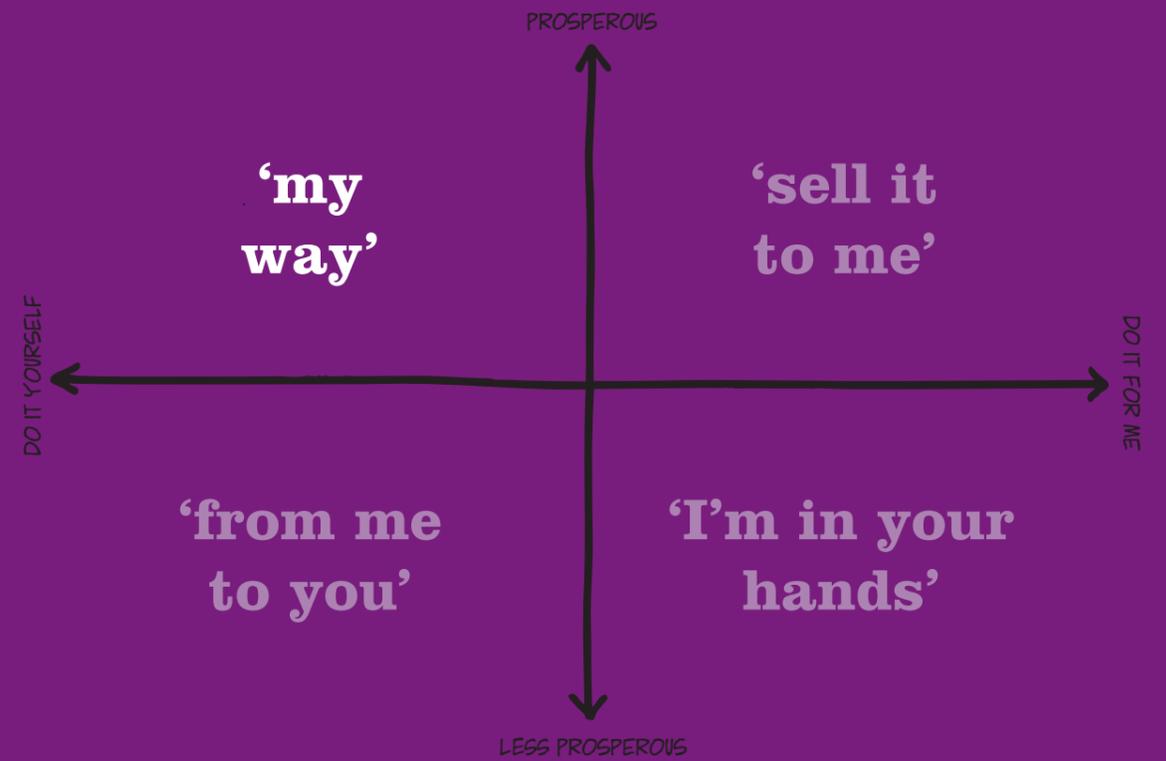
Don't wait for consumers to demand more sustainable products and services. In all four scenarios, external social and environmental trends drive sustainable consumption into the mainstream, whether or not consumers actively demand sustainable goods and services.

Savvy brands will seize the opportunities that this brings today and make money by accelerating the transition to a more sustainable world. Some brands are beginning to have conversations with consumers on the sustainability agenda, but that tends to focus on today's issues: too many marketing teams use yesterday's insight data to make decisions about what tomorrow's consumers will want.

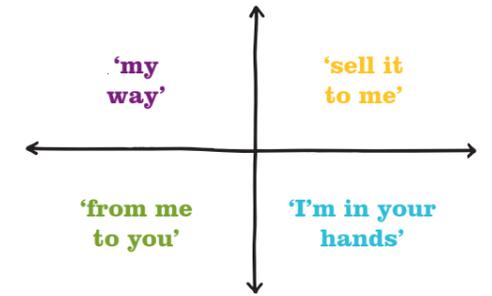
In all of the scenarios, leading a sustainable lifestyle is much easier than today: for example, disposing of products at the end of their life is simple. Although consumer awareness of the issues varies, companies have made sustainability easy by offering consumers additional benefits such as efficiency, durability and improved nutrition. This duality of benefit is critical for brands and businesses to start to get right today.

Companies should use their marketing, communications and innovation skills to create consumer demand for sustainable and profitable products and services. Brands need to understand possible future consumer needs better and to positively influence the things that consumers buy and how they use and dispose of them.

'my way'



'my way' summary



1. the economy is... PROSPEROUS, AND CHARACTERISED BY HIGH LEVELS OF ENTREPRENEURIAL ACTIVITY

2. government is... LIMITED IN ITS ROLE AT NATIONAL LEVEL, BUT MORE ACTIVE AT THE LOCAL LEVEL

3. our society is... OPTIMISTIC BUT INDIVIDUALISTIC AND DEEPLY DIVIDED BETWEEN HAVES AND HAVE-NOTS

4. business and brands are... LESS POWERFUL AND FORCED TO INNOVATE CONSTANTLY AND TO ADAPT TO LOCAL NEEDS... COMMUNITY-BASED TRADE DOMINATES - OFTEN BETWEEN COMMUNITIES IN DIFFERENT PARTS OF THE WORLD

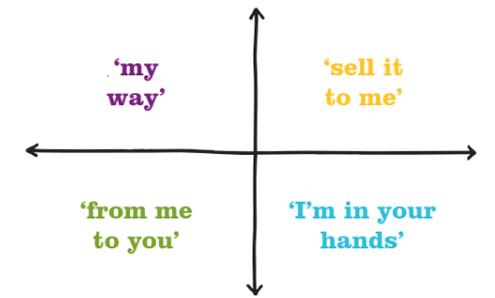
5. we buy stuff from... INDIVIDUAL PRODUCERS AROUND THE GLOBE, LOCAL BRANDS AND BUSINESSES, COOPERATIVES AND ONLINE EXCHANGES... WE PARTICULARLY LIKE 'HOME-GROWN' OR LOCALLY PRODUCED PRODUCTS

6. our relationship with brands is... DEMANDING AND UNPREDICTABLE, WEB-BASED, INTERACTIVE, TRANSPARENT AND INFLUENCED BY PEER-TO-PEER RECOMMENDATION

7. we use the internet and technology... TO MAKE OUR LIVES EASIER AND TO SOCIALISE, TRADE AND PROTEST WITH PEOPLE AROUND THE WORLD

8. we think that sustainability is... DESIRABLE IN OUR LOCAL COMMUNITIES, BUT WHEN IT COMES TO GLOBAL ISSUES WE OFTEN PUT THE SATISFACTION OF OUR OWN NEEDS AND WANTS BEFORE THE GREATER GOOD

'my way' indicators



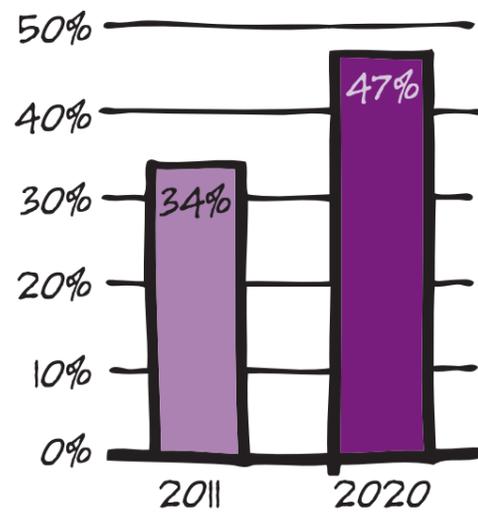
OIL

PRICE OF OIL PER BARREL



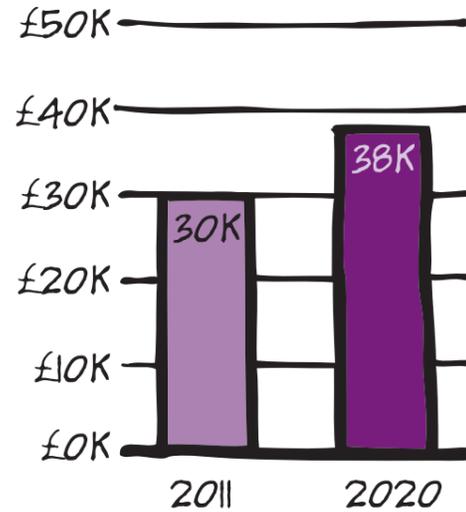
INEQUALITY

UK INDEX OF INEQUALITY
(GINI COEFFICIENT; HIGH IS LESS EQUAL)



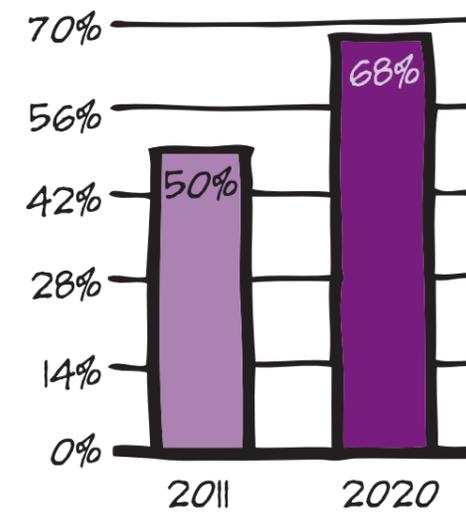
DEBT

AVERAGE UK ADULT DEBT
INCLUDING MORTGAGE



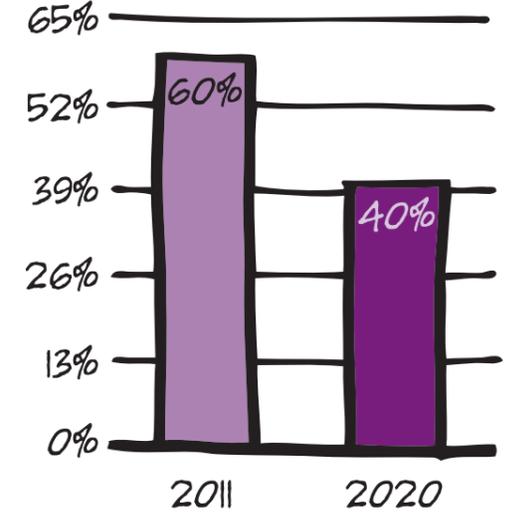
TRUST

% OF PEOPLE WHO SAY THAT MOST PEOPLE
IN THEIR NEIGHBOURHOOD CAN BE TRUSTED



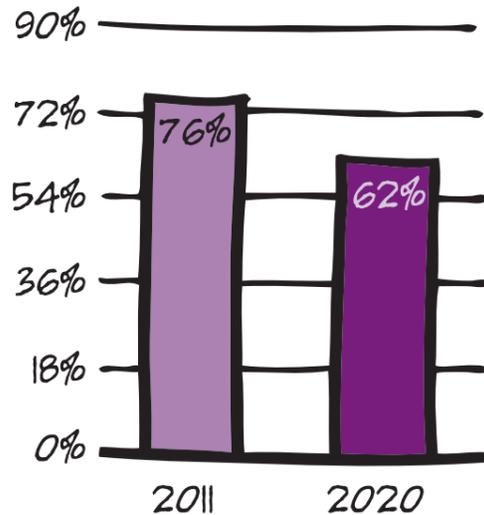
FOOD IMPORTS

% OF FOOD CONSUMED IN UK THAT IS IMPORTED



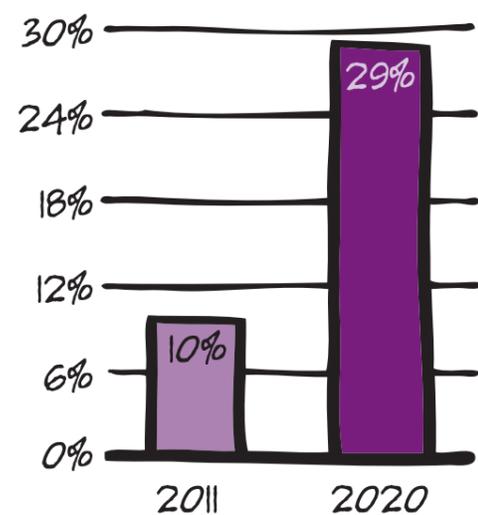
SUPERMARKET POWER

% OF UK GROCERY MARKET TAKEN BY TOP 4
SUPERMARKETS



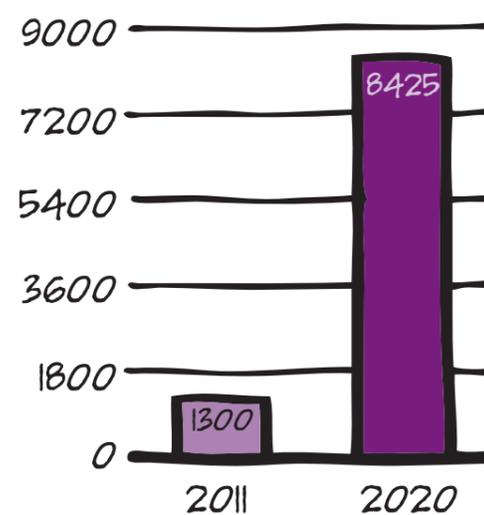
ONLINE SPEND

% SPENT ONLINE



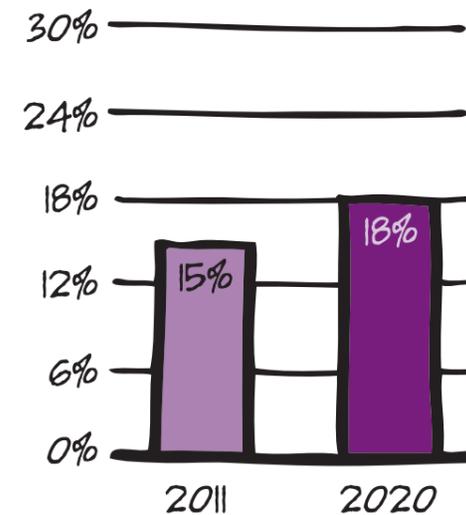
NANOTECH

NUMBER OF NANOTECH-BASED
CONSUMER PRODUCTS



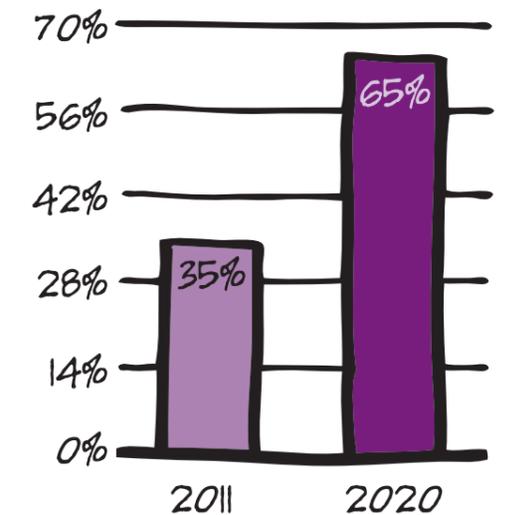
HOUSEHOLD SPEND

% OF HOUSEHOLD EXPENDITURE THAT GOES ON
FOOD AND (NON-ALCOHOLIC) DRINK



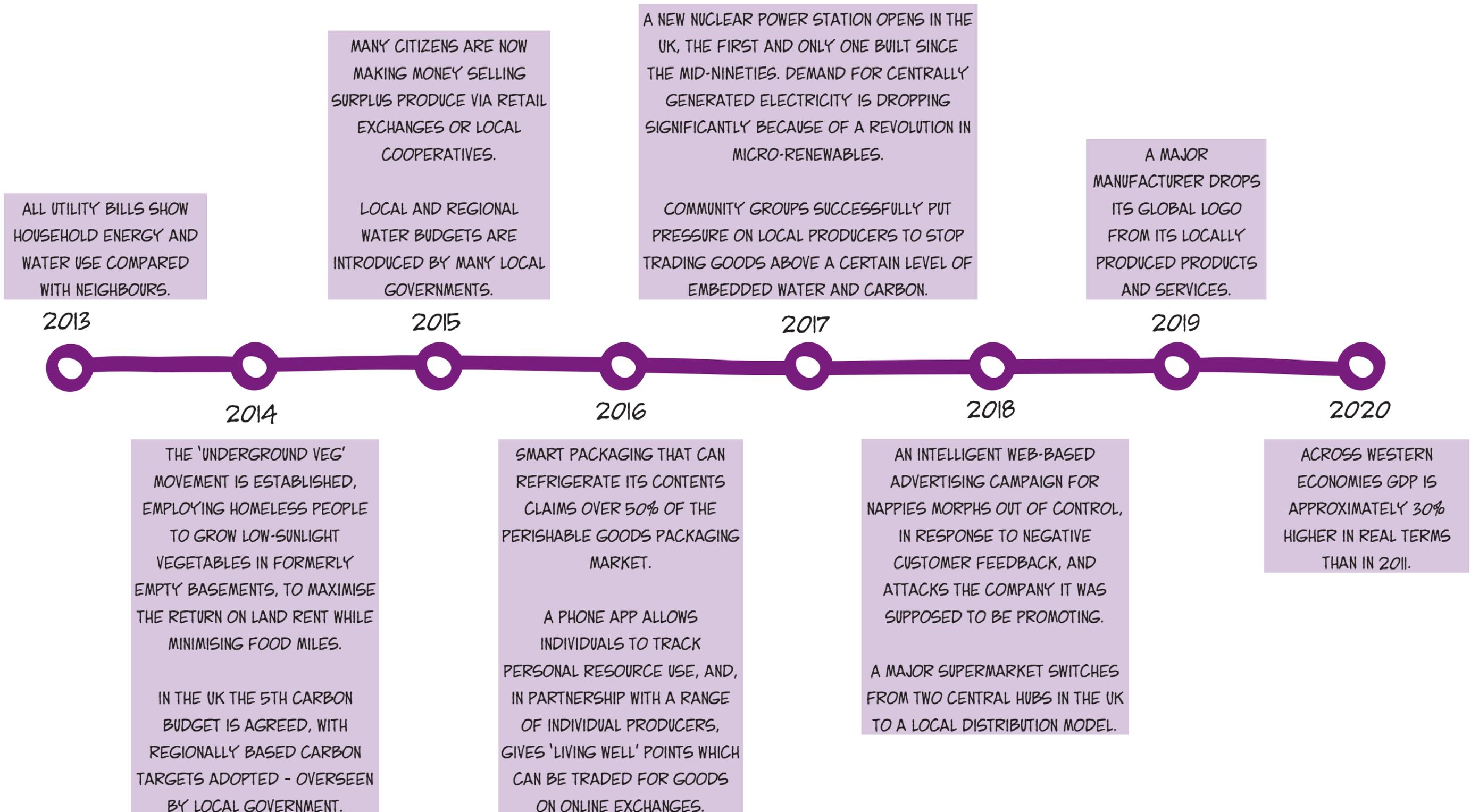
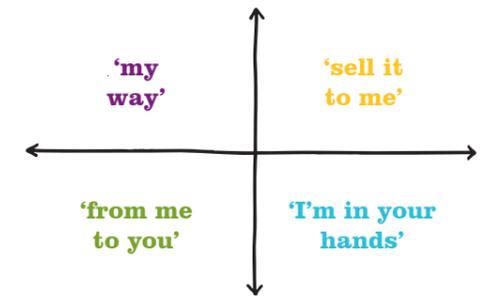
ATTITUDES TO ENVIRONMENT

% OF PEOPLE WHO SAY THAT ENVIRONMENT /
POLLUTION SHOULD BE A GOVERNMENT PRIORITY



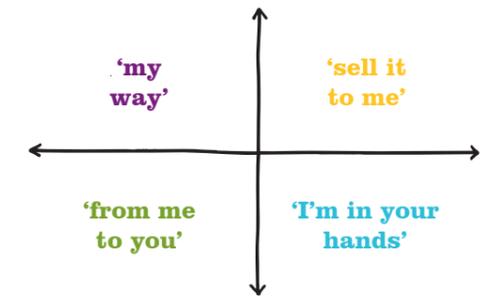
'my way'

the journey to this world



'my way'

products and services



1. the 'underground veg' movement and high-rise farming

YOU CAN JOIN THE 'UNDERGROUND VEG' MOVEMENT, WHICH EMPLOYS HOMELESS PEOPLE TO GROW LOW-SUNLIGHT VEGETABLES IN FORMERLY EMPTY BASEMENTS WITH THE HELP OF CAREFULLY POSITIONED SUN PIPES. BUY A SHARE IN A NEW HIGH-RISE FARM NEAR YOU. YOUR MONEY WILL HELP CONVERT DISUSED MULTI-STOREY CAR PARKS, OLD WAREHOUSES AND THE LIKE INTO FARMS PRODUCING LARGE AMOUNTS OF HIGH-QUALITY FRUIT, VEGETABLES, MEAT AND EGGS. USING HYDROPONICS, ADVANCED GLASS TECHNOLOGY, RENEWABLE ENERGY AND CLIMATE CONTROL WE CAN PRODUCE ALL THIS FOOD RIGHT WHERE PEOPLE ARE LIVING, IN CITY CENTRES AND SUBURBS,

2. 'scoff-ometer' cutlery

FOND OF EATING BUT LESS FOND OF WEIGHT GAIN? USE 'SCOFF-OMETER' CUTLERY TO HIGHLIGHT WHEN YOU'RE EATING A BIT TOO FAST OR A BIT TOO MUCH. ITS 'SCOFFING' MONITOR CONTAINS TINY SENSORS THAT VIBRATE GENTLY TO GIVE YOU AN EARLY WARNING SIGN WHEN YOU'RE HEADING FOR HEARTBURN OR OBESITY-OR BOTH! 'SCOFF-OMETER' WILL GENTLY ENCOURAGE YOU TO SAVOUR FEWER MOUTHFULS.

3. personal energy micro-manager

MEASUREMENT IS SEXY NOW. HOW MUCH ENERGY AM I USING, HOW MUCH CARBON AM I EMITTING - AND IS MY WAY OF DOING IT THE BEST? EVERYONE WANTS TO KNOW, AND THIS DEVICE GIVES YOU INSTANT FEEDBACK. IT'S NETWORKABLE, TOO - SO YOUR FRIENDS CAN SEE HOW YOU'RE DOING, AND COMPETE WITH YOU.

4. 'sunny side up': 'on the go' solar chargers

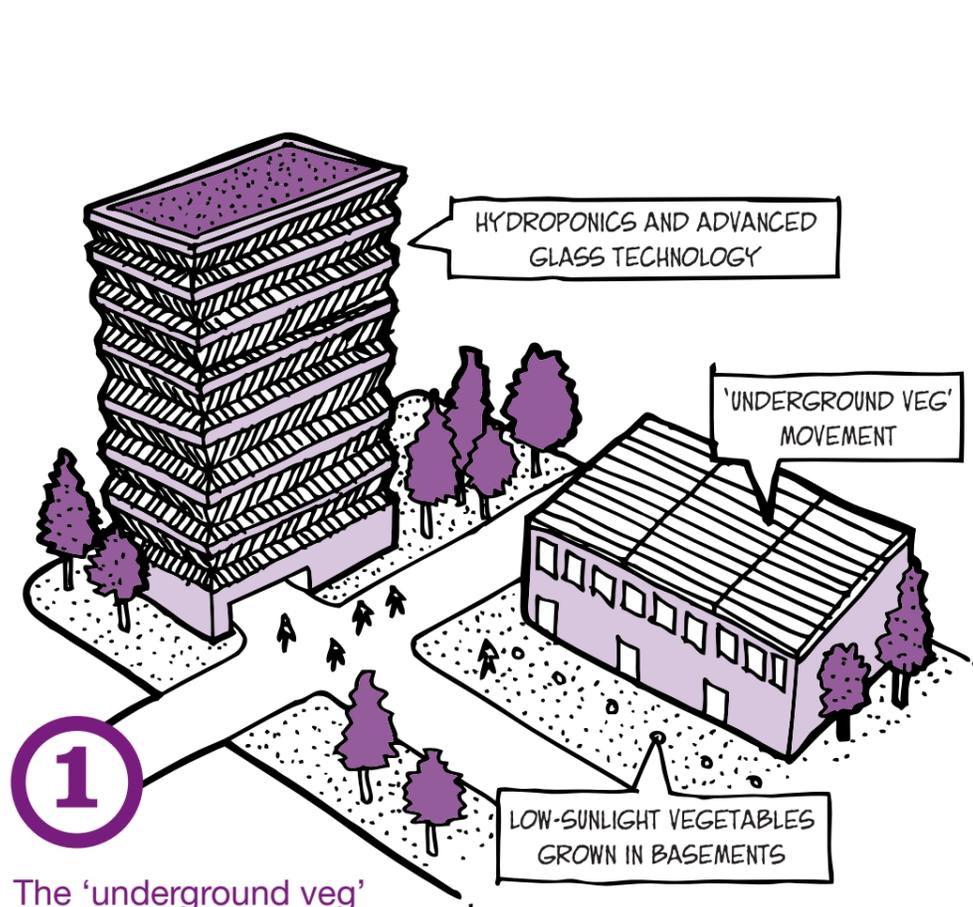
FORGOT TO RECHARGE EVERYTHING BEFORE YOU LEFT HOME? OR DOES YOUR MOBILE SUPER DEVICE EAT UP ENERGY TOO FAST DURING THE DAY? THE 'SUNNY SIDE UP' SOLAR CHARGER, EASILY BUILT IN TO CLOTHING AND BAGS, CAPTURES FREE ENERGY FOR YOU AND TRANSMITS IT WIRELESSLY TO YOUR PERSONAL DEVICE. WITH JUST A QUICK MANOEUVRE YOU CAN RECHARGE AS YOU WALK OR WHILE SITTING OUTSIDE AT A CAFE.

5. 'like-minded': the ethical comparator app for your mobile

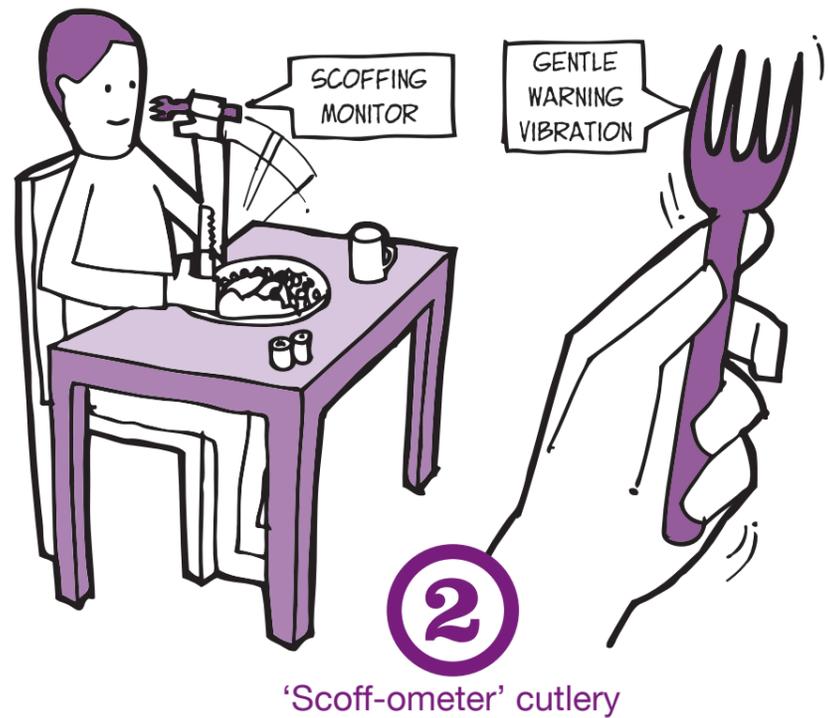
BE SAVVY ABOUT YOUR SHOPPING WITH 'LIKE-MINDED', THE MUST-HAVE ETHICAL COMPARATOR APP. AS TRUST IN BRANDS DECLINES, WE WANT SMART WAYS OF CHECKING THE ORIGINS AND ETHICS OF WHAT WE BUY. USING THIS APP, YOU CAN SCAN YOUR MOBILE AGAINST THE RFID CHIP IN ANY PRODUCT TO WATCH LIVE VIDEO STREAMS OF THE PRODUCT BEING MADE. THAT WAY, YOU CAN FIND OUT MORE ABOUT THE WORKING CONDITIONS IN THE PLACE OF ORIGIN AND THE RESOURCES USED TO MAKE THE PRODUCT. THE APP ALSO HELPS YOU FIND WHAT'S BEING RECOMMENDED BY PEOPLE WHO LIKE THE SAME PRODUCTS AS YOU.

6. packaging that refrigerates

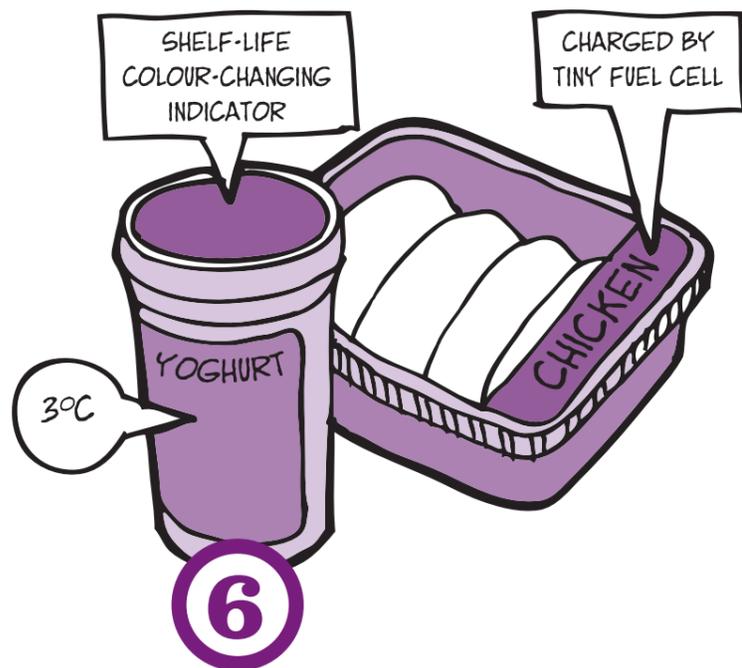
SMART PACKAGING REFRIGERATES. IT'S POWERED BY A TINY FUEL CELL, CHARGED WHILE THE PRODUCT IS ON THE SHELF OF A STORE OR WAREHOUSE, WHICH GRADUALLY RUNS DOWN UNTIL THE PRODUCT HAS PASSED ITS USE-BY DATE. A GREAT SOLUTION FOR HOME STORAGE, IT FREES UP SPACE IN YOUR FRIDGE, AND A CHEMICAL INDICATOR WITHIN THE PACKAGING WILL CHANGE COLOUR IF THE PRODUCT HAS 'GONE OFF' OR BECOME CONTAMINATED.



1
The 'underground veg' movement and high-rise farming



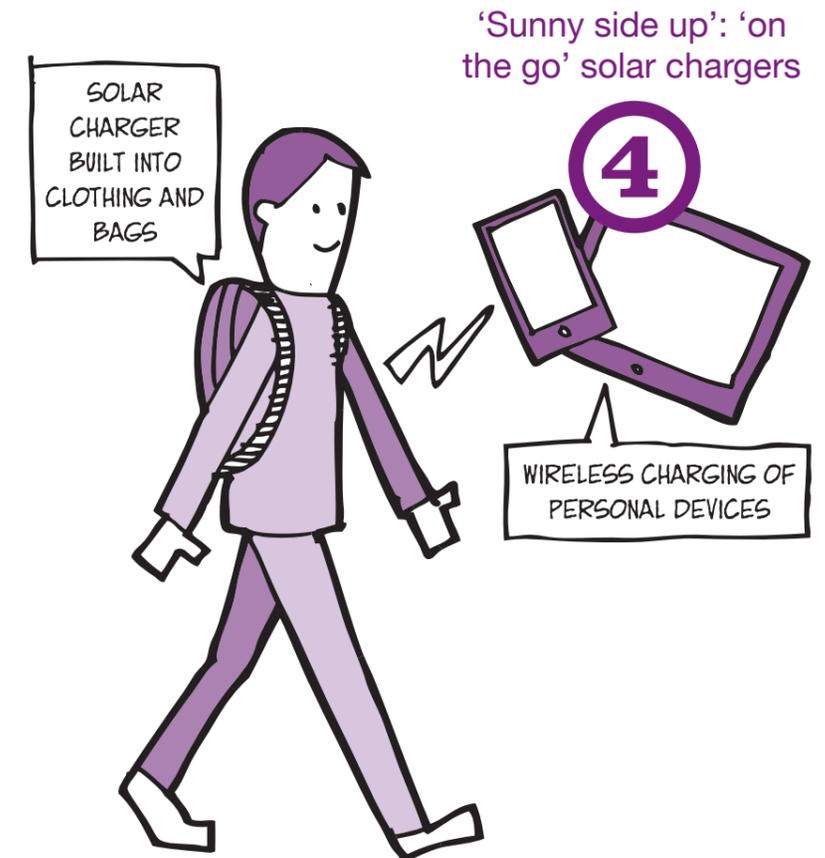
'my way' products and services



Packaging that refrigerates

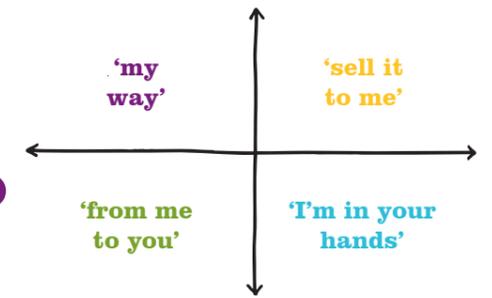


'Like-minded': the ethical comparator app for your mobile



'my way'

what kind of world are we living in?



what is the state of the economy?

This is a more prosperous world. Most people are happy to spend money again and have a reasonable amount of disposable income. The economy emerged from the recession and the pace of economic growth picked up in the second half of the 2010s, driven increasingly by a sustained 'bright green boom' of entrepreneurial activity. International trade remains a big factor, particularly in new channels which directly link consumers and producers in other parts of the world. There has been a mushrooming of economic models that allow individual autonomy but encourage collaboration.

what is the role of government?

The scope and reach of national governments has declined. Trust in governments has fallen – in part because of some high-profile policy failures. Politicians have tried to become more streamlined and more connected to everyday life, but some voters regard this as simply reneging on their responsibilities. State intervention has been rolled back in many areas of service provision, requiring communities to do more for themselves. This is particularly difficult for the many poorer communities, largely left to their own devices, who struggle to maintain basic services. Local governments play a more active role in people's lives.

how has society changed?

This is a very fragmented and diverse society. People may have strong local ties, within their affluent and gated or their virtual or 'ethical ghetto' communities, but society as a whole is less cohesive. Significant sectors of

society, stricken by poverty, lack the means to change – while at the same time the welfare system has been scaled back, weakening the safety net. Among the more affluent there is a strong sense that human ingenuity, and technological development in particular, can achieve anything. International links are strong, with groups getting together online with like-minded people across the globe to do business, to trade and to socialise.

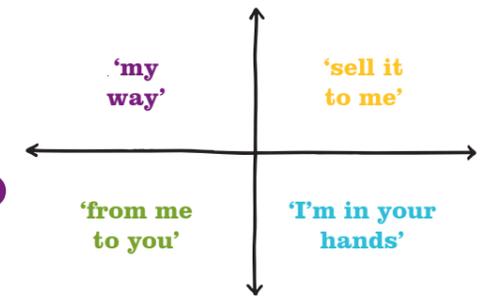
what is the state of the nation's health?

The National Health Service has been rolled back because of previous financial constraints. Only a few healthcare services are freely available to all. Support for mental health has suffered worst. Information overload is blamed for a whole new set of stress- and fatigue-related conditions.

Citizens are encouraged to take personal responsibility for their health. This 'DIY healthcare' approach does mean that many do what they can to try to look and feel good, but some 'obsessives' take things to extremes, and eating disorders like anorexia are a really big problem. At the other end of the scale, a combination of rising disposable incomes and the government's 'stand-off' approach to public health has triggered an obesity epidemic and soaring rates of type 2 diabetes.

'my way'

what kind of world are we living in?



what is the state of international relations?

In the developed nations there is a lot of resistance to international legislation. Indeed, governments worldwide struggle to bring their citizens with them when negotiating treaties on matters such as international trade. This matters little, though, because people feel that change is happening anyway without such negotiations. Globally, people swap ideas and opinions using mobile phones and the internet in new ways and through new channels every day. Citizens in a country are made aware of resource conflicts in other parts of the world almost instantaneously through the products (and real-time product stories) on retail shelves.

what is the role of business in society?

Brands – and global brands in particular – are less prominent in people's lives than they were in 2011. Large companies often have multiple local brands and identities. People focus on quality and the 'fit' with their daily lives. While there are plenty of large companies, there is a perception that small, nimble new entrants can displace them very quickly. Entrepreneurs have high status, and resources are readily available for those with good ideas – especially when their focus is social progress. New methods of investing, modelled on the Zopa lending exchange founded 25 years ago, enable communities to get together to raise capital for projects or businesses they think will provide a local benefit.

how has energy infrastructure changed?

A revolution in micro-renewables has seen new entrants grabbing market share from failing incumbents, using new financial models and new

technologies. The cost of solar photovoltaic panels has plummeted due to radical improvements in efficiency, aided by the introduction of generous feed-in tariffs. Developments in battery technology mean that energy from wind turbines and solar cells can be stored, and so used more effectively. As a result there is less reliance on the grid for mains electricity, although it does have an important role for most micro-generators as a trading channel for their own energy.

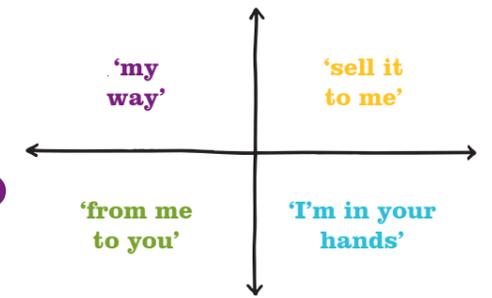
Oil prices peaked in 2018 and have declined since then, due to the availability of cheaper alternatives and the opening of new oil fields. However, oil prices are still higher than in 2011. Carbon reduction targets were met in 2020, despite the re-emergence of strong economic growth in the late 2010s.

how has transport infrastructure changed?

Investment in transport infrastructure has been patchy. In some areas, little has changed, but, in others, people have successfully got together and pushed plans through. A new high-speed rail link, for example, is soon to open between London and Sheffield, where its funders are based. Air freight has become almost unacceptable, while there has been sustained growth in international shipping. On the roads, congestion is still an enormous problem, and travelling a given distance typically takes twice as long as it did 10 years ago. The number of private cars just keeps growing and growing – though 35% of them are now hybrids or fully electric.

'my way'

what kind of world are we living in?



what has happened to supply chains?

Supply chains have become extraordinarily complex, as the number and range of distribution models have multiplied. While the localisation trend has shortened and simplified some supply chains, many others have become longer, with more links in the chain. Supply chains are now very fluid and change very quickly. Often they are self-organised, around price or carbon footprint, rather than being centrally directed by large retailers or wholesalers. There has been a great deal of innovation in distribution, including the revival of canal freight and local coastal shipping, the introduction of cargo-carrying airships, and a growth in private road and rail networks.

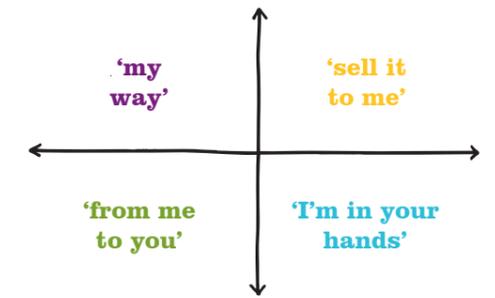
how is the retail sector regulated?

International trade agreements now focus primarily on regulating trade sourced directly from the producer, as this is now a significant part of global trade. Elsewhere, governments use a lighter touch in developing and maintaining regulations that affect the retail sector, preferring to allow market forces to play out. Companies follow a wide range of guidelines, not because they are mandatory but because of intense public scrutiny. The planning regime varies greatly within developed nations, depending on the position of the local council, some of which take a tough line on new development while others are relatively permissive.

what are the big global issues of the day?

Scarcity of resources (notably water), loss of biodiversity and climate change are big topics of debate even if words are not always accompanied by action. Since the return of economic prosperity, a small but growing portion of the population has begun talking about the 'immorality' of economic growth. For the 'have-nots', other issues are more 'front of mind', such as how to afford basic necessities. Food prices have been volatile but the trend has been upward, with shortages driven in part by more frequent extreme weather events.

'my way' shopping experience



what are we asking for?

Consumers are much more demanding, aggressively inquisitive, and unpredictable in what they ask for. Most consume a lot, and many will move heaven and earth to get the product or service that is right for them. As people spend more and more on making their homes into safe retreats and owned spaces, they want the products and services that help them achieve their own individual notion of the 'perfect home'. There is particular kudos attached to being able to source something new and unheard of, before it appears in the shops. Meanwhile, prices have increased in relative terms, and the poorest in society are struggling.

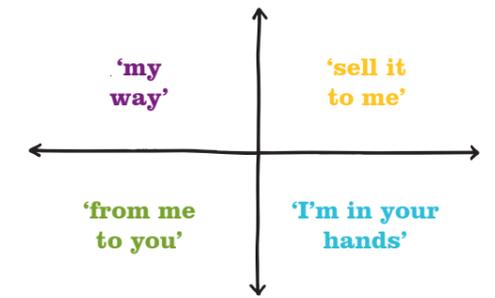
Many consumers are also demanding more and better information about products, which drives up environmental and social standards. Carbon footprints and water footprints are ubiquitous, and there is greater understanding of the resources needed to make and use products. People are especially interested in the personal impact that products will have on them (and particularly in nutritional content, when it comes to food and drink). Packaging tends to be covered in a plethora of labels and information tables. In this fast-paced world, time is regarded as a precious resource. Consumers are asking both for time management advice, and for more leisure and relaxation opportunities.

where do we shop? which new companies do we buy from?

Increasingly, people are buying directly from individual producers, through cooperatives or in markets (often online). They tend to trust these producers more than the large retailers. In the early 2010s, small cooperatives of shoppers started buying out supermarket buildings in their local areas. The number of foreign-owned retailers has risen, and there is greater competition on the high street. The large retail chains often use local brand names, and have become logistics experts at the local level, as they adapt to the rising demands for localisation and for enabling people to do things for themselves.

Small businesses have proliferated, and many of them have moved away from the old-fashioned 'pile 'em high, sell 'em cheap' retail model to selling high-quality local brands and products. People shop in a variety of new places, from new local cooperatives to online exchanges (for home-made and home-grown goods).

'my way' shopping experience



where do products come from?

Consumers tend to like 'home-grown' products – either those with an artisan feel or those genuinely produced close to home. Food miles can sometimes be measured in yards as people have taken to home production. Recent years have also seen the emergence of vertical farms in cities, where converted car parks or even shining new high-rise buildings are dedicated to producing food. Where local is not possible, people often buy directly from international producers using the internet and facilitation agencies. The online share of retail expenditure has grown steadily.

how do we use the internet?

The internet has been the platform for a global social revolution, with people in all parts of the world using it to connect with others to socialise, to trade or to protest. It is the main – and often the only – source of information about products. Internet infrastructure is more central to people's lives than physical infrastructure such as road networks.

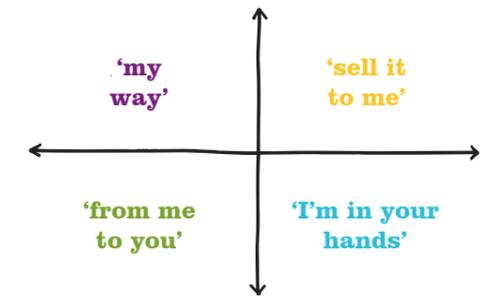
how do we use other technology?

This is a very technology-savvy, fast-paced and technocentric world. Technology is being used to make people's lives easier at all ages, from young children to pensioners. New technological breakthroughs frequently make media headlines, and enormous amounts of money are invested in research and development. Inventors are celebrities. The vast majority of citizens feel comfortable putting their lives in the hands of technology.

what media do we use?

Advances in electronics, the internet and the mobile internet have made user-generated media much more dominant – the 'ubiquitous web'. Large media organisations still exist, and they too exploit user-generated content, but people are much more likely to take notice of their friends' comments or recommendations than of those in the mainstream media. There is a lot of information out there, so consumers have to filter out the useful from the rubbish, particularly when making purchasing decisions. Ethical comparator apps with personal recommendations are widely used in-store by shoppers to gather instant feedback from their peers on products and services.

'my way' shopping experience



how do we engage with retailers and brands?

Consumers' buying patterns are unpredictable and volatile, and their relationships with brands are often short-lived; supermarket loyalty cards are a thing of the past. FMCG marketers are using every technique at their disposal to gain a better understanding of consumer decision-making, including neuromarketing to monitor responses in particular parts of the brain to different marketing stimuli. Consumer engagement with brands is almost entirely over the ever-present web, using techniques that exploit global word-of-mouth networks. Advertising networks are sophisticated and flexible, shifting their focus and evolving according to location-specific conditions and using artificial intelligence to respond to consumer questions. This can have its drawbacks, as in the case of one notorious intelligent advertising campaign for nappies in 2018. Evolving rapidly in response to negative customer feedback, the campaign auto-adjusted itself and turned into an aggressive attack on the product and company it was supposed to be promoting. It is also more difficult to control a brand in a world of total transparency, where the behaviour and online profile of every single employee contributes to how a company is perceived.

how do we view sustainability?

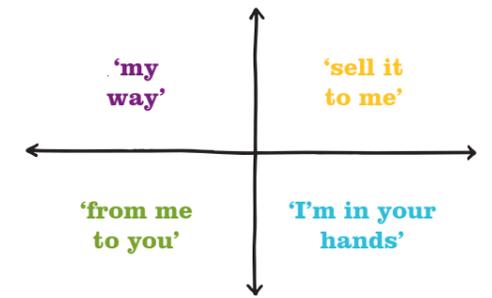
Most people better understand the challenges and opportunities that sustainable development brings. However, it is more difficult to know whether actual progress is being made, as there is less direction from national governments and organisations like the United Nations. There is a strong social conscience in many communities, but many consumers are very focused on satisfying their own needs and wants. Individualistic tendencies mean that the greater good is not always served.

how do we view climate change?

'Low carbon' has been rebadged as something desirable and chic, and the revolution in micro-renewables has enabled many to live much lower-carbon lifestyles. However, people's desire to be different from (or even better than) their neighbours drives many to buy more 'stuff' – and higher disposable incomes make this more affordable too. There has been no global deal on climate change; instead, there are regionally based carbon targets, which have had some effect at reducing carbon emissions at a local level. The indirect effects of climate change worry many, even though the physical impacts have not yet been very evident in developed nations. Consumers have experienced shortages of some imported foodstuffs sourced from areas that are suffering more frequent extreme weather events, in parts of Africa for example. When it comes to shopping, consumers expect carbon footprint information to be given as standard, so that they can choose the low-carbon option if they want to.

'my way'

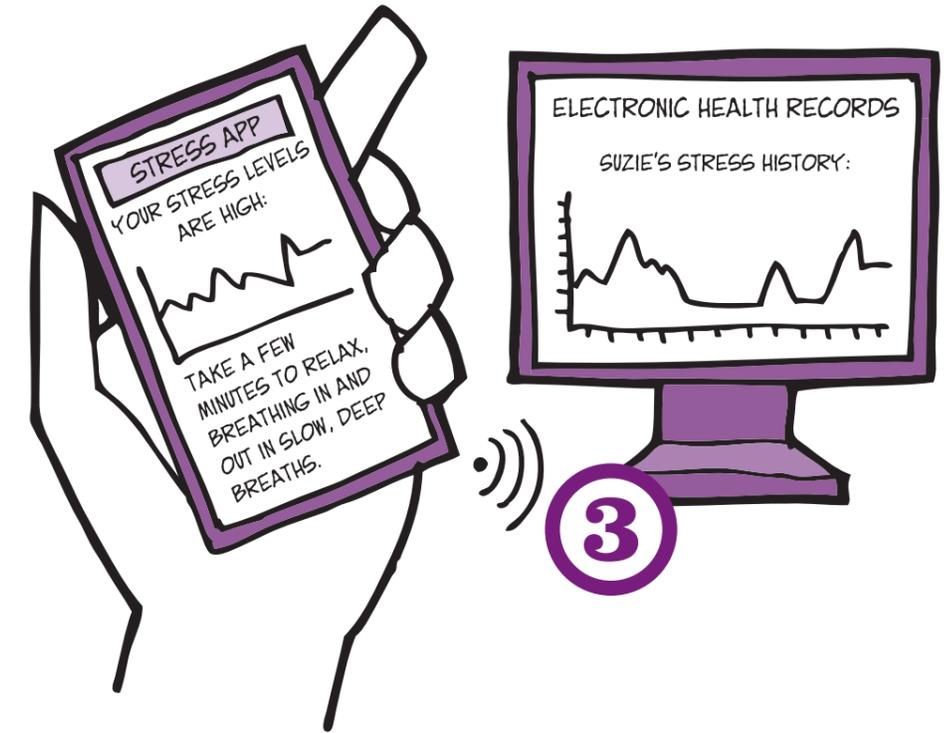
Suzie's shampoo story



1. SUZIE'S LOCAL COMMUNITY HAS RAISED FUNDS TO DEVELOP LAND FOR A PROJECT TO SUPPLY MORE HOME-GROWN PRODUCE. LOCAL 'GREEN' ENTREPRENEURS HAVE LATCHED ONTO THIS AND HAVE LAUNCHED A RANGE OF LOCAL TOILETRY PRODUCTS INCLUDING A NATURAL HONEY EGG SHAMPOO. THE COMMUNITY LAND PROVIDES ALL THE INGREDIENTS THE ENTREPRENEURS NEED.



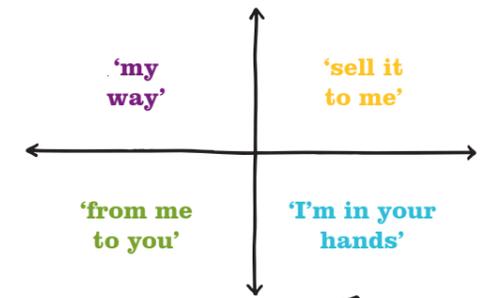
2. BATCHES OF THE NATURAL SHAMPOO ARE MADE TO ORDER BASED ON LOCAL DEMAND, AND IT'S CONSIDERED QUITE AN EXCLUSIVE PRODUCT. SUZIE'S FRIENDS HAVE ALREADY TRIED IT AND HAVE SPREAD THE WORD ACROSS THEIR SOCIAL NETWORK. ITS LOW-CARBON CREDENTIALS ARE HELD IN HIGH REGARD, AND THE PRODUCT HAS ALREADY WON RAVE REVIEWS, PROMPTING SUZIE TO GIVE IT A GO.



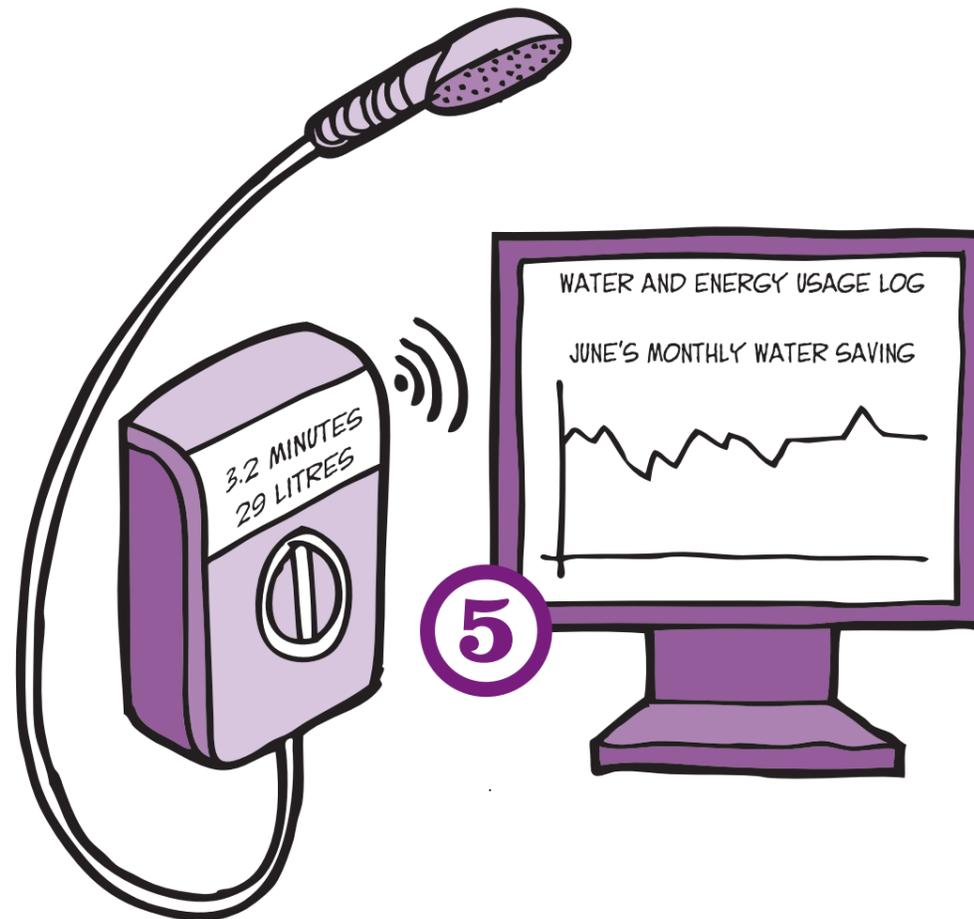
3. AT THE WEEKEND, SUZIE CYCLES TO THE LOCAL MARKET TO BUY THE SHAMPOO. SHE LEADS A VERY FAST-PACED AND STRESSFUL LIFE AND SIMPLY DOESN'T HAVE TIME DURING THE WEEK TO SHOP. STRESS AND FATIGUE-RELATED HEALTH CONDITIONS ARE QUITE COMMON NOWADAYS. HOWEVER, BECAUSE CORTISOL LEVELS IN HAIR CAN BE USED TO PROVIDE A MORE OBJECTIVE MEASURE OF STRESS, THE SHAMPOO ENTREPRENEURS HAVE ALSO LAUNCHED A COMPLIMENTARY STRESS APP THAT CAN RUN ON DIAGNOSTIC-ENABLED SMARTPHONES. BASED ON THE HAIR SAMPLE ANALYSIS, THE APP PROVIDES TIPS AND TECHNIQUES TO HELP SUZIE REDUCE, PREVENT AND COPE WITH STRESS OR FATIGUE. A HISTORICAL RECORD OF SUZIE'S STRESS LEVELS ARE LOGGED OVER TIME AND AUTOMATICALLY SYNCED TO HER ELECTRONIC HEALTH RECORDS.

'my way'

Suzie's shampoo story



4. AS THE SHAMPOO IS SO FRESH IT ONLY HAS A SHORT SHELF LIFE. THE SMART 'KEEP-COOL' PACKAGING HELPS TO PROLONG THIS, AND THE INTELLIGENT LABEL ACCURATELY MEASURES AND COMMUNICATES THE FRESHNESS. THE LABEL EVEN TELLS SUZIE THE NAMES OF THE CHICKENS THAT LAID THE EGGS AND HAS A MAP OF WHERE THEY LIVE, ONLY A FEW MILES FROM HER HOME.

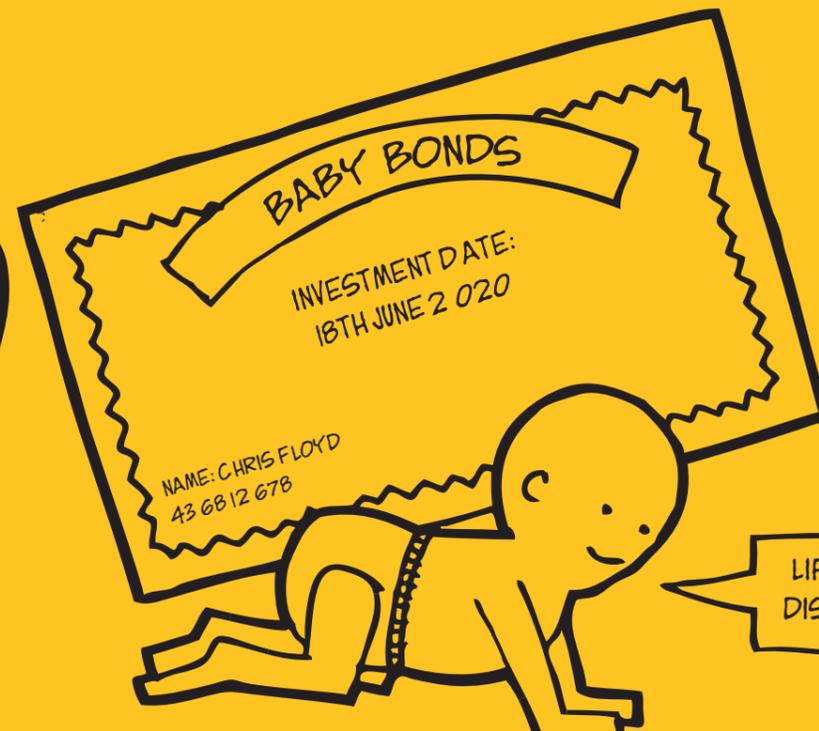
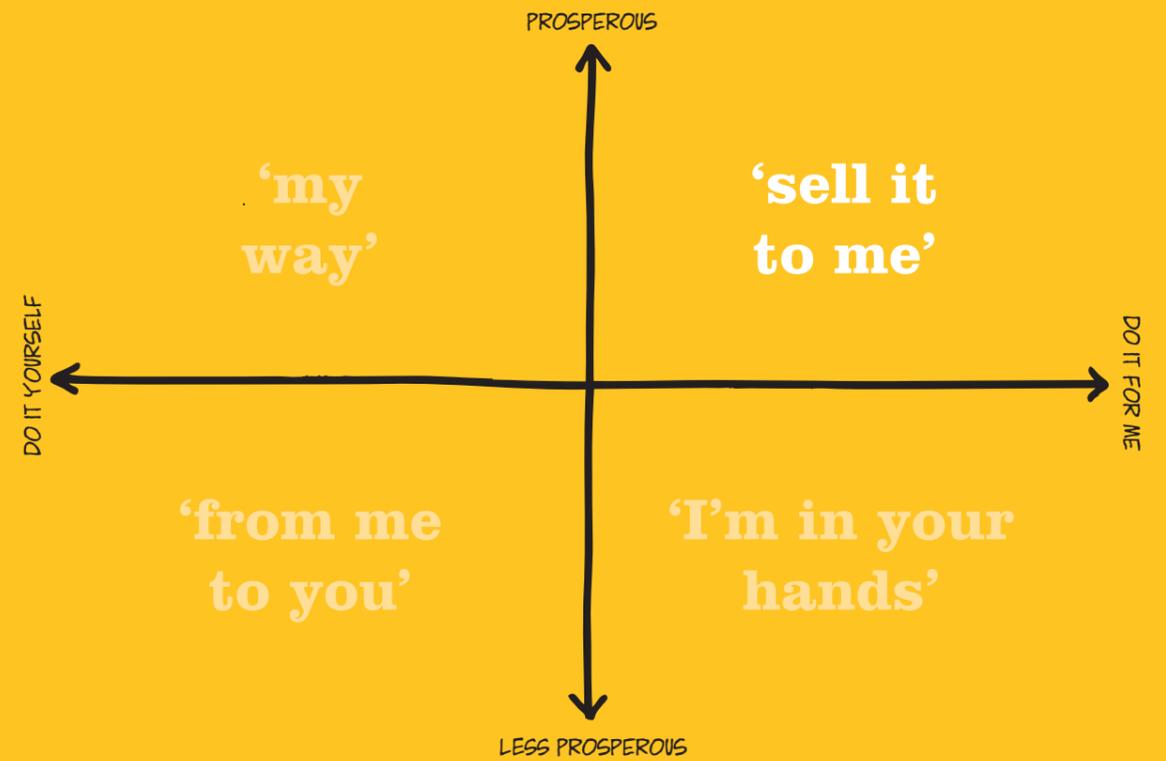


5. SUZIE LOVES TO RELAX WITH A NICE LONG SHOWER AT THE END OF THE DAY BUT SHE'S TRYING TO USE LESS WATER AND ENERGY THESE DAYS. AFTER ALL, THE LOCAL COUNCIL RECENTLY PROMOTED INTELLIGENT SHOWERS TO ALL HOUSES, HAVING TRIED THEM OUT IN NEW BUILDS TO GREAT RESPONSE, TO ENCOURAGE MORE ENVIRONMENTALLY FRIENDLY BEHAVIOUR. NOT ONLY DOES IT SHOW SUZIE HOW LONG SHE IS IN THE SHOWER AND HOW MUCH WATER AND ENERGY SHE IS USING, IT IS ALSO HEATED BY THE WIND TURBINES AT THE COMMUNITY FARM. IF SUZIE MANAGES TO REACH HER WATER AND ENERGY REDUCTION TARGET, SHE WILL BE ELIGIBLE FOR A FREE SERVICE AT THE LOCAL BIKE SHOP.



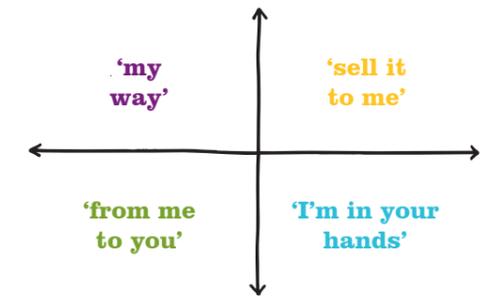
6. WHEN THE PRODUCT IS EMPTY, SUZIE RETURNS THE BOTTLE TO THE MARKET, WHERE IT IS WASHED AND REUSED.

'sell it to me'



'sell it to me'

summary



1. the economy is... FLOURISHING AND GLOBALLY INTEGRATED... CONSUMER SPENDING AND CREDIT LEVELS ARE HIGH... LARGE COMPANIES DOMINATE

2. government is... STRONG NATIONALLY BUT WEAK AT LOCAL LEVEL... INCREASINGLY BEING REPLACED BY MARKET-BASED MECHANISMS TO DELIVER SOCIAL AND ENVIRONMENTAL GOODS

3. our society is... OVER-RELIANT ON CONSUMERISM AND PLEASURE SEEKING, WITH INCREASING INCOME INEQUALITY AND DECLINING SOCIAL COHESION

4. business and brands are... DOMINANT, TRUSTED AND EXPECTED TO PROVIDE SOLUTIONS TO ENVIRONMENTAL PROBLEMS... INVESTING HEAVILY IN THE SHOPPER EXPERIENCE

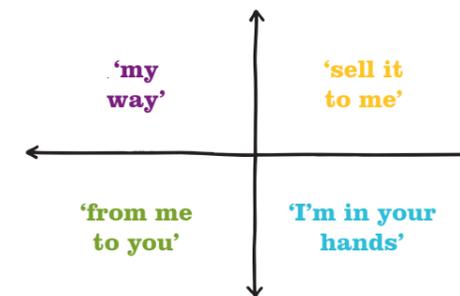
5. we buy stuff from... TRUSTED BRANDS, ONE-STOP 'SHOPPER-TAINMENT' VILLAGES AND SMALL SPECIALIST COMPANIES OWNED BY LARGE RETAILERS

6. our relationship with brands is... HIGHLY PERSONALISED, DEMANDING AND BASED ON TRUST

7. we use the internet and technology... LARGELY FOR ENTERTAINMENT AND MAKING OUR LIFESTYLES EASIER... BUT BUSINESSES USE IT TO GATHER LARGE AMOUNTS OF PERSONAL INFORMATION ON US

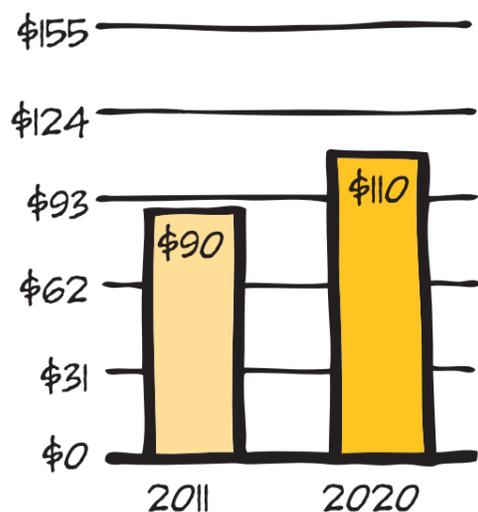
8. we think that sustainability is... A MAINSTREAM ISSUE, TOGETHER WITH HEALTH OR EFFECTIVE PUBLIC SERVICES, BUT ULTIMATELY WE DON'T FEEL A DUTY TO CHANGE OUR LIFESTYLES AS WE'RE SURE THAT BUSINESSES AND INSTITUTIONS WILL SOLVE THE WORLD'S PROBLEMS

'sell it to me' indicators



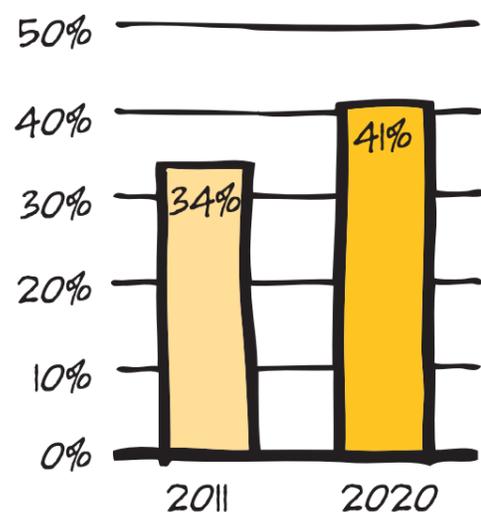
OIL

PRICE OF OIL PER BARREL



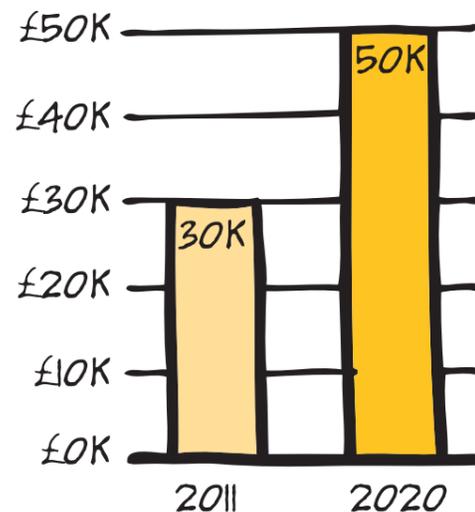
INEQUALITY

UK INDEX OF INEQUALITY
(GINI COEFFICIENT: HIGH IS LESS EQUAL)



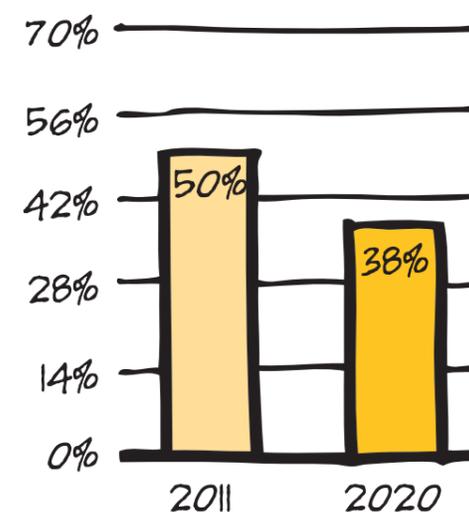
DEBT

AVERAGE UK ADULT DEBT
INCLUDING MORTGAGE



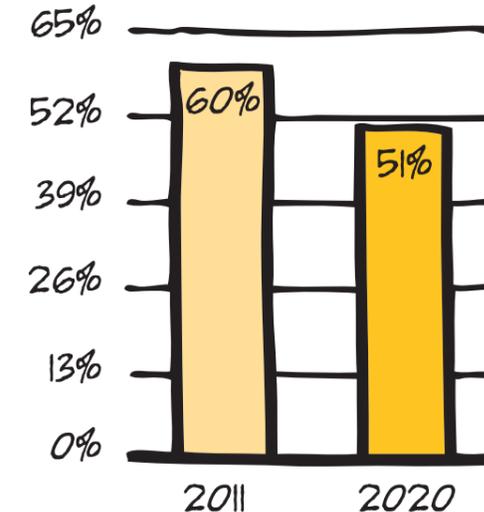
TRUST

% OF PEOPLE WHO SAY THAT MOST PEOPLE
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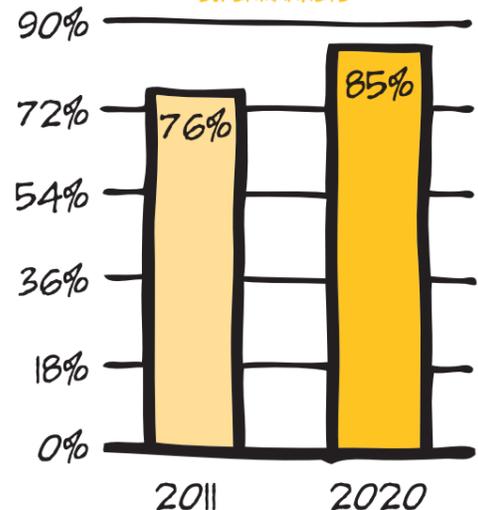
FOOD IMPORTS

% OF FOOD CONSUMED IN UK THAT IS IMPORTED



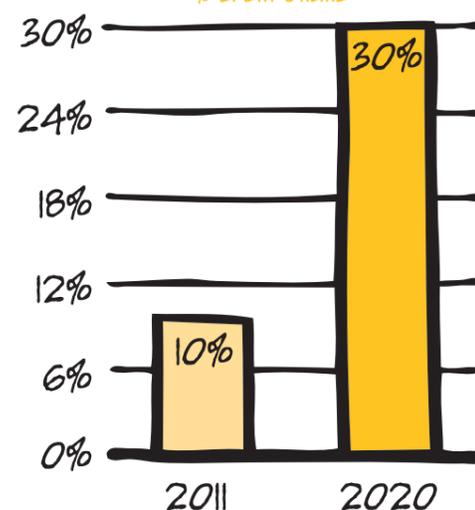
SUPERMARKET POWER

% OF UK GROCERY MARKET TAKEN BY TOP 4
SUPERMARKETS



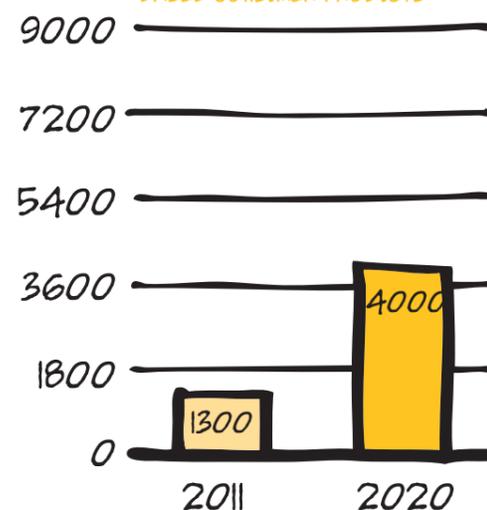
ONLINE SPEND

% SPENT ONLINE



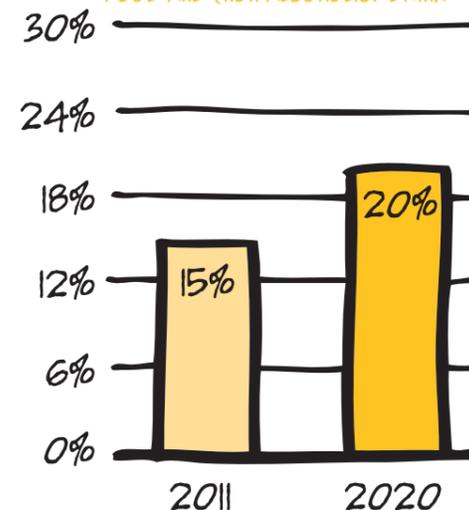
NANOTECH

NUMBER OF NANOTECH-
BASED CONSUMER PRODUCTS



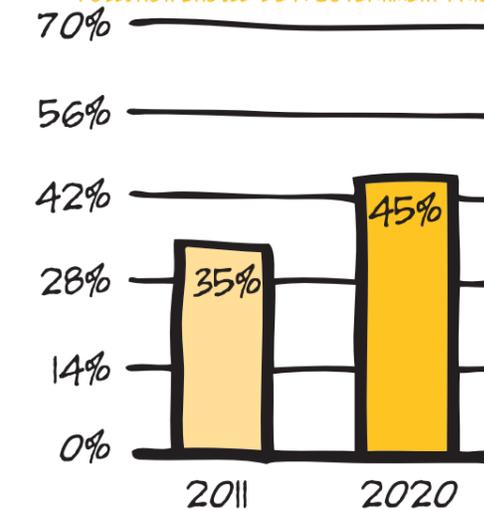
HOUSEHOLD SPEND

% OF HOUSEHOLD EXPENDITURE THAT GOES ON
FOOD AND (NON-ALCOHOLIC) DRINK



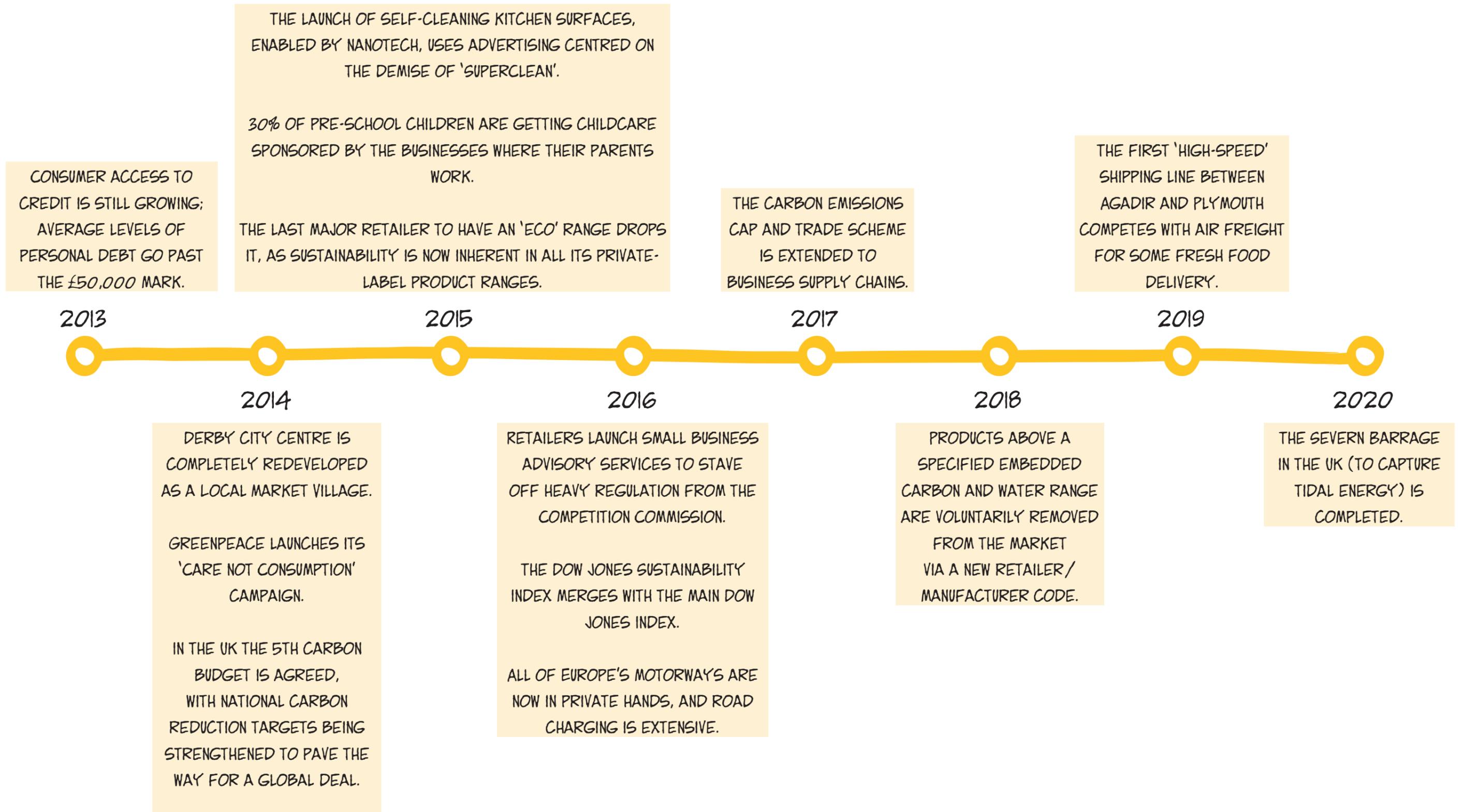
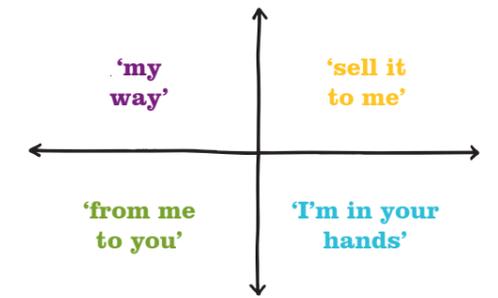
ATTITUDES TO ENVIRONMENT

% OF PEOPLE WHO SAY THAT ENVIRONMENT /
POLLUTION SHOULD BE A GOVERNMENT PRIORITY



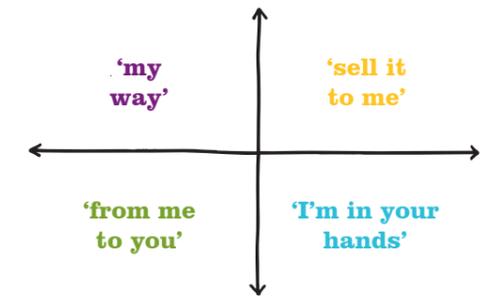
'sell it to me'

the journey to this world



'sell it to me'

products and services



1. design your own products

YOU CAN NOW PUT YOUR OWN PERSONAL TOUCH ON A WHOLE RANGE OF OUR PRODUCTS. ORDER SOAP BARS WITH YOUR OWN INDIVIDUALLY REQUESTED SCENT. HAVE YOUR CEREALS MADE TO ORDER TO MEET YOUR PARTICULAR NUTRITIONAL NEEDS OR TO COMBAT SPECIFIC AILMENTS: SHREDDIES WITH ADDED LIVER CLEANSER. ORDER THROUGH THE WEB, OR VIA A PERSONAL CONSULTATION WITH OUR IN-STORE FABRICATORS.

2. branded specialised local produce

BUY INTO SOMETHING SPECIAL: WE ARE NOW OFFERING HEREFORDSHIRE HOME FARM WAGYU BEEF AND BILLINGSGATE SUFFOLK OYSTERS. AND WHY NOT ENHANCE YOUR SHOPPING EXPERIENCE FURTHER BY JOINING US ON HOLIDAY AS WE TOUR THE SCOTTISH HIGHLANDS TO EXPERIENCE THE BEST IN OATCAKES, SALMON AND WHISKY?

3. one-stop service shopping

COME AND EXPERIENCE THE NEW 'MARKET VILLAGE' SERVICE CONCEPT IN YOUR CITY CENTRE. WE PROVIDE ALL THE FUN OF SHOPPING AND MORE. WHY BUY YOUR CHRISTMAS DECORATIONS WHEN YOU CAN LEASE THEM FROM US, AND THEN HAVE THEM COLLECTED IN JANUARY FOR REUSE BY SOMEONE ELSE NEXT YEAR? THE DROP-IN 'SUNSLK 10 MINUTE SALON' OPEN 5AM TO 11PM WILL TAKE CARE OF ALL YOUR HAIR-WASHING NEEDS FOR A MONTHLY FEE.

4. buying sustainability

WHY CHANGE YOUR LIFESTYLE WHEN WE CAN MEET YOUR NEEDS WITHOUT DAMAGING THE ENVIRONMENT? TAKE ADVANTAGE OF YOUR GARDEN THIS AUTUMN WITH OUR PATIO HEATER POWERED BY HOUSEHOLD WASTE! AND DON'T FEEL BAD ABOUT OFFERING BOTTLED WATER TO YOUR CLIENTS: OUR 'ZERO-IMPACT' 'AQUAHHH' RANGE IS FULLY CARBON NEUTRAL, AND INCORPORATES TRACKING CHIPS TO ENABLE SMOOTH RE-USE AND RECYCLING.

5. diet manager

AUTOMATE YOUR SHOPPING AND GET HEALTHY AT THE SAME TIME. USING OUR DATABASE OF INFORMATION ABOUT YOU AND YOUR HOUSEHOLD - THE NUMBER OF PEOPLE, THEIR AGE, MEDICAL HISTORY, LIKES AND DISLIKES - WE WILL SUPPLY YOU WITH JUST THE RIGHT AMOUNT OF SHOPPING JUST WHEN YOU NEED IT. WE LOOK AFTER YOUR SPECIAL DIETARY NEEDS AND CHOOSE A PRODUCT PORTFOLIO THAT SUITS YOUR VALUES AND PRIORITIES. WE ONLY SEND AS MUCH AS YOU NEED (WE KNOW WHAT'S IN YOUR FRIDGE!) AND DELIVER DAILY MENUS AND CLEANING ROTAS TOO. TELL US IF YOU'RE ON A DIET OR A NEW REGIME, AND WE'LL CHANGE THE ORDER ACCORDINGLY.

6. branded baby bonds

INVEST IN ONE OF OUR OWN-LABEL BABY BONDS: THEY COME WITH LIFELONG DISCOUNTS AT ALL OUR STORES. BABY BONDS ARE OFFERED AS PART OF THE NATIONAL GOVERNMENT-BACKED PROGRAMME TO REPLACE CHILD BENEFITS.

1 Design your own products

ONLINE ORDERING

PERSONALISED PRODUCTS

WWW.SUPERBRAND.COM

DESIGN AND ORDER PRODUCTS FOR YOUR NUTRITIONAL NEEDS OR AILMENTS

ELLIE'S CEREAL

ELLIE'S SOAP

2 Branded specialised local produce

BILLINGSGATE SUFFOLK OYSTERS

SCOTTISH HIGHLANDS HOLIDAY PRODUCE

WHISKEY

3 One-stop shopping service

YOUR LOCAL MARKET VILLAGE

XMAS DECORATIONS FOR LEASE

BENUGOS

SUNSIK

DECOLEASE

CAFE SPICE

SUNSIK SALON

'sell it to me' products and services

6 Branded baby bonds

BABY BONDS

INVESTMENT DATE: 18TH JUNE 2020

NAME: CHRIS FLOYD 43 68 12 678

LIFELONG DISCOUNTS

5 Diet manager

72

THE FLOYD FAMILY ANALYSING HOUSEHOLD REQUIREMENTS AND UPDATING SHOPPING LIST

INFORMATION DATABASE

DELIVERY

4 Buying sustainability

PATIO HEATER POWERED BY HOUSEHOLD WASTE

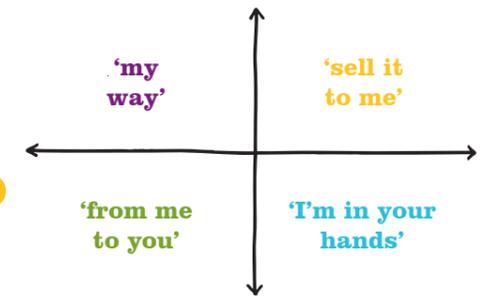
TRACKING CHIP

AQUAHHH BOTTLED WATER

CARBON NEUTRAL

'sell it to me'

what kind of world are we living in?



what is the state of the economy?

Developed economies are flourishing once again, driven by consumer spending and high levels of credit. They are dominated by large companies operating mainly in the service sector, and well integrated within a globalised world economy.

what is the role of government?

National governments still have a strong guiding role to play but local governments have much less strategic influence in communities. Market-based mechanisms, eg greenhouse gas 'cap and trade' schemes, are increasingly seen as playing a central role in delivering social and environmental goods.

how has society changed?

In the UK, for example, cities have a more 'European' feel, with dense and gentrified centres, and suburbs that mix less affluent communities with high-quality new build. Income inequality has grown, and local social cohesion has continued to decline. As in other developed economies, it's this, combined with over-reliance on consumerism as a means of self-fulfillment, that helps explain why happiness indicators remain low – despite healthy looking figures on the economy.

what is the state of the nation's health?

For those who can afford it there are genetically tailored medicines and life-long health management schemes. Big Pharma has delivered a new range of blockbuster drugs to treat lifestyle diseases, and obesity levels have begun to fall in Europe. There are more formal links between provision of food and provision of healthcare. For example, a doctor's diagnosis can result in personalised dietary offers in-store designed to improve an individual consumer's health.

However, the mental health of the nation is suffering. A combination of rampant consumerism and little privacy has led to rising stress levels, and companies are faced with mounting costs from absenteeism.

what is the state of international relations?

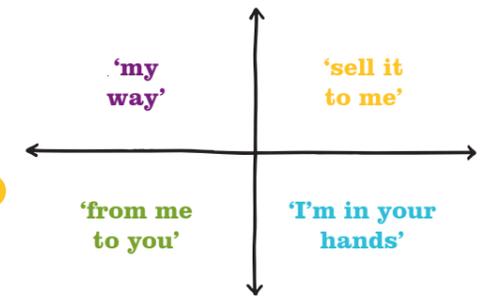
There is a perception of global stability and less fear of terrorism and international conflict. There is more buy-in to supranational, regional and global governance to solve international issues.

what is the role of business in society?

Big business is accepted as a public good. This is clearly demonstrated by the general acceptance of the vast amount of information collected on consumers with or without their explicit consent. Businesses are increasingly involved in public service provision, and co-fund most major infrastructure projects alongside governments. Companies see this as an investment with either direct commercial or reputation gain. There is some competition in providing public services and infrastructure.

'sell it to me'

what kind of world are we living in?



how has energy infrastructure changed?

Governments have created economic conditions to support large-scale infrastructure development, and the private sector has invested significantly in centralised energy provision, including new nuclear plants and, in the UK, the recently completed Severn Tidal Barrage. Retailers have set up their own waste-processing centres, attracted in part by the opportunity to generate energy from the waste and sell it back to the grid. Oil prices have fluctuated, but continued high investment in exploration and the development of non-conventional sources have helped to keep oil prices not much higher than they were in 2011.

how has transport infrastructure changed?

Transport infrastructure has become more efficient. Carbon-intensive forms of transport (flights, petroleum-based road vehicles) have become more expensive. There are more road tolls, with concessionary rates for registered low-carbon vehicles. The new European high-speed rail network is being extended well into Eastern Europe and the UK.

what has happened to supply chains?

Supply chains are typically large, global and coordinated through international agreements and large multinational businesses. Businesses have had to accept some slight reductions in efficiency as a trade-off for increased resilience to avoid disruptions. Mergers have taken place to create large integrated firms – for example, multinational processing firms have bought up and branded farms – and rural society has been very much corporatised.

how is the retail sector regulated?

Regulation focuses mainly on the key areas of supply chain greenhouse impacts, competition, and packaging and waste, but for the most part governments favour voluntary agreements. Where regulation is necessary, it is developed very much in collaboration with retailers.

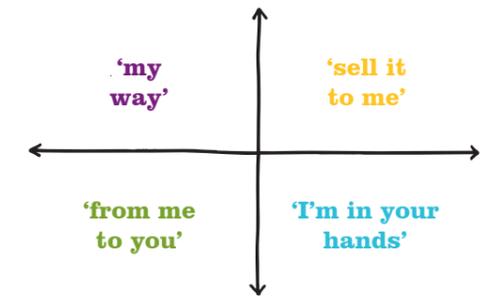
what are the big global issues of the day?

A growing number of NGOs are now concentrating on the 'spiritual' side of the environmental agenda, criticising the profligacy associated with consumption, and concerned about the decline in civil society. Political debates centre on the kind of technology and investment that will help solve environmental problems, while maintaining consumption levels. There is also debate about how much regulation – rather than voluntary initiatives – is required for business to meet environmental standards.

Environmental concerns are not at the top of the mind of most consumers but there are nonetheless certain expectations about what businesses and governments should deliver, such as decent healthcare and other public services. Most people expect large institutions to provide centralised solutions that don't impact on their shopping habits or lifestyles.

'sell it to me'

shopping experience



what are we asking for?

Consumers are confident about trusted brands, and spend a lot with them, but they are also demanding, expecting the 'very best' on every score – most innovative, cheapest, most individual, most in line with their values. They also expect highly personalised products, services and entertainment from the retail experience. To provide these, companies are trusted with large amounts of customer information. Many consumers are happy to own 'access all areas' cards that hold all their account and transaction details.

There are people who drop out from this 'consumption-orientated technocratic complex'. As a result there is a small but thriving grey market both for those who are unwilling to enter into the contract with business and for those with deeper ethical objections.

where do we shop? which new companies do we buy from?

'Big retail' still dominates, but small specialist companies also have a strong presence; these too are mainly owned or even developed by larger companies. Relaxed planning laws, coupled with the involvement of retailers in urban redevelopment, mean that larger-format stores have become more widespread. So have shopping villages, offering a one-stop 'shopper-tainment' experience.

Groups playing a much bigger role in the sector include:

- branded agricultural groups serving customers through retailers and direct through the web

- logistics companies providing manufacturers with the facility to offer online ordering and combined delivery services
- the packaging industry, providing smart (interactive) packaging
- manufacturers of 'smart' home equipment (fridges, cookers and 'product readers') that can interact with smart packaging and grocery shops, storing and managing customer information
- technology companies offering innovations that make some products obsolete, for example the pill for body odour that has reduced demand for conventional deodorants.

where do products come from?

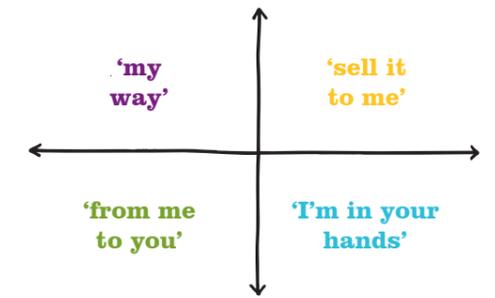
Products come from all over the world, sourced in response to specific consumer demand. Economic efficiencies are high but are increasingly influenced by the environmental concerns of consumers and by the price of carbon. Prices are generally higher than a decade ago, mostly because of increasing demand from emerging economies, but an international agreement regulates the prices of key commodities such as sugar, wheat and palm oil.

how do we use the internet?

The internet is used more for entertainment and recreation than for retailing. The web is the nation's gossip column. Online retail mainly focuses on standardised ordering of staple products.

'sell it to me'

shopping experience



how do we use other technology?

Hi-tech fridges, cookers and disposal units can interact with smart packaging to help consumers shop, cook and eat easily. Nanotechnology allows self-cleaning surfaces and clothes. New technology allows 'extreme miniaturisation': detergents, for example, come in pill-sized capsules.

what media do we use?

The media are still dominated by the big players, broadcast based, orientated towards infotainment and dominated by celebrity culture. There are personalised versions to meet individual lifestyle preferences.

how do we engage with retailers and brands?

Mainstream and mass-market advertising is all about creating trust in brands, and a personal connection with them, rather than selling particular products. By combining the latest technology with customer information, advertising can tailor itself to specific individuals. Retailers often sell products and services organised according to 'experiences' rather than traditional categories.

The retail sector is opening up new dimensions of consumption. This goes beyond marketing products specifically for people, going as far as marketing to people's alter-egos and avatars.

how do we view sustainability?

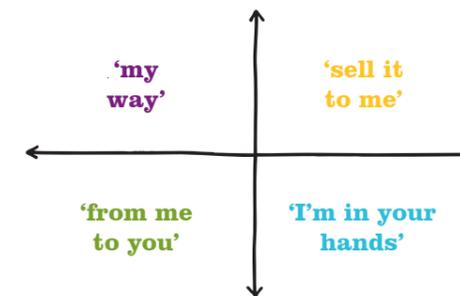
It has become part of mainstream expectations that businesses and governments should respond to citizens' environmental interests, as with the provision of decent healthcare and other public services. Most people expect large institutions to provide centralised solutions that don't impact on their shopping habits or lifestyles. Retailers have undertaken voluntary choice editing to remove the worst sustainability villains from their product ranges.

how do we view climate change?

Most countries have signed up to the global deal on climate change. Industry is expected to bear the brunt of action to reduce greenhouse gas emissions, with legislation targeted at producers, not consumers. This means that consumers do not face many decisions about whether to act in a climate-friendly way. Having said this, awareness of climate change remains high, and is reflected in people's expectations of corporate behaviour. Most companies are reducing their carbon emissions, especially in their supply chains, but are wary of any steps that may adversely affect livelihoods in developing countries.

'sell it to me'

Suzie's shampoo story



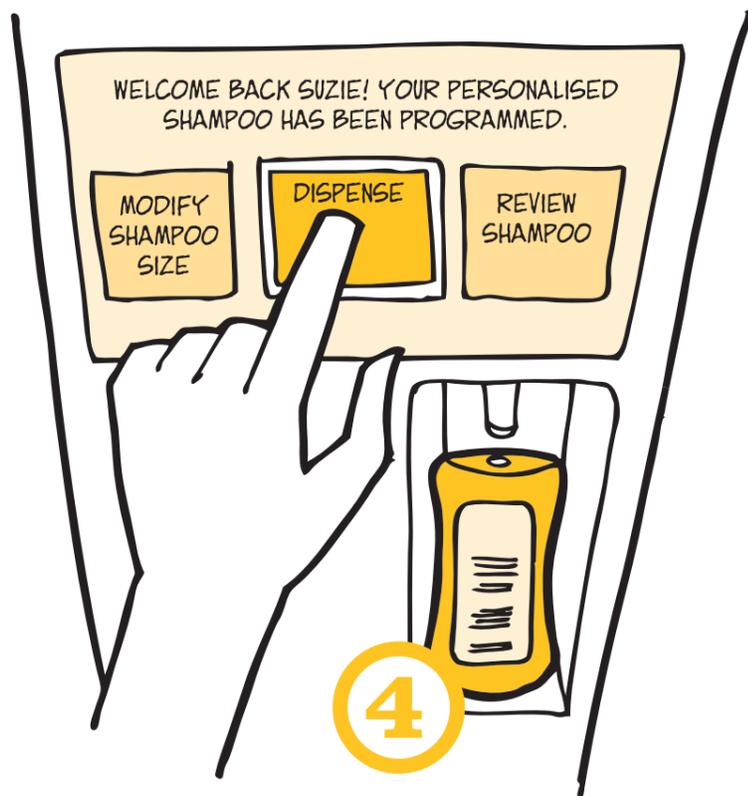
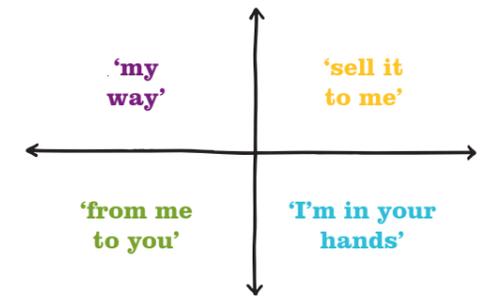
1. SUZIE DOES MOST OF HER SHOPPING AT THE SHOPPING VILLAGE. SHE DRIVES THERE IN HER ELECTRIC CAR. AS SOON AS SHE ENTERS THE SHOPPING VILLAGE, SHE BEGINS TO RECEIVE TARGETED MESSAGES ON HER SMARTPHONE ABOUT THE LATEST OFFERS AND DEALS THEY THINK MIGHT INTEREST HER. THE SHOPPING VILLAGE KNOWS EVERYTHING ABOUT HER. FOR EXAMPLE, THEY EVEN KNOW SHE'S SUFFERING FROM FLU AT THE MOMENT, AND SO THEY RECOMMEND A BENEFICIAL NEW FLU FORMULATION BY HER FAVOURITE BRAND.

2. SUZIE OFTEN ADDS THESE RECOMMENDATIONS TO HER DIGITAL SHOPPING LIST, AND IT MAKES DECISION-MAKING SO MUCH EASIER. AS SHE WALKS DOWN THE AISLES, IT CAN AUTOMATICALLY READ THE SMART PACKAGING AND SUGGEST A PERFECT MATCH FOR HER, BASED ON HER FAVOURITE BRANDS, PREFERENCES OR A PARTICULAR DIET SHE MIGHT BE ADHERING TO. SHE RARELY SEEMS TO FORGET ANYTHING AS THEY ALWAYS SEEM TO KNOW EXACTLY WHAT SHE NEEDS AND WHAT IS BEST FOR HER.

3. SUZIE LOVES SHOPPING, AND THE WAY SHOPS MAKE IT ALL SO EASY THESE DAYS. SHE'S NOT PARTICULARLY WORRIED ABOUT ENVIRONMENTAL ISSUES BUT APPRECIATES THAT THIS PARTICULAR RETAILER HAS ARRANGED LEAST-SUSTAINABLE PRODUCTS ON THE BOTTOM SHELF AND DISPLAYS THE LOWEST-CARBON AND MOST WATER-CONSERVING ONES AT EYE LEVEL.

'sell it to me'

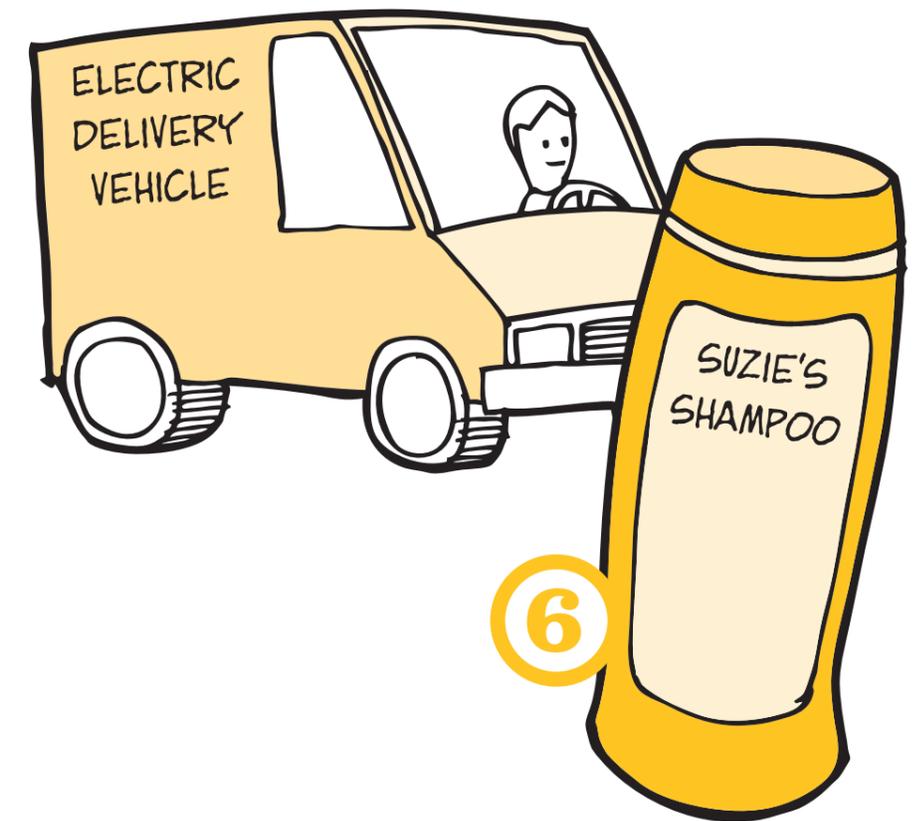
Suzie's shampoo story



4. SUZIE HAS SHAMPOO ON HER DIGITAL SHOPPING LIST. DUE TO HER HYPERSENSITIVE SKIN SHE NEEDS TO ENSURE THAT ANY SHAMPOO SHE USES IS HYPOALLERGENIC. SHE NORMALLY BUYS A PERSONALISED VERSION WITH THE INGREDIENTS AUTOMATICALLY CROSS-REFERENCED WITH HER ELECTRONIC MEDICAL RECORDS AND GENETIC MAKE-UP TO ENSURE NO ADVERSE SKIN REACTIONS. SHE ALSO TAILORS IT TO SUIT HER HAIR COLOUR, CONDITION AND FAVOURITE FRAGRANCES. ONCE SET UP, THE MACHINE ALWAYS REMEMBERS HER PROFILE. IT DISPENSES HER SHAMPOO INTO HER REUSABLE BOTTLE.

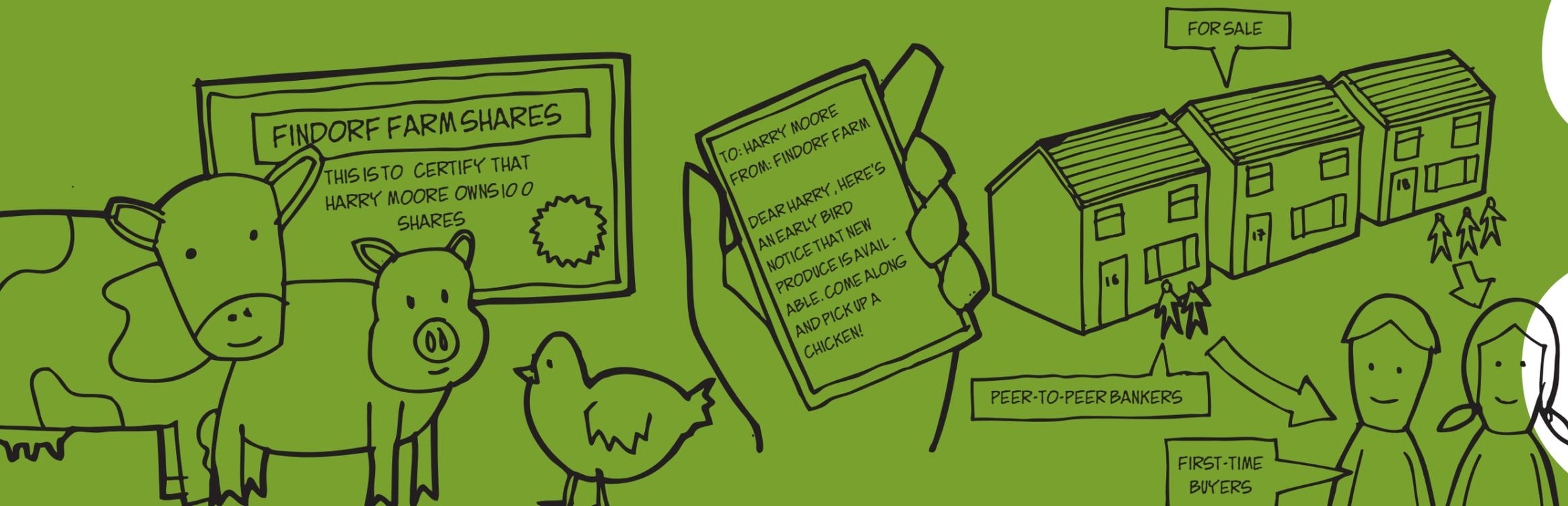
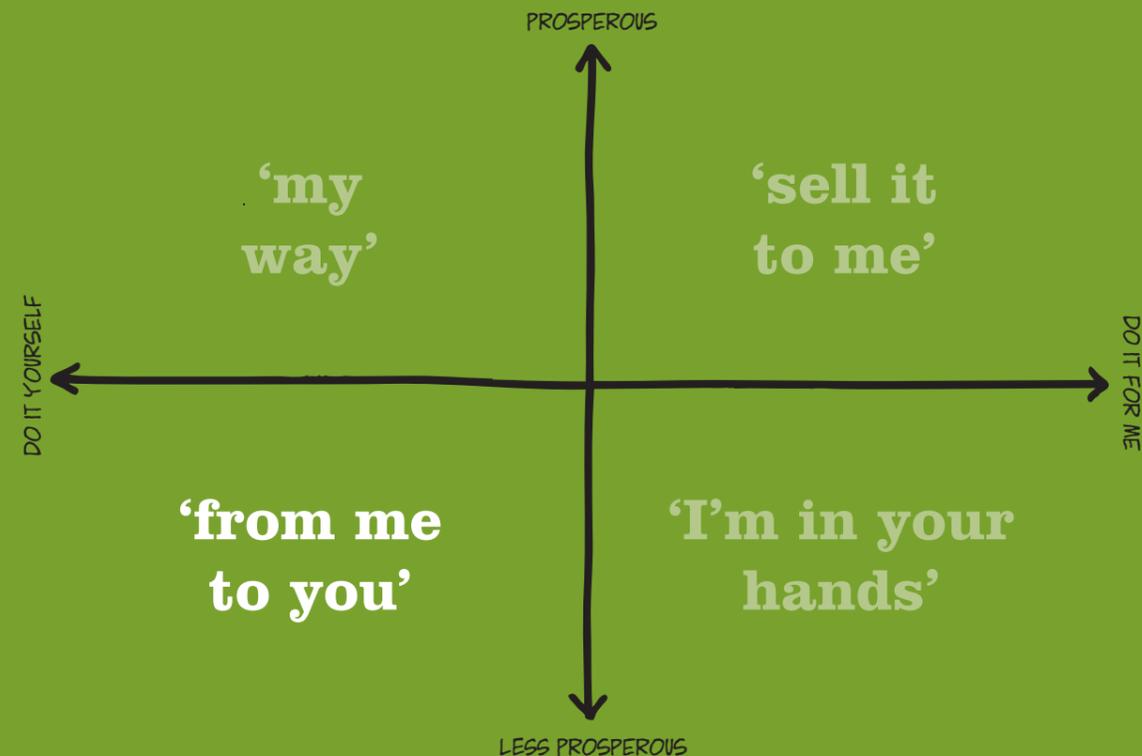


5. AT HOME, SUZIE KEEPS IN TOUCH WITH HER SHAMPOO BRAND VIA HER SMARTPHONE. A PERSONAL CUSTOMER EXPERIENCE ADVISOR GIVES HER USEFUL TIPS ON HOW TO GET MAXIMUM SATISFACTION FROM THE PRODUCT. SHE'S MAINLY INTERESTED IN HAVING SHINY AND HEALTHY HAIR BUT HE ALSO REMINDS HER TO TAKE SHORTER SHOWERS TO CONSERVE WATER AND REDUCE HER ENERGY CONSUMPTION.



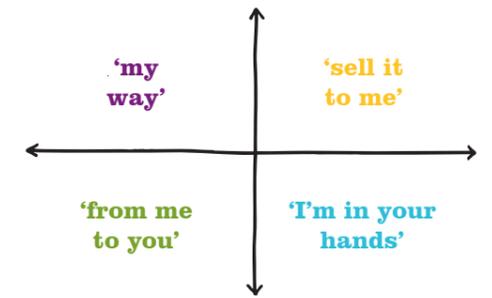
6. SHE DOESN'T ALWAYS REMEMBER TO USE LESS WATER BUT FINDS THE BRAND'S SMARTPHONE APP INCREDIBLY USEFUL. ONE OF HER FAVOURITE FEATURES IS THE BOTTLE CUSTOMISATION TOOL, WHERE SHE CAN REPLACE OR MODIFY HER REUSABLE BOTTLE WITH A NEW DESIGN. SUZIE HAS HAD HER CURRENT BOTTLE FOR OVER A YEAR AND NOW FANCIES A CHANGE. THIS TIME SHE CHOOSES A TOTALLY DIFFERENT SHAPE, SIZE, COLOUR AND STYLE. THE NEW REUSABLE BOTTLE IS DELIVERED, AND THE OLD ONE IS RETURNED TO THE MANUFACTURER FOR RECYCLING.

'from me to you'



'from me to you'

summary



1. the economy is... SUBDUED AND UNCERTAIN... FEAR ABOUT CLIMATE CHANGE AND SEVERE WEATHER HAS INCREASED... COMMUNITIES ARE TURNING TO ALTERNATIVE ECONOMIC MODELS

2. government is... LOSING THE CONFIDENCE OF THE PUBLIC AND INCREASINGLY NEGLECTING THE WIDER PUBLIC REALM... QUALITY OF LIFE AND THE 'WELLBEING' AGENDA, HOWEVER, ARE DOMINANT CONCERNS

3. our society is... FEELING THE PINCH OF RESOURCE CONSTRAINTS, HIGH PERSONAL DEBT AND LOW PENSIONS BUT BUILDING STRONGER LOCAL COMMUNITY TIES AND HOME-GROWN SOLUTIONS WHERE GOVERNMENTS FAIL TO TAKE THE LEAD

4. business and brands are... SUFFERING FROM A CONTRACTION IN THE RETAIL SECTOR... HAVING TO WORK HARD TO WIN TRUST AS CONSUMERS FEEL THAT BUSINESS IS FAILING TO DELIVER ON THE CHALLENGES FACED BY SOCIETY

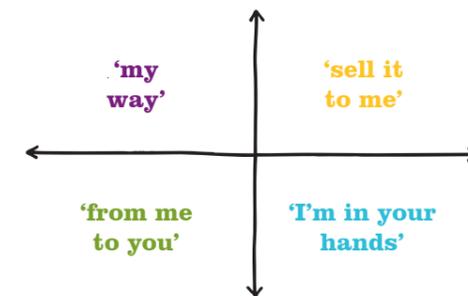
5. we buy stuff from... DIRECT AND LOCAL SOURCES, COOPERATIVES AND PEER-TO-PEER SERVICES FOR SWAPPING AND SELLING GOODS... WE LIKE TO GROW OUR OWN PRODUCE IN URBAN FARMS AND MAKE OR REPAIR MORE STUFF OURSELVES

6. our relationship with brands is... LESS LOYAL AND MORE VOLATILE... LESS IMPORTANT THAN WORD-OF-MOUTH RECOMMENDATIONS, PRODUCT QUALITY AND LONGEVITY

7. we use the internet and technology... AS THE HEART OF OUR SOCIAL AND ECONOMIC LIFE AND INDIVIDUAL IDENTITY... TO TRADE OR BUY COLLECTIVELY AND TO INCREASE OUR COOPERATIVE BUYING POWER

8. we think that sustainability is... SOMETHING LOCAL COMMUNITIES NEED TO TACKLE... GOING TO INVOLVE CUTTING NET CONSUMPTION RATHER THAN SIMPLY CONSUMING MORE SUSTAINABLE PRODUCTS

'from me to you' indicators



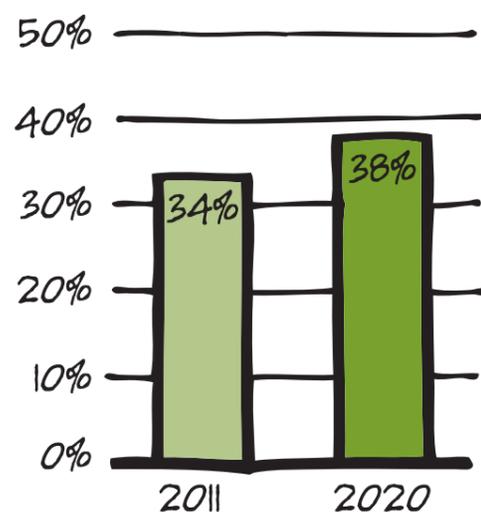
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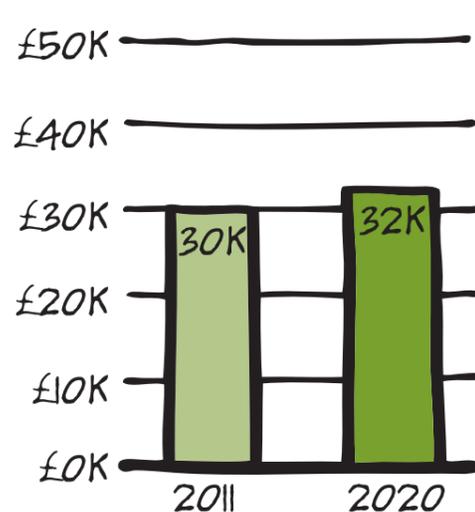
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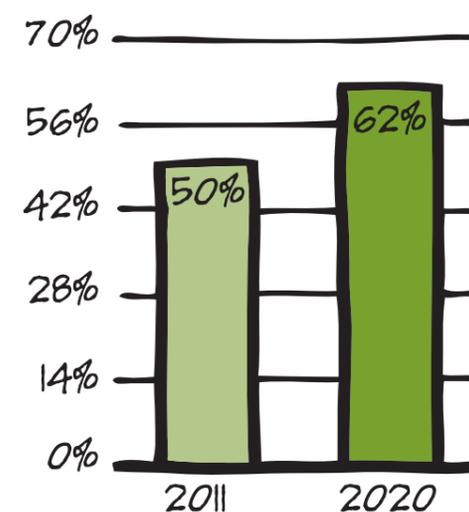
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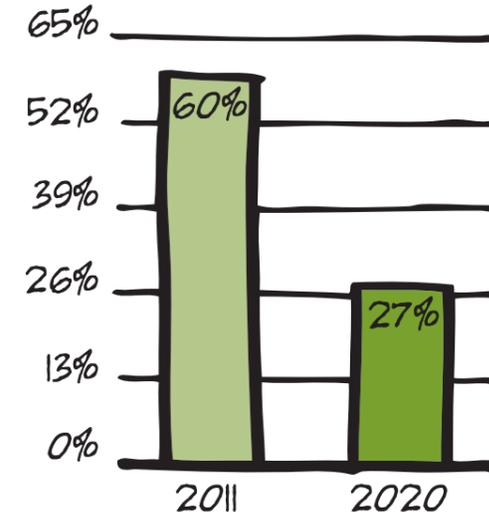
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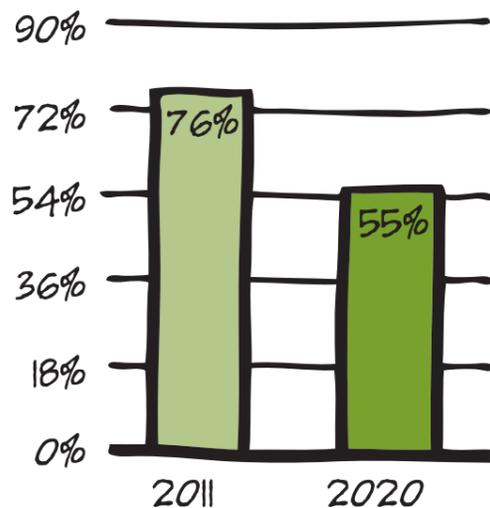
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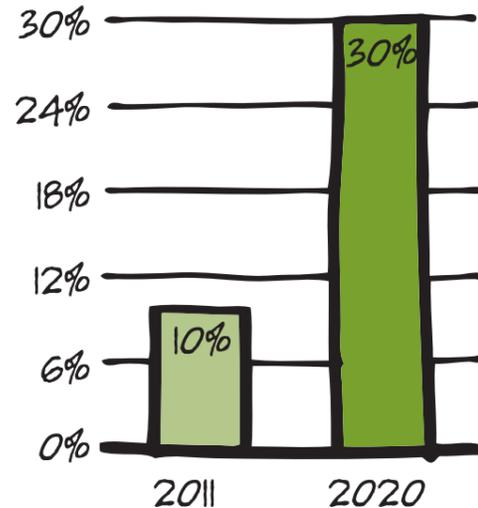
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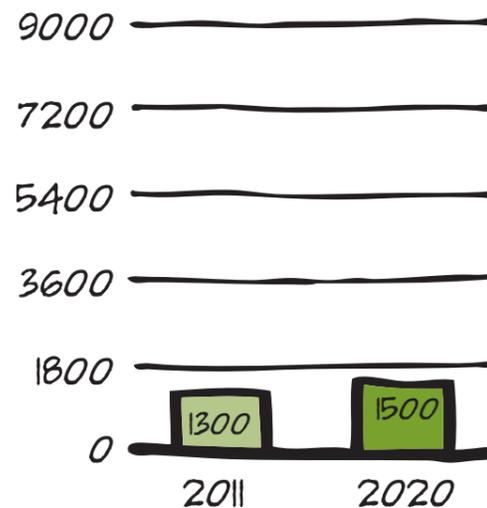
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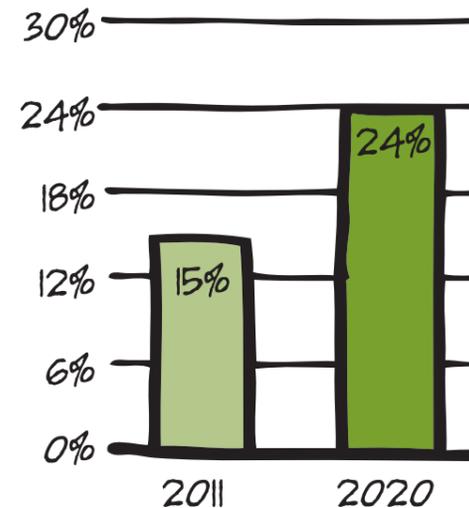
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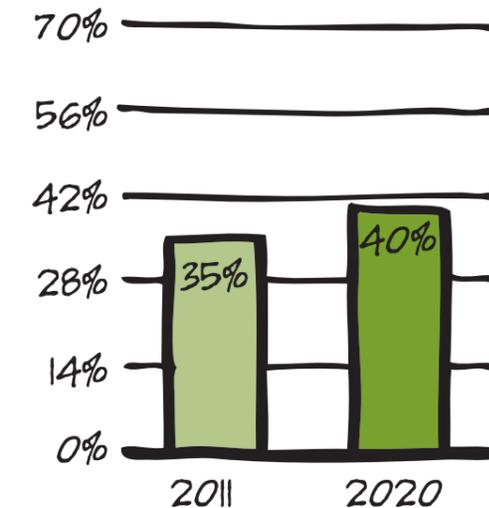
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FOOD AND (NON-ALCOHOLIC) DRINK

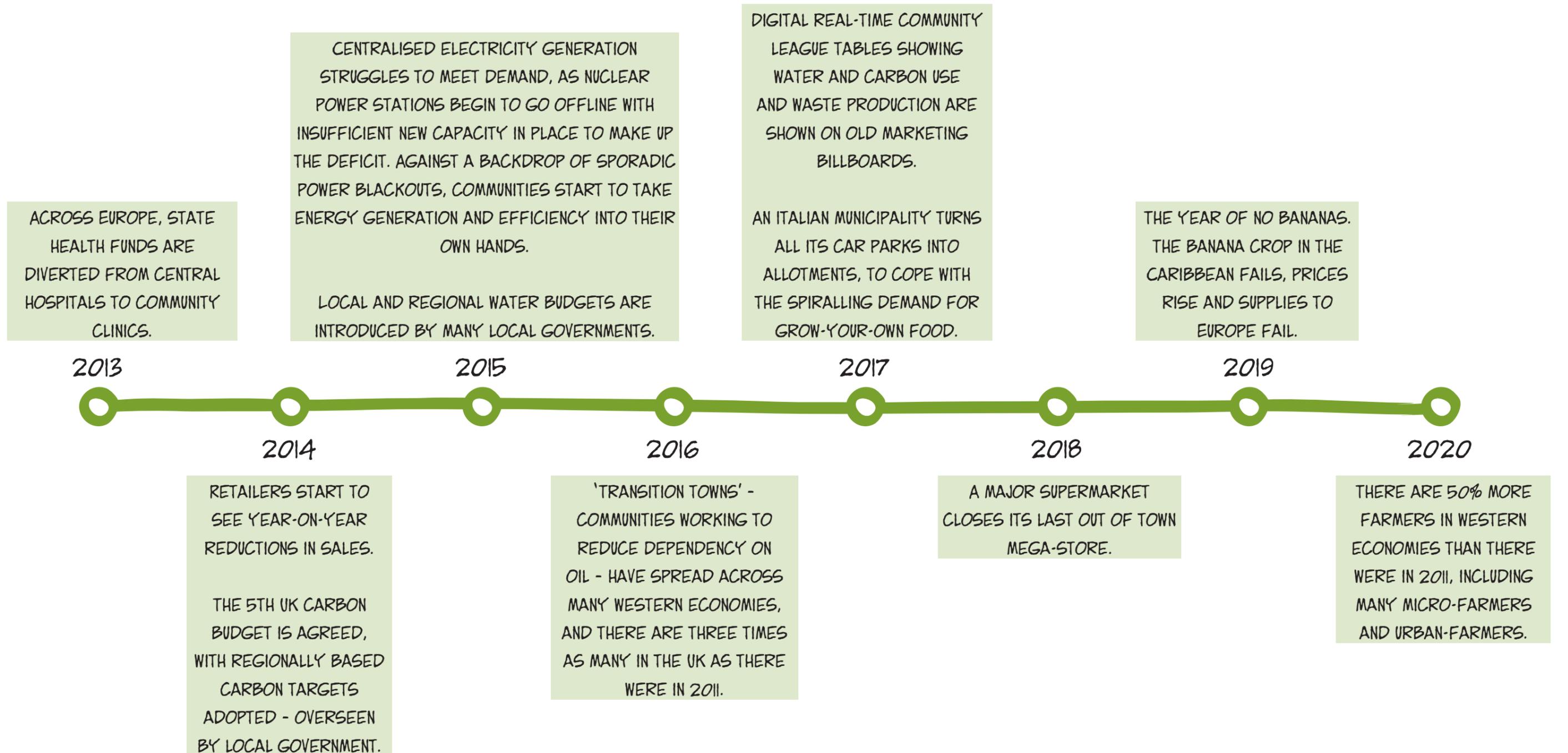
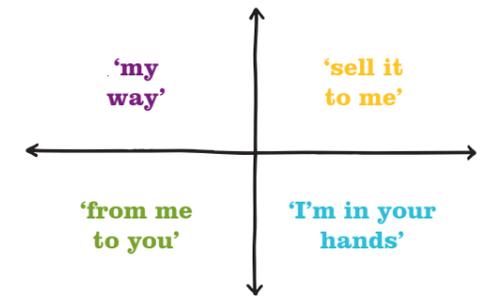


ATTITUDES TO ENVIRONMENT

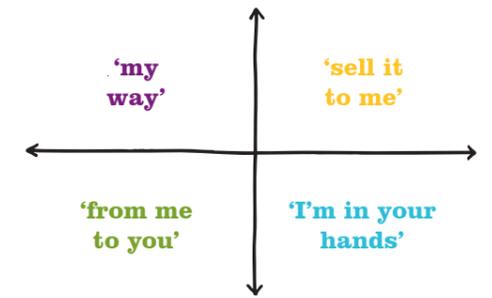
% OF PEOPLE WHO SAY THAT ENVIRONMENT /
POLLUTION SHOULD BE A GOVERNMENT PRIORITY



'from me to you' the journey to this world



'from me to you' products and services



1. peer-to-peer mortgages

BUILDING ON THE SUCCESS OF OUR PEER-TO-PEER BANKING SERVICES, OUR NEW MORTGAGE SERVICE PROVIDES A WAY FOR EXISTING PROPERTY OWNERS TO HELP THOSE WHO AREN'T YET ON THE LADDER. WE PROVIDE ALL THE NECESSARY LEGAL DOCUMENTS, AND A HOSTING FACILITY FOR THE PAYMENTS, SO THIS MORTGAGE SERVICE CAN BE SET UP IN YOUR COMMUNITY. YOU CAN EVEN SET CONDITIONS ON THE MORTGAGE TO ENSURE SPECIFIED COMMUNITY BENEFITS, SUCH AS PLANNING RESTRICTIONS AND THE IMPLEMENTATION OF ENERGY EFFICIENCY MEASURES.

2. the community farm

BUY SHARES IN YOUR LOCAL FARM AND YOU WILL BE THE FIRST TO KNOW WHEN NEW PRODUCE IS AVAILABLE. WANT TO KNOW MORE ABOUT YOUR FOOD? YOU CAN COME ALONG TO AN OPEN DAY, SEE HOW THE FARM WORKS AND BE INVOLVED IN RUNNING IT. IF YOU WANT TO VISIT AND PICK UP A CHICKEN ON PROCESSING DAY, YOU CAN LEARN HOW ANIMALS ARE SLAUGHTERED, AND EVEN DO THE SLAUGHTERING YOURSELF.

3. hyper-local products

A NEW ONLINE FINE-FILTERING SYSTEM ALLOWS YOU TO SET GEOGRAPHICAL LIMITS ON YOUR PURCHASING REGARDLESS OF THE RETAILER YOU ARE USING. THIS GOOGLE MAPS APPLICATION ALSO LETS YOU TRACK LOCAL FOOD FOR SALE.

4. local/regional goods exchange

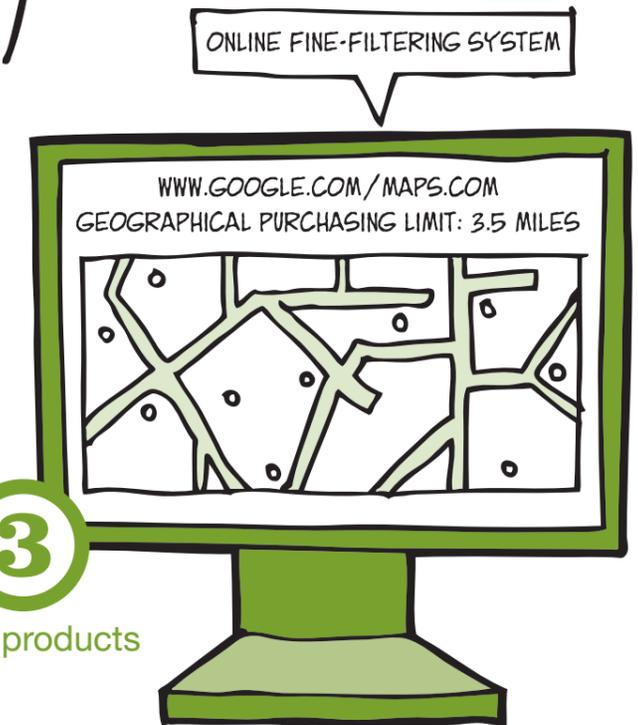
AT GOODS EXCHANGE WE PROVIDE AFFORDABLE SPACE FOR YOU TO STORE ITEMS FOR RESALE OR EXCHANGE EITHER ONLINE OR OFFLINE. WE PROVIDE A LIVE INVENTORY OF CURRENT STOCK, SO CUSTOMERS CAN SEE IMMEDIATELY IF THERE IS ANYTHING THEY WANT. WE ALSO ARRANGE SHIPPING AND COLLECTION.

5. sell your surplus food

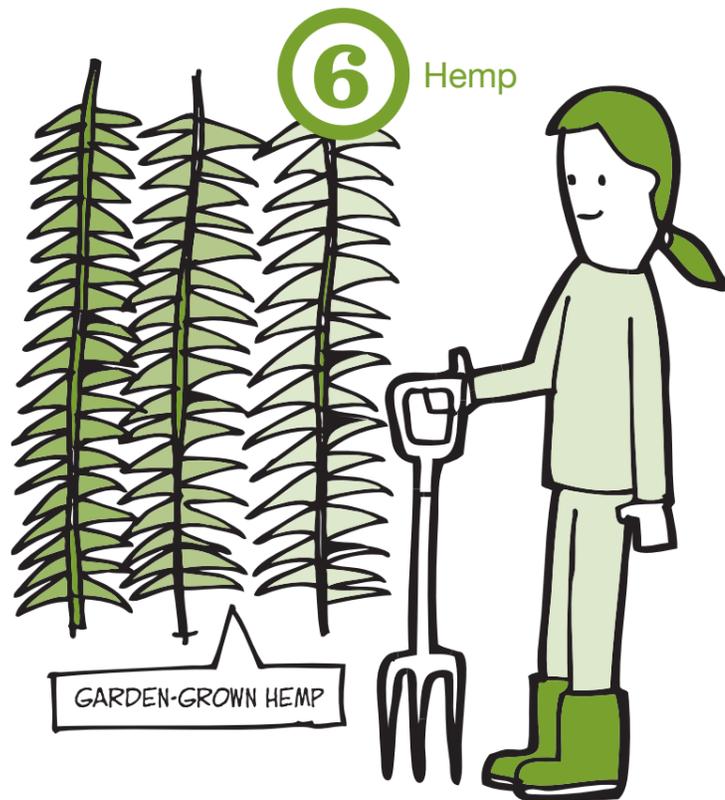
THE 'UGROW' SERVICE ALLOWS YOU TO SELL YOUR HOME-GROWN AND COMMUNITY-GROWN PRODUCE TO WIDER MARKETS THROUGH REGIONAL AND NATIONAL FOOD DISTRIBUTORS AND LOGISTICS COMPANIES. OUR COMPREHENSIVE PORTAL PROVIDES START-UP KITS FOR GROWING FRUIT AND VEGETABLES IN WHATEVER SPACE YOU CAN SPARE - YOUR GARDEN, YOUR CONVERTED ROOF GARDEN, EVEN YOUR WINDOW BOX. IT ALSO PROVIDES A COMMUNITY MATCHING SERVICE, LINKING SUPPLY AND DEMAND ACROSS AND BETWEEN COMMUNITIES TO MAXIMISE LOCALISATION AND MINIMISE TRAVEL, AND LOGGING ALL REGISTERED TRANSPORT AS IT GOES TO AND FRO.

6. hemp

WHY NOT GROW HEMP IN YOUR GARDEN? THIS AMAZINGLY RESILIENT PLANT REQUIRES LITTLE MAINTENANCE AND HAS MINIMAL ENVIRONMENTAL IMPACT. THE HARVESTED CROP IS IN HIGH DEMAND AND HAS MULTIPLE USES - FOOD, PLASTICS, CLOTHING, STRENGTHENING BUILDING MATERIALS, FUEL AND COSMETICS.

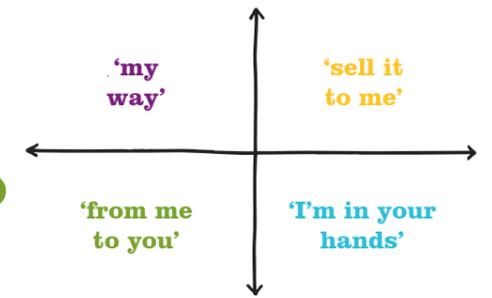


'from me to you' products and services



'from me to you'

what kind of world are we living in?



what is the state of the economy?

Economic growth has been slower than expected. The explosion in global trade is at an end. Developed economies are becoming more self-sufficient, although trade in services and information exchange continue apace. People have to go on working longer, as pensions no longer provide adequate support in later life. Many communities are turning to alternative economic models to cope with the slow economy. Barter and other peer-to-peer exchange schemes are on the rise. The retail sector has contracted, and margins are tight.

what is the role of government?

Governments have been slow to adapt to the challenging new economic and environmental conditions and have lost public confidence. Home-grown answers are often perceived as better than centralised solutions. In the UK, for example, the Department for the Community has wide-ranging powers, and is responsible for promoting decentralised, human-scale initiatives to deliver local services. Across developed economies, quality of life is a key focus, and the wellbeing agenda dominates the public and policy discourse. In healthcare, for example, governments spend more on promoting healthy lifestyles than on building new hospitals.

how has society changed?

More people are living in larger domestic units again – for example, grandparents, parents and children in the same household. Many rural communities are beginning to flourish, and the sense of local community has also grown stronger in urban areas. Those who opt out of this

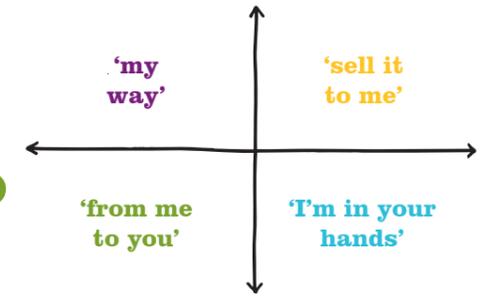
new-found intimacy can be sidelined, but in general people feel a greater sense of belonging. Allegiance to the state, by contrast, has declined. Men and women share their roles more than ever before, with men typically having much greater involvement in day-to-day purchasing decisions than was once the case.

what is the state of the nation's health?

Most people's diets have become less varied because of a reduction in the availability of food out of season. The least affluent sectors of society occasionally suffer from deficiencies of vital nutrients. Instances of malnutrition – although extremely rare – are increasing. Obesity persists in some groups, but lifestyle-related illnesses in general are on the decrease. Social changes mean that people lead more active lives, especially because they walk and cycle more. National health services have largely retained public trust, but their reach is restricted by lack of funds. As a result, communities develop their own solutions, but look for support from governments and business. In the face of social and environmental change, depression is increasingly prevalent, especially among those not involved in community initiatives.

'from me to you'

what kind of world are we living in?



what is the state of international relations?

Resource conflicts over water, food and minerals, combined with climate disasters, have driven large numbers of people across national borders as environmental refugees. Small wars proliferate, the threat of larger ones looms, and periodically this affects what products are available in the shops. Developed economies are unavoidably drawn into some of these conflicts and send small numbers of troops, despite frequent public opposition. Nations have become more insular just when the world requires strong global governance to tackle challenges such as climate change and water shortages.

what is the role of business in society?

Consumers feel that business is failing to deliver on the challenges faced by society, and companies have to work hard to win trust. Being 'local' is a source of competitive advantage, so some companies are turning to social entrepreneur or franchise models.

how has energy infrastructure changed?

Faced with periodic power outages, and political reluctance to invest heavily in centralised energy generation, many communities have taken matters into their own hands. Small-scale generation has boomed, encouraged by generous feed-in tariffs. This and the widespread adoption of low-cost energy efficiency measures have allowed many people to reduce or almost eliminate their reliance on grid power. Political instability combined with growing competition have pushed oil prices to very high levels. This makes personal transport more expensive and adds significantly to the price of groceries.

how has transport infrastructure changed?

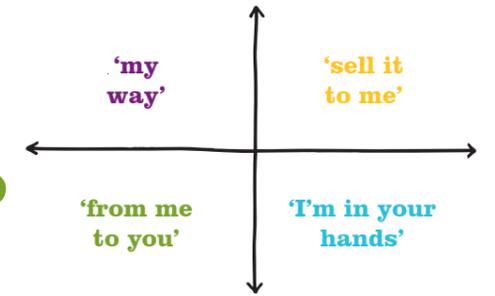
Many roads are suffering from lack of investment. Governments have moved away from the 'predict and provide' model. Despite high oil prices, congestion is getting worse, but gradually people are turning to public and shared transport. Freight is increasingly moving back to the railways and canals to reduce environmental impacts, cut fuel costs and avoid congestion.

what has happened to supply chains?

Supply chains have had to become more diverse to minimise the risk of disruption from climate change, terrorism, or sporadic failures in local supplies. Many retailers have bought up their suppliers, seeing vertical integration as a way to defend crucial supplies. There is less 'just in time' delivery, and some raw materials are scarce due to resource constraints. It is rare now for the movement of goods to involve just a few massive regional distribution centres; instead, many retailers are developing smaller and more efficient transport systems in response to the demand for local distribution. Lack of investment in the road infrastructure is driving long-distance freight back to the railways, coastal waters and, in some cases, rivers and canals.

'from me to you'

what kind of world are we living in?



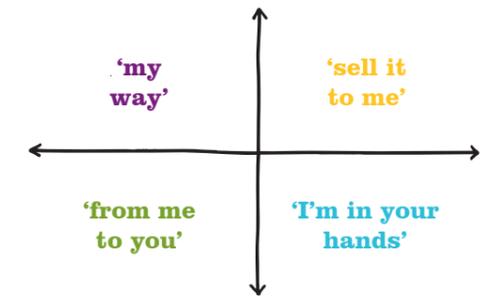
how is the retail sector regulated?

This is not an era of big government. At the national level, regulation is still fairly light, but retailers are subject to the diverse demands of local and regional governments. Strict regulation in some areas restricts new build and puts limits on market share, while elsewhere the activity of retail businesses goes relatively unhindered.

what are the big global issues of the day?

Climate change, resource scarcity, environmental breakdown and the resultant conflicts dominate debate. Political arguments in developed economies focus on how to balance a responsible global role, supporting the UN in conflict resolution and helping the poorest people in developing countries with the protection of their own economic interests and quality of life. Governments are reluctant to commit resources, but citizens play an increasingly active role in global civil society, primarily online. The relationship between material consumption, wellbeing and social cohesion is also increasingly a subject of political debate, particularly since the cost of living has gone up.

'from me to you' shopping experience



what are we asking for?

Most people acknowledge a tension between their ethical considerations and the search for value for money. Consumer profiles are more diverse than in 2011, and loyalty to brands is low. The popularity of processed foods has declined, with more people cooking from scratch. Resource constraints mean that there is less choice on offer, and people get less of what they need from shops. More people are asking for ingredients and components rather than the finished article, so they can make things themselves, wanting to be more independent and have more power over their lives. Many have actually begun to reduce their overall levels of material consumption, and a number of high-profile individuals have taken this to the extreme of giving up shopping altogether.

where do we shop? which new companies do we buy from?

Consumers seek to obtain their goods as locally and directly as possible. Peer-to-peer services for swapping and selling goods continue to rise in popularity. Retailers have adapted to changing attitudes by developing new logistics services and building shops that are customised to suit local characteristics and needs. There is a growing polarity amongst consumers as some continue to look for value at large supermarkets, while others try to bypass – and even undermine – the traditional supply chains.

As the retail sector contracts, competition is hot and margins are tight. There is less bustle in the high street, and more shop units stand empty. Repair shops and second-hand shops are an increasingly common sight,

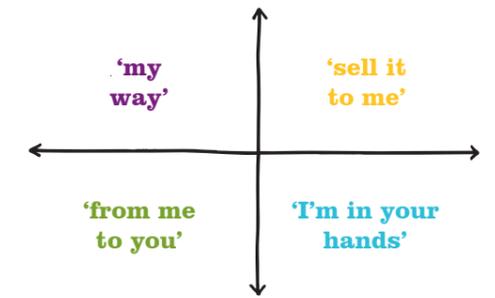
while guerrilla traders often occupy empty retail space for a short time before moving – or being moved – on. More consumers are becoming traders in their own right, making a living through selling goods and services online. Alongside the growth in community enterprises, new organisations have evolved that match supply and demand across and between communities. The internet has made possible the growth of cottage industries with global reach. More and more producers sell directly to consumers, who act independently or in communities to get the best price. Retailers sometimes find that their customers are also their competitors.

where do products come from?

The proportion of groceries coming from abroad has fallen. Developed economies have had to become more self-sufficient, and now grow far more of their own food. Urban farming is blossoming, and more and more land is being converted to allotments. More products are reused via peer-to-peer trading or through online community loan systems. Prices overall are much higher due to high oil costs and volatility in supplies, driven largely by increasing demand for commodities in India and China.

Western agriculture is entering a new era. It has become smarter, greener, more distributed and less dominated by monoculture. Mixed farms and smallholders participate in community and peer-to-peer trade, and make use of more efficient distribution systems, enabling them to compete with the bigger players more effectively than ever before.

'from me to you' shopping experience



how do we use the internet?

The internet is at the heart of social and economic life, and of people's sense of individual identity too. Online portals facilitate the exchange of goods directly between consumers. Networks help communities to leverage greater buying power and trade their local produce with others. People use the internet to participate in civil society, connecting and collaborating with others around the world.

how do we use other technology?

Technological development is driven more by necessity than pure research. Many products and services come to market from collaborative open-source projects that are attempting to address social and environmental challenges. People are more familiar with technology than ever before, more willing to work with it, and more apt to customise technology for their own needs rather than buying new devices. Citizen engineers are an increasingly common phenomenon. People are very reluctant to throw anything away, and would much rather reuse, repair, freecycle or adapt technologies for a different use.

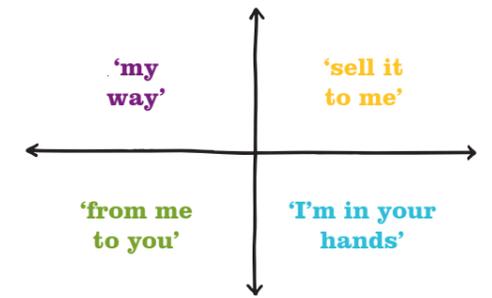
what media do we use?

Local and regional media have enjoyed a resurgence, driven by the technology for supplying geographically targeted personalised news. Companies have difficulty managing their profiles in an increasingly diverse and devolved media sector. Centralised broadcast media have become less and less important while word-of-mouth communication has come to the fore, both within local communities and online.

how do we engage with retailers and brands?

Retailers are finding it ever harder to talk to the consumer through the traditional channels. Advertising in media such as TV and the press is seen as a less effective method of communication (though interactive billboards work well), and mass marketing is rarely used. Advertising often has a local/regional focus, while companies have been working hard to promote word-of-mouth recommendations through social networks, online and offline. Keeping on top of developments in social media means that companies must be absolutely transparent about their identity and aims. People are also willing to listen to messages implicit in the type and quality of products. Longevity counts, and products designed for long life and adaptability are well received. There are fewer successful big brands, as many people prefer to cut corners – using raw vinegar for cleaning, for instance, rather than buying a branded product with an acetic acid base.

'from me to you' shopping experience



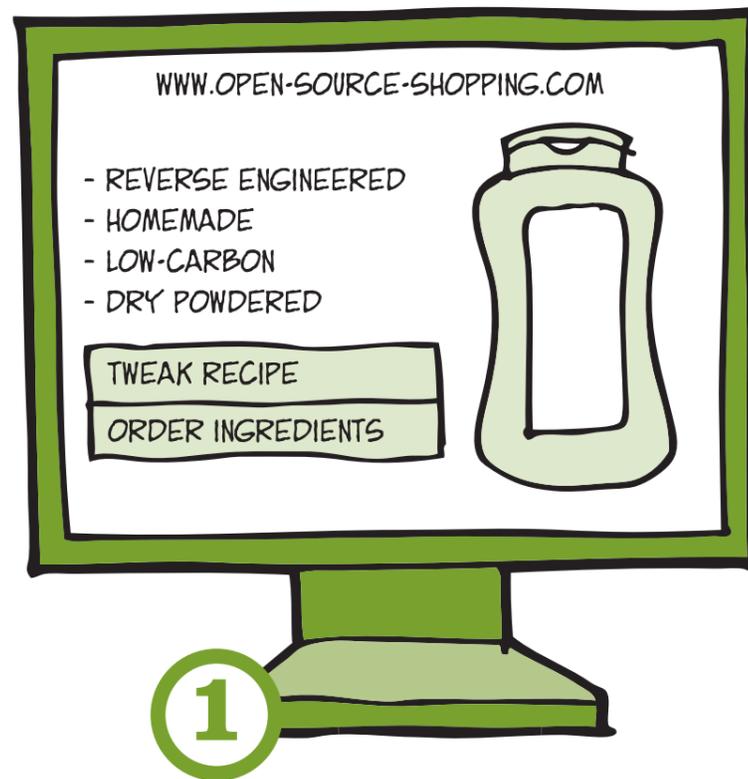
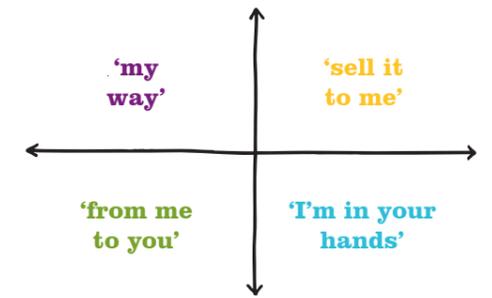
how do we view sustainability?

In the absence of government intervention, communities are taking sustainable development into their own hands. A case in point is the growing 'reuse and repair' culture, prompted by pressure from resource constraints. The UK's 'Transition Town' movement, born in the mid-2000s, has spread and strengthened, and is now a significant global social movement with a hard political edge. With this has come a belief that sustainable development requires net cuts in consumption, rather than simply consuming more sustainable products. The worldwide nature of the movement has also broadened many people's view of what sustainability means, encouraging them to see issues in their global perspective. One consequence, for example, is less enthusiasm for reducing 'food miles' because of the negative impact this may have – socially, environmentally and economically – on developing countries.

how do we view climate change?

Communities are regularly disrupted by severe weather, and there is public concern about the impact of climate change at home, as well as abroad where it is clearly causing extreme suffering. There has been no comprehensive global deal on greenhouse gas emissions, so policy signals are highly variable across the world, but for three reasons emissions are not as high as they might have been. Firstly, economies are sluggish and where there is economic growth it is often low-carbon. Secondly, relatively high oil prices have promoted energy efficiency and the use of non-fossil fuels. Thirdly, many people – though by no means all – are choosing to live more sustainable lives, and the Transition Movement and its spin-offs are beginning to have a tangible impact on emissions.

'from me to you' Suzie's shampoo story



1. SUZIE SEES A 'RECIPE' SHARED ON A PERSONAL CARE SOCIAL NETWORK FOR AN OPEN-SOURCE, HOME-MADE, LOW-CARBON SHAMPOO. IT'S BEEN 'REVERSE ENGINEERED' FROM A POPULAR SUPERMARKET BRAND. BECAUSE THE UK IS INCREASINGLY DISRUPTED BY SEVERE WEATHER CONDITIONS, WATER SHORTAGES IN THE SUMMER MEAN THAT DRY POWDERED SHAMPOOS DESIGNED TO WORK WITHOUT WATER ARE POPULAR. MANY COMMUNITY MEMBERS HAVE CONTRIBUTED TO PERFECT AND FINE TUNE THIS SHAMPOO 'RECIPE', AND SUZIE IS KEEN TO TRY IT.

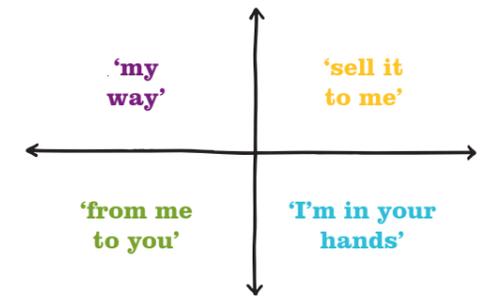


2. SUZIE BUYS A YEAR'S SUPPLY OF INGREDIENTS IN BULK, WHICH OFFERS GREAT VALUE ALTHOUGH DUE TO RESOURCE CONSTRAINTS SHE DOES HAVE TO WAIT A WHILE FOR A FEW OF THE INGREDIENTS TO BECOME AVAILABLE. WHEN EVERYTHING IS IN STOCK AND READY FOR COLLECTION, SHE BORROWS THE COMMUNITY CAR AND DRIVES TO THE LARGE WHOLESALER.



3. SUZIE CAN'T WAIT TO TRY OUT HER NEW SHAMPOO, ESPECIALLY SINCE IT HAS BEEN RECOMMENDED BY SO MANY OF HER PEERS. NOT ONLY IS SHE REALLY HAPPY WITH THE RESULTS BUT THE WATERLESS POWDERED SHAMPOO ALSO HELPS HER PRESERVE PRECIOUS WATER IN THE RAINWATER COLLECTION TANK SHE RECENTLY INSTALLED.

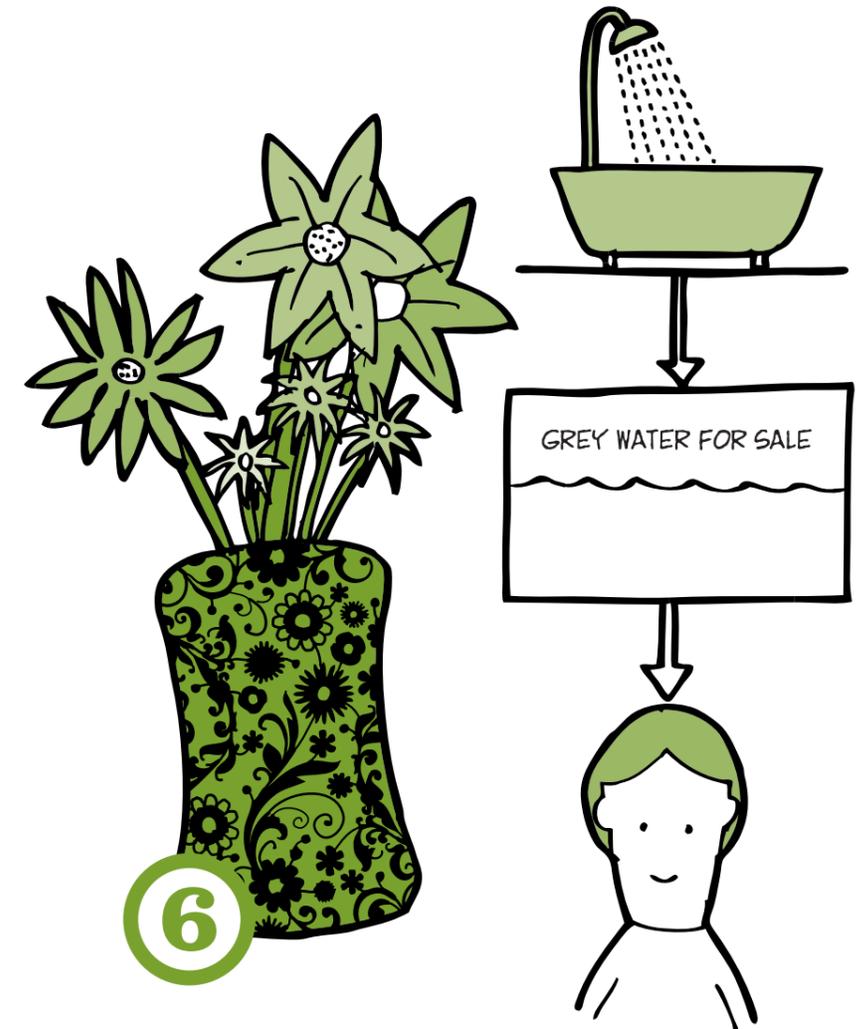
'from me to you' Suzie's shampoo story



4. SUZIE HAS DONE SOME CONSUMER TRADING IN THE PAST, AND DECIDES TO TRADE THE EXTRA SHAMPOO ON THE PEER-TO-PEER EXCHANGE PORTAL. THE PORTAL CAN RECOMMEND THE BEST AVAILABLE TRADES. SUZIE SEARCHES FOR FOOD TRADES BASED ON DIETARY REQUIREMENTS AND HEALTH NEEDS. SHE EXCHANGES ONE BOTTLE OF HER SHAMPOO FOR A BOTTLE OF HOME-MADE VEGETABLE JUICE AND ANOTHER FOR A JAR OF LOW-SUGAR RASPBERRY JAM. TO ENSURE A MORE BALANCED DIET SHE EVEN TRADES SOME ABROAD IN EXCHANGE FOR PRODUCE THAT ISN'T SEASONALLY AVAILABLE IN THE UK.

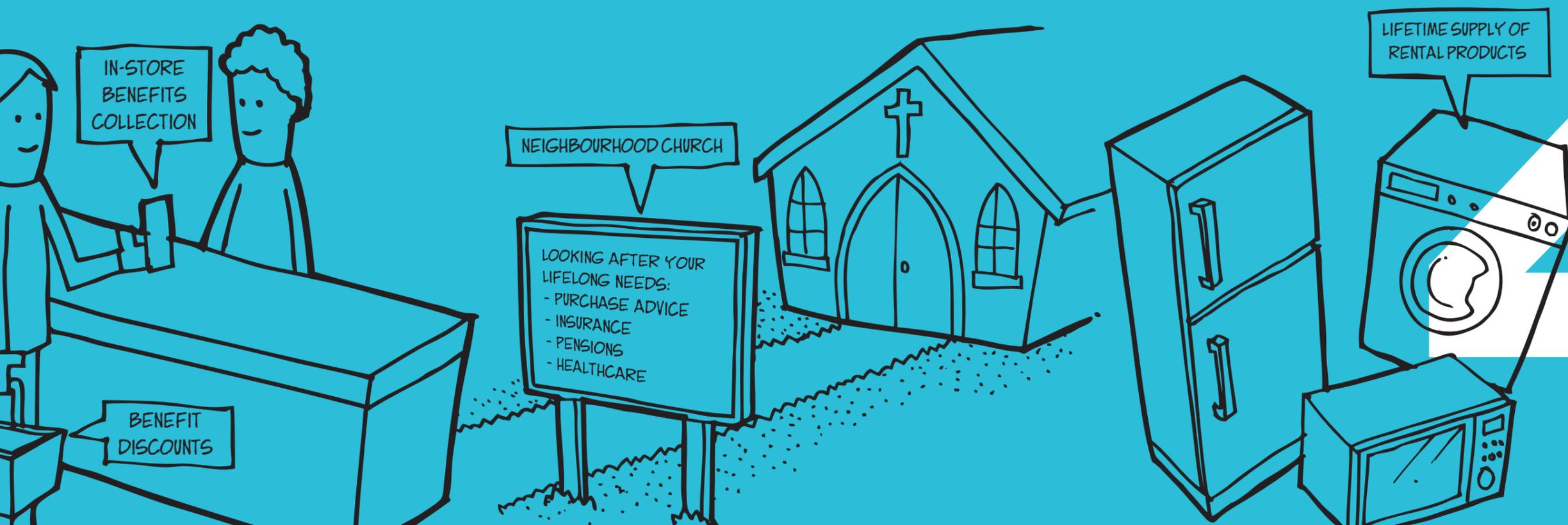
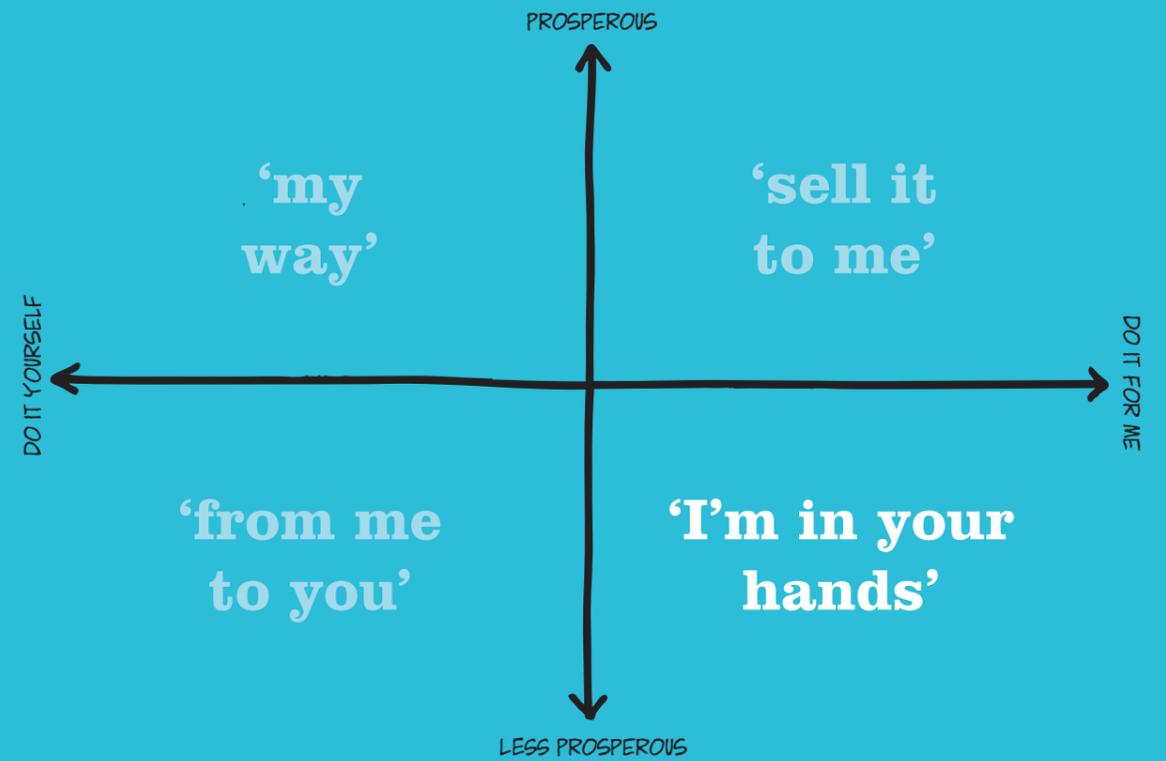


5. SHE POSTS THEM VIA THE REDEX CANAL BOATS.



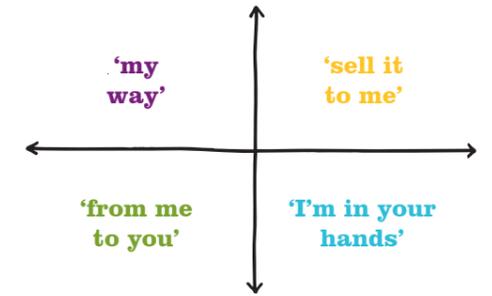
6. THE SHAMPOO SUZIE KEPT FOR HERSELF LASTS A LONG TIME AS ONLY VERY LITTLE IS NEEDED FOR EACH WASH. WHEN SUZIE EVENTUALLY FINISHES THE PRODUCT, SHE TURNS THE BOTTLE INTO A PRETTY PLANT POT AND SELLS IT AT THE LOCAL MARKET THE NEXT DAY. WHEN SHE HAS SAVED UP A SURPLUS OF GREY WATER, SHE SELLS THAT TOO.

'I'm in your hands'



'I'm in your hands'

summary



1. the economy is... RECOVERING FROM THE RECESSION BUT GROWTH AND CONSUMER CONFIDENCE ARE LOW AND CREDIT IS TIGHTLY REGULATED... THE UK IS LOOKING TO PROMOTE LOCAL MANUFACTURING AND FOOD PRODUCTION TO REDUCE ITS RELIANCE ON A SHAKY WORLD TRADE SYSTEM

2. government is... MORE CENTRALISED AND MORE INTERVENTIONIST, AND WORKS CLOSELY WITH BUSINESSES AND NGOS TO DELIVER ESSENTIAL SERVICES... USING TOUGH REGULATIONS TO ACHIEVE SUSTAINABILITY TARGETS

3. our society is... MORE EGALITARIAN, STRUCTURED AND SUPERVISED, BUT WE WELCOME THIS AND ENJOY A STRONG CONSENSUS, SENSE OF COMMUNITY AND NATIONAL IDENTITY

4. business and brands are... BIG AND DOMINANT YET BOUND BY GOVERNMENTS' STRICT SUSTAINABILITY GUIDELINES... TRUSTED, RELIABLE, PATERNALISTIC BRANDS DO WELL IN THIS WORLD AND ARE THE VEHICLE FOR LONG-TERM RELATIONSHIPS WITH CONSUMERS

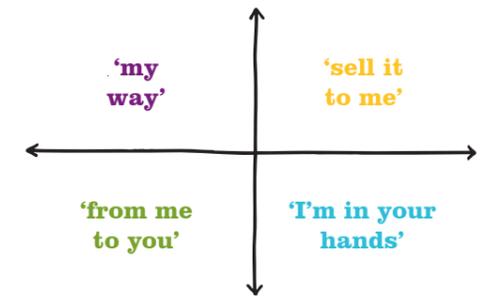
5. we buy stuff from... TRUSTED BRANDS AND BUSINESSES, OFTEN COMMITTING TO LONG-TERM CONTRACTS OR HIRE PURCHASE AGREEMENTS TO GET VALUE FOR MONEY... BIG RETAILERS WITH HIGH STREET SHOPS THAT DO HOME DELIVERY FOR ALL THE GOODS

6. our relationship with brands is... LONG-TERM, PERSONAL, LOYAL AND CONSERVATIVE... WE ARE HAPPY TO SHARE LOTS OF PERSONAL DATA WITH BRANDS AND WE TRUST THEM TO PROVIDE WHAT'S BEST FOR US... WE WANT PRODUCTS TO BE EFFECTIVE AND DURABLE

7. we use the internet and technology... HEAVILY... TO FIND THE BEST DEALS AND PURCHASE BASIC SUPPLIES... TO SCRUTINISE THE ORIGIN AND QUALITY OF PRODUCTS

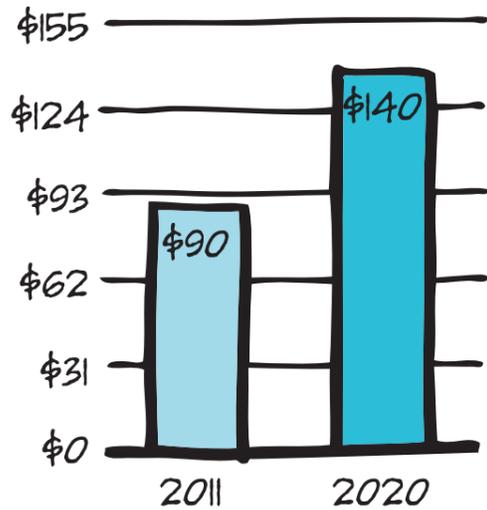
8. we think that sustainability is... CRITICAL... A MATTER ON WHICH GOVERNMENT AND BUSINESS TAKE THE LEAD, WHILE FRUGALITY AND A 'WASTE NOT, WANT NOT' ATTITUDE ARE ALREADY THE NORM FOR US

'I'm in your hands' indicators



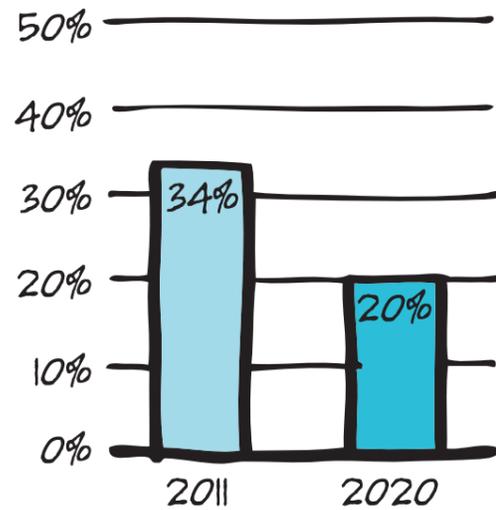
OIL

PRICE OF OIL PER BARREL



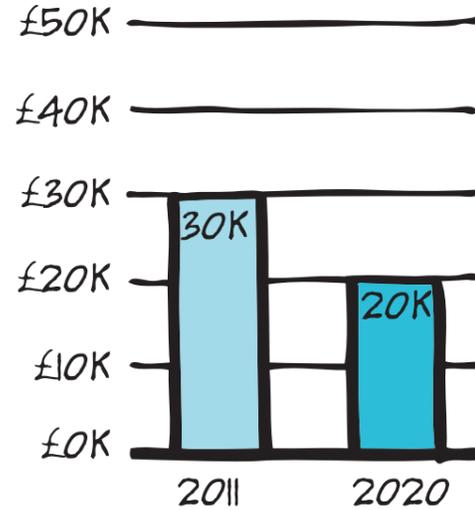
INEQUALITY

UK INDEX OF INEQUALITY
(GINI COEFFICIENT; HIGH IS LESS EQUAL)



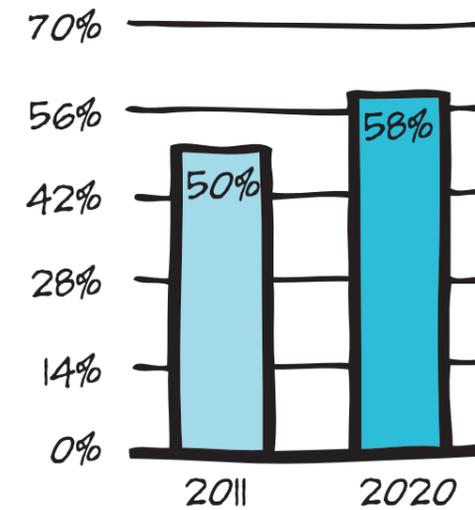
DEBT

AVERAGE UK ADULT DEBT
INCLUDING MORTGAGE



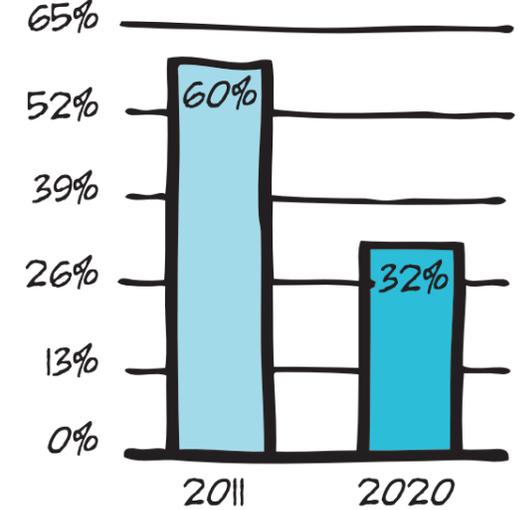
TRUST

% OF PEOPLE WHO SAY THAT MOST PEOPLE
IN THEIR NEIGHBOURHOOD CAN BE TRUSTED



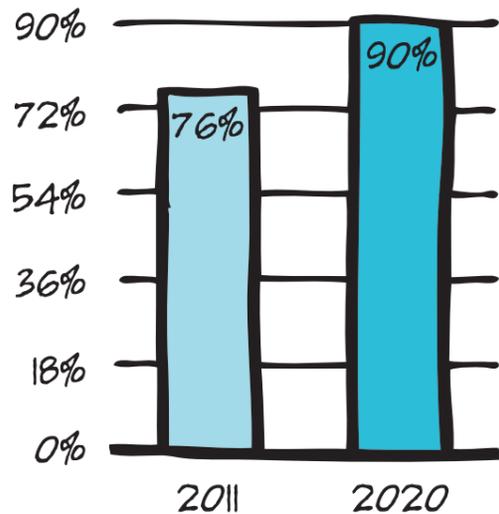
FOOD IMPORTS

% OF FOOD CONSUMED IN UK THAT IS IMPORTED



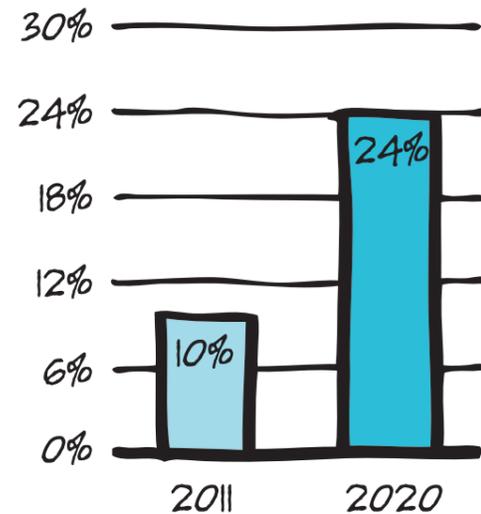
SUPERMARKET POWER

% OF UK GROCERY MARKET TAKEN BY TOP 4
SUPERMARKETS



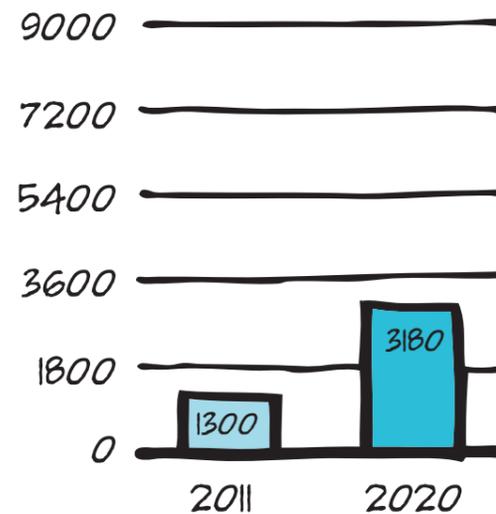
ONLINE SPEND

% SPENT ONLINE



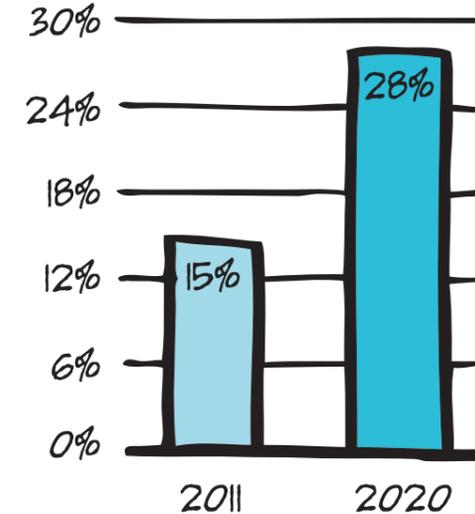
NANOTECH

NUMBER OF NANOTECH-BASED
CONSUMER PRODUCTS



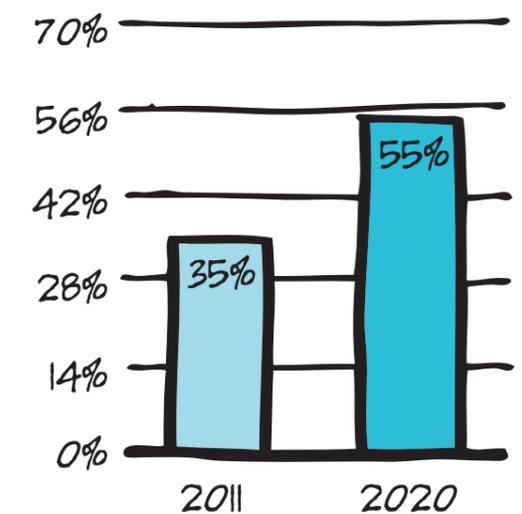
HOUSEHOLD SPEND

% OF HOUSEHOLD EXPENDITURE THAT GOES ON
FOOD AND (NON-ALCOHOLIC) DRINK

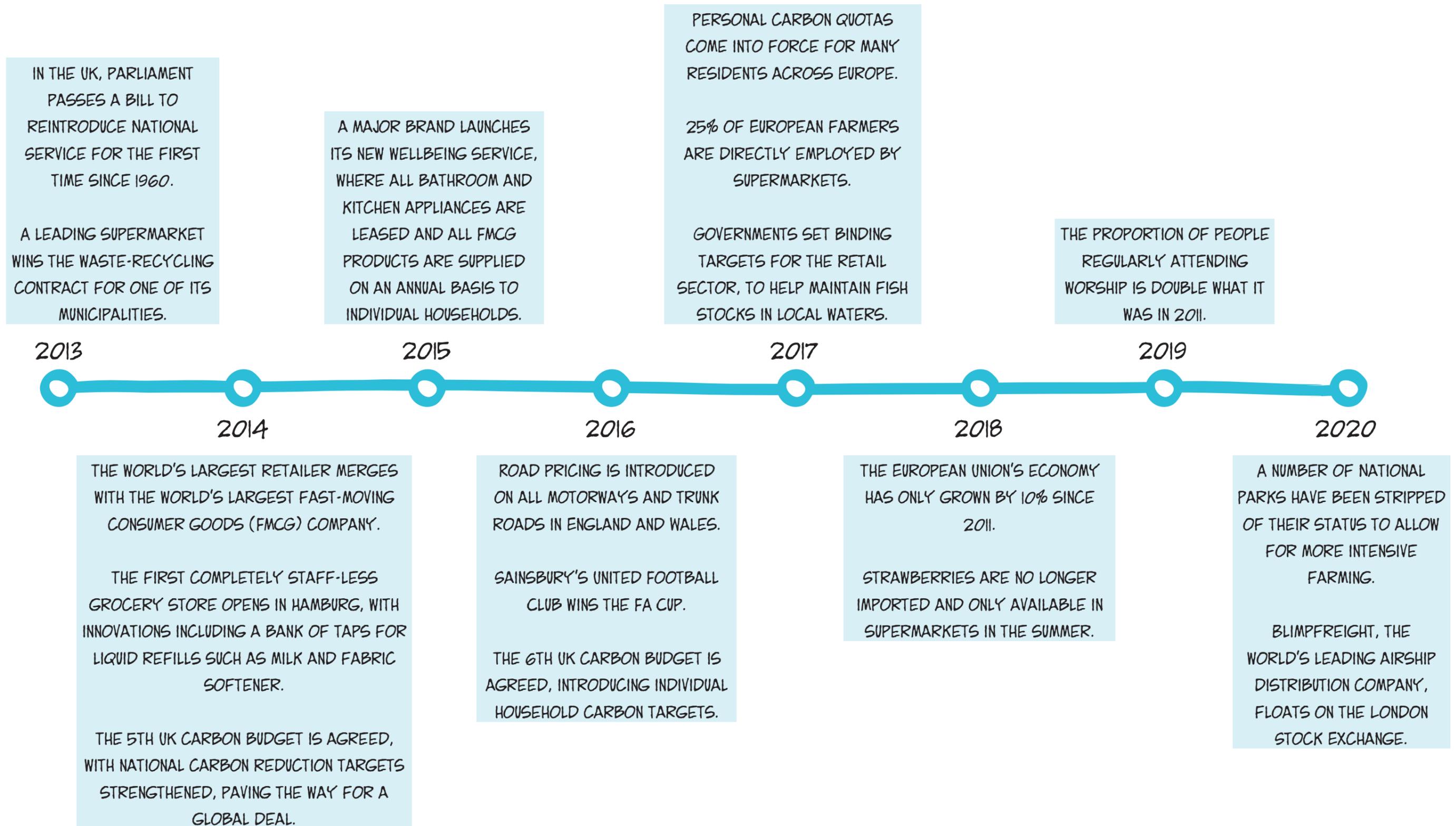
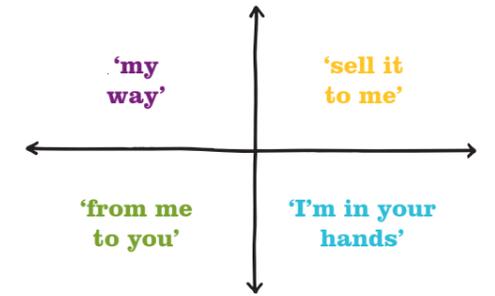


ATTITUDES TO ENVIRONMENT

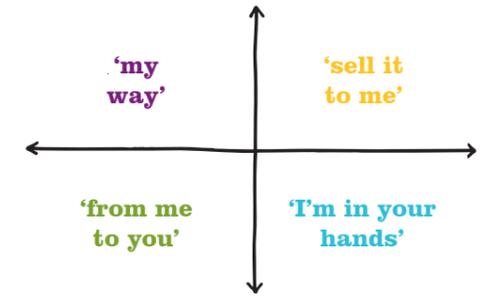
% OF PEOPLE WHO SAY THAT ENVIRONMENT /
POLLUTION SHOULD BE A GOVERNMENT PRIORITY



'I'm in your hands' the journey to this world



'I'm in your hands' products and services



1. retailer leased equipment

WHY SPEND MONEY ON A NEW WASHING MACHINE WHEN YOU CAN RENT ONE DIRECTLY FROM US? WE PROVIDE EFFICIENT, CHEAP-TO-RUN WASHING MACHINES, DISHWASHERS, MICROWAVES, COOKERS, FRIDGES AND FREEZERS, EACH WITH A LIFETIME SUPPLY OF PRODUCTS DESIGNED SPECIFICALLY FOR USE WITH THEM. AND IF ANY PART OF YOUR MACHINE WEARS OUT WE'LL PROVIDE A FULLY RECONDITIONED REPLACEMENT, ABSOLUTELY FREE. WE'LL ALSO SERVICE YOUR PRODUCTS REGULARLY AND UPGRADE THEM WITH THE LATEST SOFTWARE TO KEEP THEM RUNNING WELL.

2. cradle to grave

IN ASSOCIATION WITH YOUR NEIGHBOURHOOD CHURCH, WE LOOK AFTER ALL YOUR LIFELONG SERVICE NEEDS. EVERYTHING YOU WANT FOR A LONG AND HAPPY LIFE WILL BE PROVIDED BY A COMPANY YOU TRUST. INCLUDED IN THE CONTRACT IS ADVICE ON MAJOR PURCHASES, ENERGY AND WATER SERVICES, INSURANCE, PENSIONS, HEALTHCARE AND FUNERAL CARE, WEDDING PLANNING, HOLIDAYS AND LIFELONG LEARNING. SIGN UP AT BIRTH TO GET AN EXTRA DISCOUNT.

3. cook no more

WHY BUY INGREDIENTS AND COOK THEM WHEN YOU CAN BUY DELICIOUS MEALS FOR DELIVERY FROM YOUR LOCAL SUPERMARKET? FORGET THE GROTTY KEBAB SHOP OR PIZZA-ON-A-SCOOTER AND GET YOUR MEALS FROM US - WE'LL COOK UP ANYTHING YOU LIKE FROM THE STORE AND DELIVER WITHIN THE HOUR.

4. tastier medicine

DISPENSE WITH PHARMACY PRESCRIPTIONS JUST TAKE YOUR MEDICINE WITH YOUR FOOD. WE OFFER PERSONALISED HEALTH PRODUCTS FOR YOUR PARTICULAR CONDITION. WHETHER IT'S A SMOOTHIE WITH ADDED STATINS, OR RICE FORTIFIED WITH IRON, WE CAN MAKE PILL PACKETS A THING OF THE PAST.

5. made-to-measure

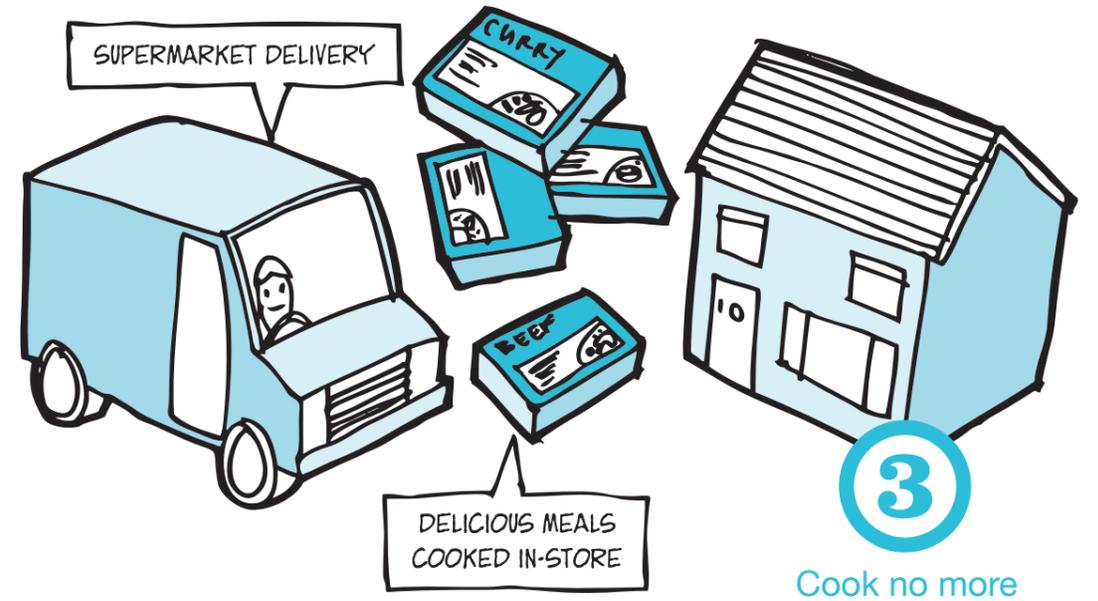
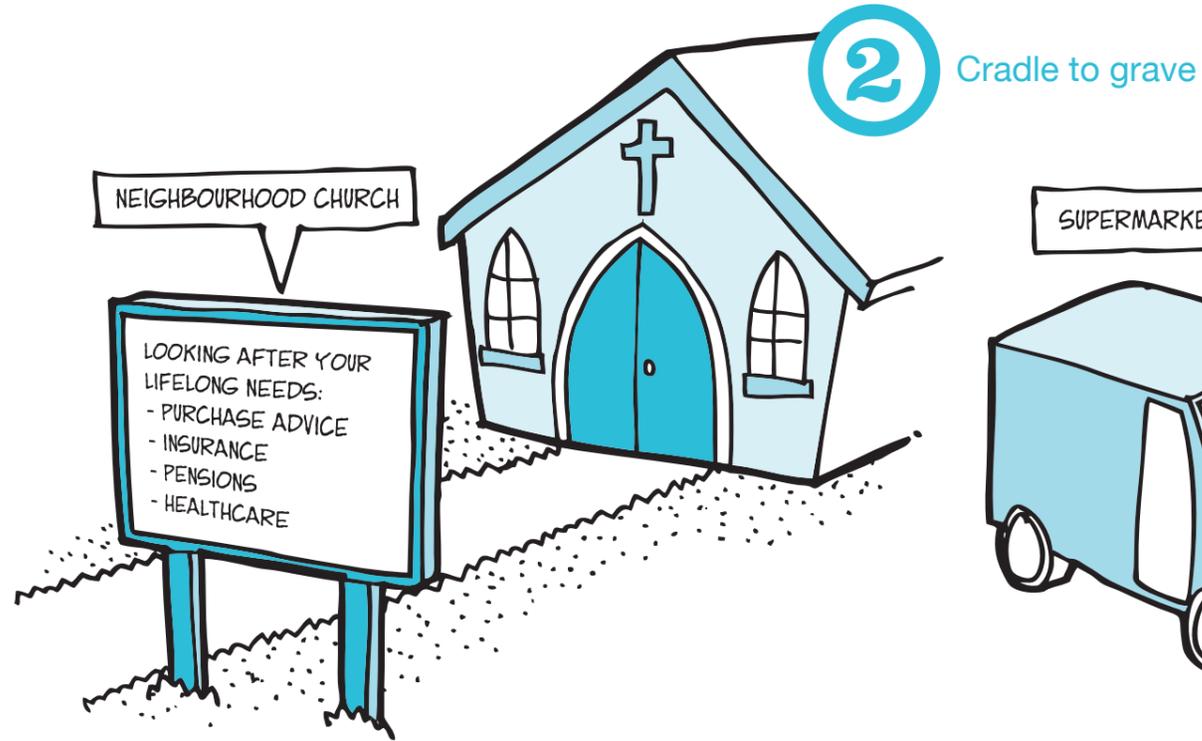
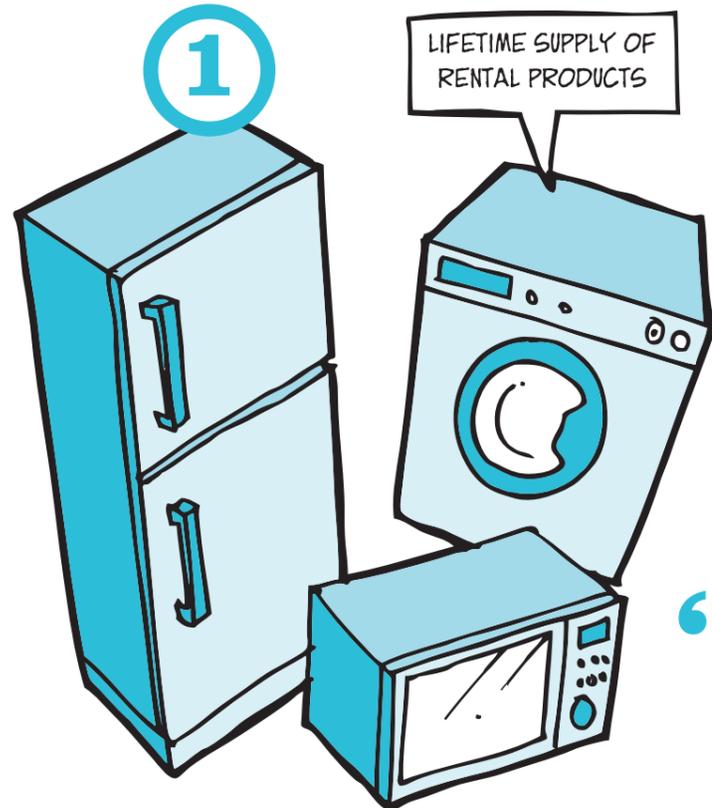
ALSO AVAILABLE ARE OUR MADE-TO-MEASURE DIET PLANS, INCLUDING DELICIOUS NUTRITIOUS MEALS, AND CLOTHING WITH NUTRITION PATCHES. THROUGH OUR ASSOCIATION WITH YOUR OWN NATIONAL HEALTH SERVICE DOCTOR, THESE PATCHES COULD SAVE YOUR LIFE. OUR RANGE INCLUDES UNDERWEAR IMPREGNATED WITH VITAMINS OR CAFFEINE.

GIVE US ACCESS TO YOUR BIOMETRIC MONITORING DEVICE AND WE'LL BE ABLE TO TAILOR YOUR HEALTH SERVICE EVEN BETTER, INCORPORATING ALL THE STATS ON YOUR DAILY VITALS.

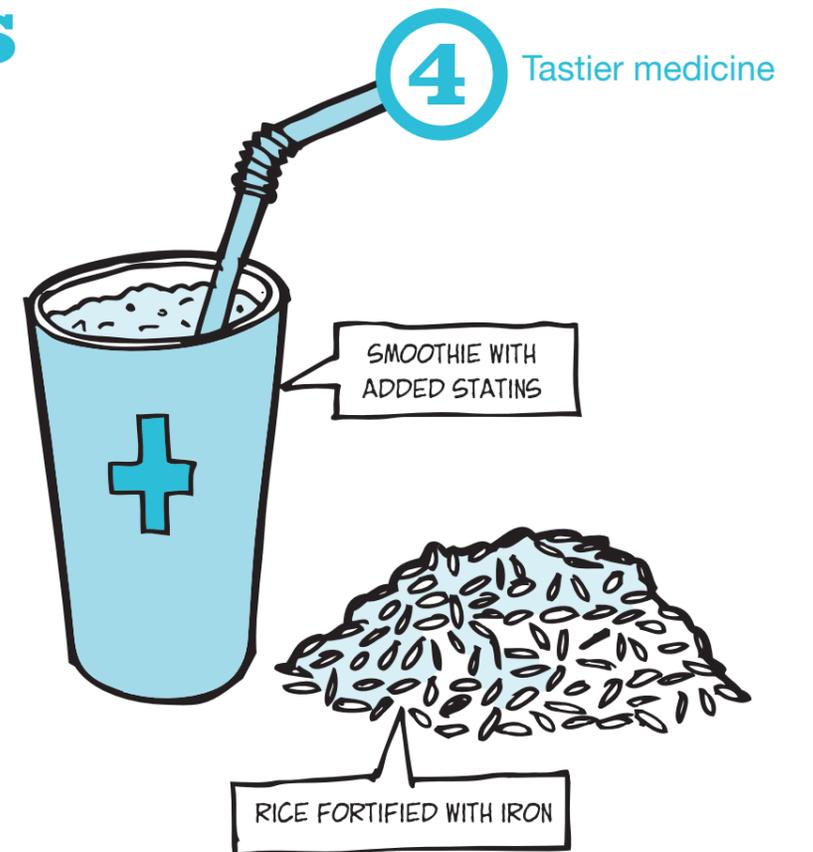
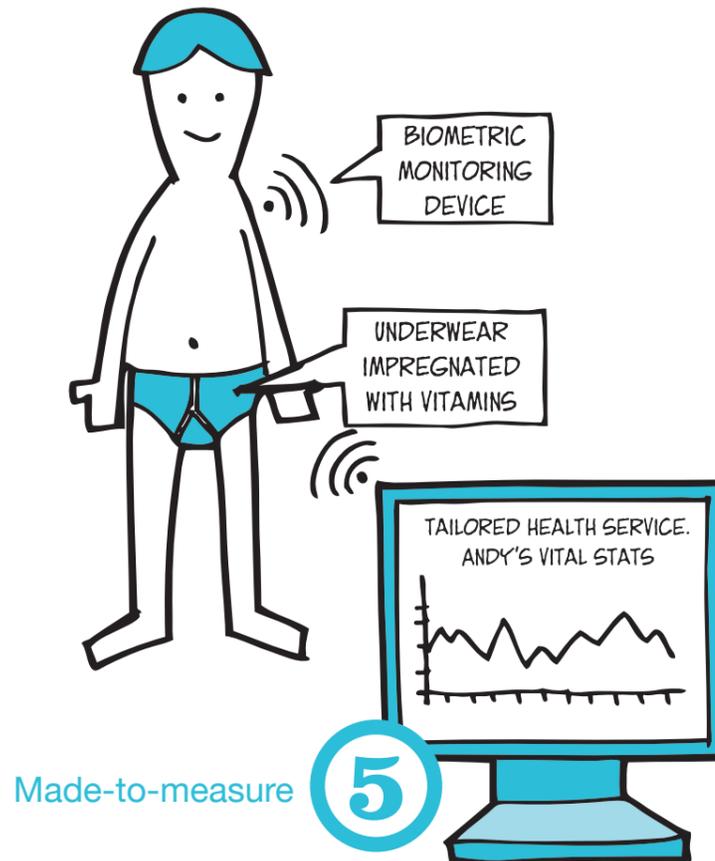
6. benefits collection

REGISTER WITH US TO COLLECT ALL YOUR STATE BENEFITS IN-STORE. SPEND YOUR BENEFITS ON-SITE AND SAVE MORE. TICK 'YES' TO GIVE US ACCESS TO YOUR BENEFITS DATA AND HELP US PROVIDE YOU WITH THE PRODUCTS THAT SUIT YOU BEST.

Retailer-leased equipment

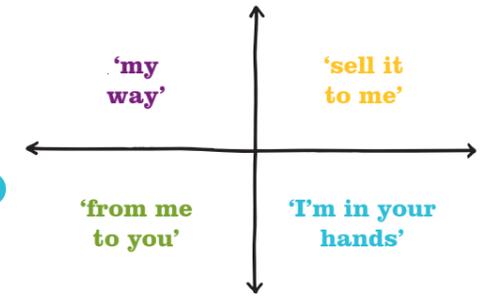


'I'm in your hands' products and services



'I'm in your hands'

what kind of world are we living in?



what is the state of the economy?

The recession that started a decade ago has left its mark. Although growth has resumed, it is slow, and credit is more tightly regulated as a result of the personal debt crisis. Overall, the tax burden has increased in line with a higher dependency ratio. Many developed countries, while still playing a role in the global economy are, increasingly, looking to promote local manufacturing and food production so as to reduce reliance on a shaky world trading system.

what is the role of government?

There has been a surprising move towards the centralisation of governments. Public sectors work closely with big business to deliver essential services. Many NGOs are also counted as important delivery partners, and have significant executive powers. Care of the elderly, for example, is coordinated in large part by a coalition of national charities and government departments.

Legislation has become more interventionist. In particular, many governments take a hard line on sustainable development issues. Some governments have even banned some environmental 'bads', such as SUVs (except the electric ones) and diesel lawnmowers.

how has society changed?

Social cohesion is up, trust in institutions has risen and the wealth gap has begun to narrow. People spend more time with their close friends and families, and focus on quality of life. The sense of nationhood is strong but

at the same time inclusive. With religious worship growing, faith groups and organisations play a more central role in society. The armed forces are expanding, and are widely used for community work. Intellectuals worry about conformity in people's lives – will it slow down innovation and learning?

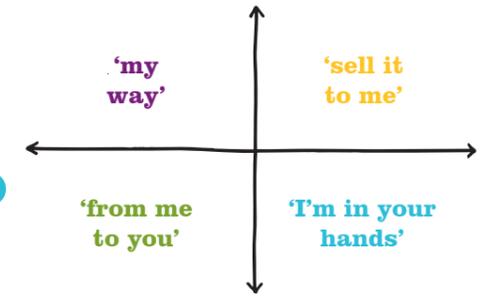
On the whole, people are willing to be regulated to achieve shared goals, and there is generally a consensus approach to governance. Some areas of regulation are more contentious: the relaxed privacy laws, for example, have been the subject of repeated NGO campaigns. Immigration is another sensitive issue, with perceptions that it leads to more pressure on services and causes further regulation and cut-backs. Race riots occasionally break out in some parts of the country.

what is the state of the nation's health?

In what is seen as the most efficient approach from a monetary perspective, primary and secondary services focused on prevention take the form of sweeping regulation backed by strong government campaigns on minimum amounts of exercise and dietary guidance. Many workplaces have mandatory exercise breaks. As a result, the incidence of chronic disease is falling, the nation is generally healthier and obesity hasn't risen as much as anticipated. There is, however, little money available for specialist drugs when ill health does strike – and those in a so-called 'underclass' aren't eligible for free healthcare because they don't abide by government regulations.

'I'm in your hands'

what kind of world are we living in?



what is the state of international relations?

Global trade has not grown consistently in the past decade, and in some years it has actually contracted. Some observers have called this “the retreat of globalisation”. There are strong international agreements around particular aspects of sustainable development, but concerns about targets being missed by rich countries, which prioritise their own wellbeing.

what is the role of business in society?

Big businesses are working with governments to help deliver desirable social and economic outcomes, and the public expects nothing less. Brands are strong, and act as the vehicle for long-term relationships with the consumer. Trusted, reliable, paternalistic brands do well in this world.

how has energy infrastructure changed?

Energy generation remains centralised, although small breakaway local networks are slowly growing in number and importance. Centralised grids are regulated and run much more efficiently than a decade ago. The relatively easy availability of coal has prompted strong investment in clean-coal technology, but carbon capture and storage (CCS) has yet to be rolled out at scale, having suffered from numerous technical hurdles. Meanwhile, demand for energy has fallen significantly as a result of wide-ranging efficiency measures, including better transmission technology. Oil prices, however, have soared, in part because of the lack of well-developed alternatives (especially in the transport sector). High carbon pricing has also contributed to making energy from fossil fuels very expensive.

how has transport infrastructure changed?

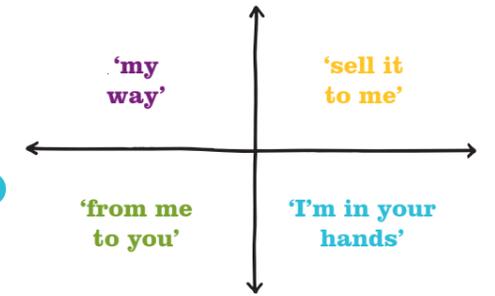
Infrastructure hasn't changed significantly since the early years of the 21st century, although it is now regulated and run much more efficiently. Transport infrastructure is running at capacity. Congestion remains a problem on the roads, despite the fact that fuel costs have soared, and the use of pricing mechanisms which regulate road use to ensure that it is as efficient as possible. Coach travel is booming, with dedicated motorway lanes and coach stations at major motorway junctions.

what has happened to supply chains?

Supply chains are simpler as a result of vertical integration. A small number of companies dominate the sector, with the big retailers progressively buying out their suppliers. Transport infrastructure is used efficiently by the retail sector. New options for freight, such as very long freight trains and airships, have freed up some road capacity as well as replacing some conventional air freight. Tight regulations ensure that freight transport utilisation rates are as high as possible.

'I'm in your hands'

what kind of world are we living in?



how is the retail sector regulated?

Retail is heavily regulated, but in large part this regulation has been developed jointly between governments and the main commercial players. Strict government guidelines regulate the sustainability standards of products on shelves, for instance, but most retailers are content to work to these guidelines because they provide a level playing field.

Planning and transport regulation closely follows National Plans. Businesses are being given ever more responsibility for achieving government targets, such as the maintenance of healthy fish stocks in local waters, and they risk penalties if those targets are missed.

what are the big global issues of the day?

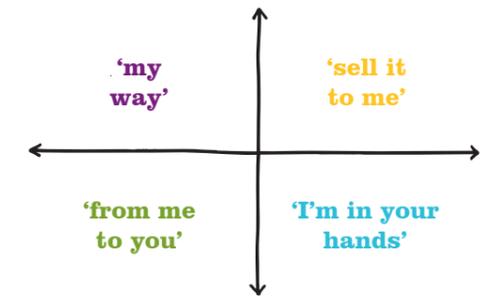
As in a number of western countries, there has been a resurgence in the importance of political parties, which compete over how best to rekindle the economy. There is lively debate about taxation levels and the role and extent of the welfare state.

Countries prioritise their own wellbeing, and tend to be very inward-looking. Volatile commodity markets, for example, have provided the incentive for many countries to focus on becoming more self-sufficient, making 'resilience' their watchword in the face of global change.

Food security in particular is high on most countries' agendas. Strong nations have centrally directed and planned food policies, maximising the efficiency of their land use through subsidies, using new biotechnologies like genetic modification, and stockpiling food where they can. In the face of these efficiency pressures, and greater automation, the difficulty of maintaining the number and quality of jobs in the sector is a contentious issue.

The pre-eminence of national priorities such as food security does mean that global sustainability slips down the public agenda. There is less focus on the social and economic potential of international trade.

'I'm in your hands' shopping experience



what are we asking for?

Consumers want to be looked after. They want to trust businesses and governments to provide what is best for them. Less interested in shopping as a leisure activity, they want the products they do buy to be effective and durable. Shopping is more functional than it used to be, with consumers often choosing processed foods and specific services. The average consumer doesn't have much spare income, and price has to come first – but there's still a significant market for 'treats', as consumers trade up on occasional indulgence products. Most consumers will happily commit to long-term contracts, hire-purchase agreements and similar 'tied in' arrangements, if it means better quality and value for money.

where do we shop? which new companies do we buy from?

Big retailers increasingly dominate the high street, where many shops are essentially just showrooms: people come and browse, place an order, and then have their purchase delivered along with their normal regular shopping. Smaller high streets, especially in lower-density settlements, are in economic decline, with chains withdrawing and other shops closing down.

Companies are consolidating as a means of managing reputation risk and taking more control over operations. Many companies in the retail sector own the whole sequence of operations from production through to sales and disposal. It is a world of big business, where small or independent organisations find it difficult to make headway. However, large and trusted brands from outside the sector are moving into the retail space, where they

can prove highly competitive, notably in such areas as the provision of service contracts.

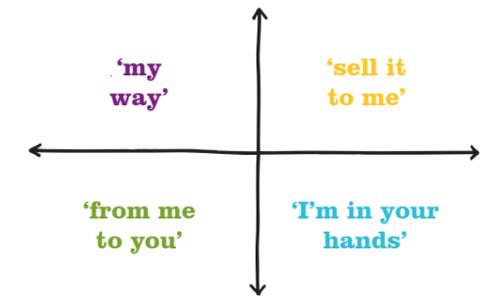
where do products come from?

Many western countries have become more self-sufficient in food and household products. In part this is the result of government drives for food security. Other drivers include rising transport and distribution costs.

how do we use the internet?

The internet is heavily used. It has largely replaced the supermarket as a means of obtaining basic supplies, and is used across the piece to automate systems, mainly via the ubiquitous use of electronic tags (such as RFID tags) to track the location and status of all kinds of products. Not only does this enable retailers to know when a consumer has used up a given product but it also makes products comprehensibly traceable in respect of exactly where everything comes from, how it was produced, by whom and to what standards. This has undoubtedly increased supplier standards, but it can make it difficult for consumers to access anything produced by smaller, uncertified suppliers.

'I'm in your hands' shopping experience



how do we use other technology?

There has been a slight decline in spending on research and development in recent years. Fewer new technologies are being brought to market, but there have been significant advances in systems and networking technology in particular. The pharmaceutical industry increasingly aims to deliver drug treatments via foodstuffs, clothing and other household items, such as conditioner, face cream or even bed linen.

For consumers, technology is often the route to the best deal when shopping. Many retailers make time-limited special offers available to people in the vicinity of their store, alerting potential customers to these offers via instant messaging to their personal devices.

what media do we use?

The media industry remains quite centralised and regulated, despite the increased use of the internet. By contrast, much brand communication is highly targeted, and brands can exploit the huge amount of personal information in their possession in order to deliver highly personalised messages to consumers. In general, people place much more trust in central and brand-based sources than in user-generated media, which feel very ephemeral and often inconsequential.

how do we engage with retailers and brands?

Brands are the all-powerful tools for consumer engagement, especially those with a long heritage. Traditional advertising, through print, broadcast media and online, remains relatively healthy. Relationships with consumers

are strong, with some retailers even operating compulsory loyalty card schemes. Consumers are accustomed to the fact that retailers and other organisations own a lot of data about them (based on their transactions, daily activity and online profiles), and they trust that this will be used to provide them with better, more personal services.

how do we view sustainability?

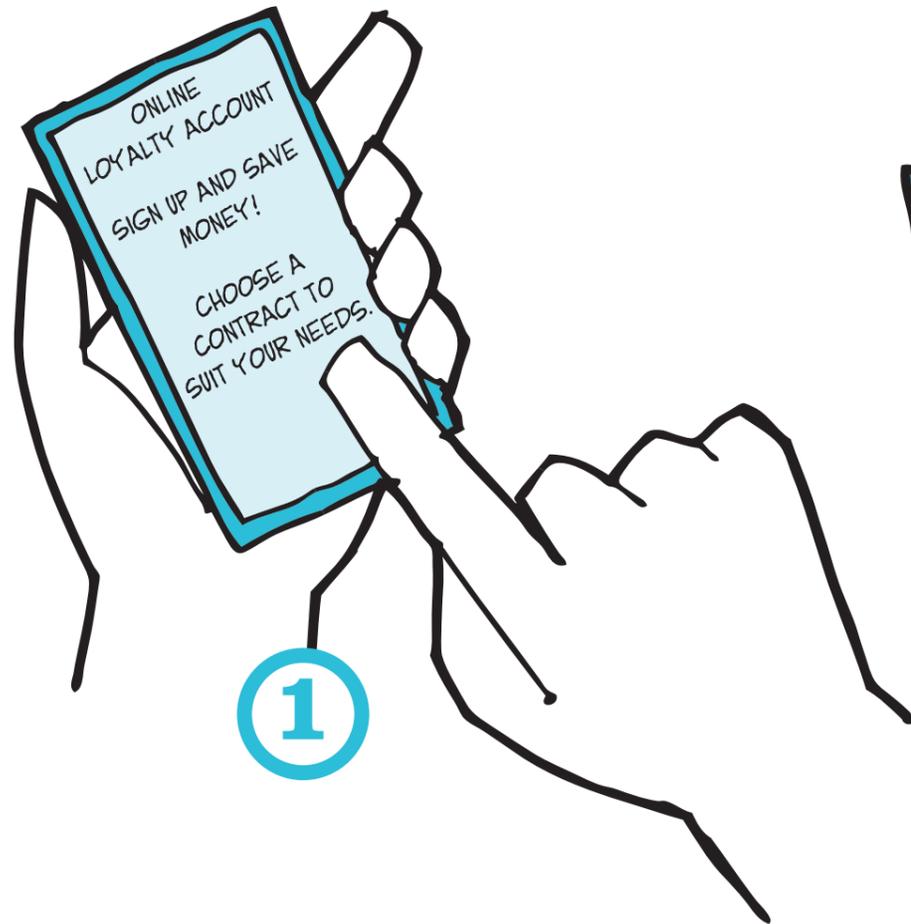
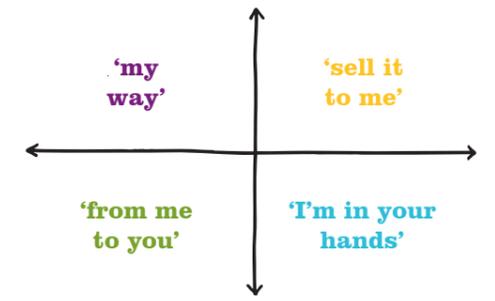
People view sustainability as critical. In the last decade the vulnerability of the global economy to resource constraints and unsustainable activity has been clearly felt. Resource intensity is a key sustainability issue; frugality is the norm, and a 'waste not, want not' attitude prevails amongst consumers. There is some resentment that the 'good times' of the noughties seem so distant, but for others the benefits of closer communities and simpler lives far outweigh any perceived loss.

how do we view climate change?

There has been a global agreement on climate change, which has set binding targets for all countries. Most people believe that governments should take the lead in combating climate change, making whatever changes are necessary to protect the nation's wellbeing. They trust the latest climate science, and, as extreme weather becomes more frequent, they see climate change as a very real threat to national security, to food production, to infrastructure and to vulnerable sectors of the population. As for their attitudes to what they buy, consumers expect products and services to be low-carbon as a matter of course.

'I'm in your hands'

Suzie's shampoo story



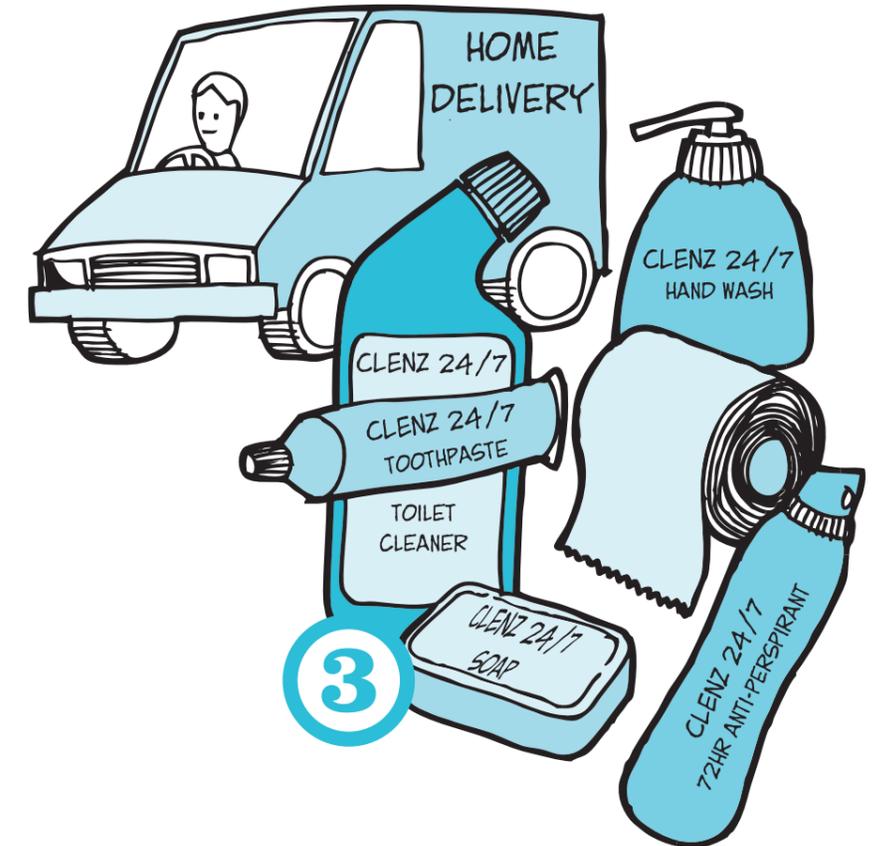
1. SUZIE DOESN'T HAVE MUCH SPARE INCOME OR TIME. SHE'S BEEN MEANING TO SWITCH TO ONE OF THE MANY BRANDED BATHROOMS SHE'S HEARD HER FRIENDS TALK ABOUT. SHE LIKES THE THOUGHT OF NOT HAVING TO WORRY ABOUT KEEPING STOCKED UP WITH PRODUCTS AND HAVING AT LEAST ONE ROOM IN HER HOUSE THAT'S SORTED OUT FOR HER.

SHE CHECKS HER COMPARE-APP TO SEE WHICH ONE WILL SUIT HER BEST.



2. SUZIE DECIDES TO WATCH A FEW PROMOTIONAL VIDEOS FROM THE DIFFERENT BRANDS BEFORE DECIDING WHICH ONE TO GO WITH - AS SHE'S PLANNING ON SIGNING THE MUCH CHEAPER 24-MONTH CONTRACT, SHE WANTS TO GET IT RIGHT!

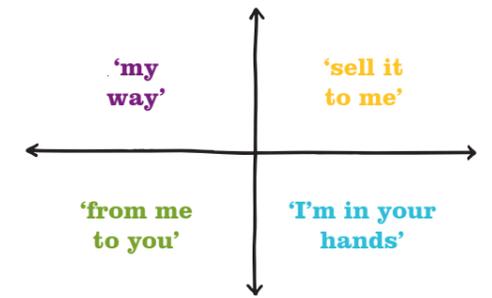
SHE EVENTUALLY GOES WITH CLENZ 24/7, OWNED BY THE SAME SUPER-BRAND SHE BUYS HER DETERGENT FROM, AS SHE KNOWS SHE CAN TRUST THEM.



3. SUZIE GIVES CLENZ 24/7 HER DETAILS - INCLUDING HER SKIN TYPE, HAIR TYPE AND FRAGRANCE PREFERENCES AS WELL AS HER FRONT-DOOR CODE. WHEN SHE GETS BACK FROM WORK THE FOLLOWING DAY, SHE'S DELIGHTED TO SEE HER NEW BATHROOM READY TO GO!

'I'm in your hands'

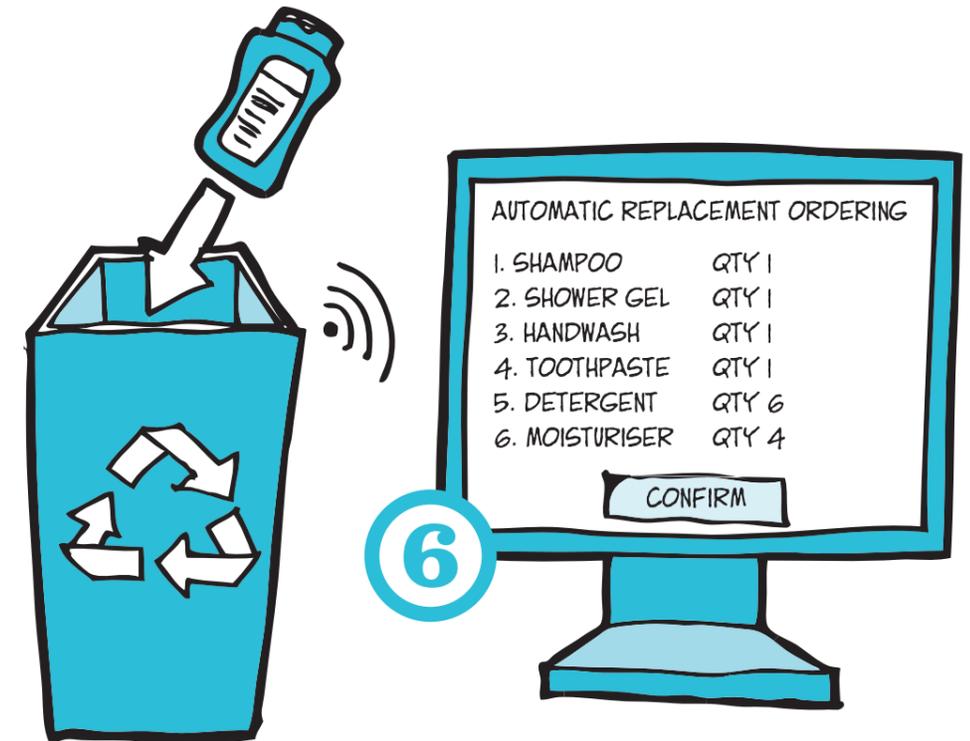
Suzie's shampoo story



4. SUZIE IS PARTICULARLY PLEASED WITH THE COORDINATED DESIGN SHE CHOSE FOR THE VARIOUS REFILLABLE CONTAINERS - FOR THINGS THAT ARE GOING TO BE IN HER HOME FOR A LONG TIME SHE WANTED TO PICK SOMETHING REALLY SMART THAT FITS IN WITH HER MINIMALISTIC TASTE. HER BATHROOM LOOKS VERY SLICK NOW!



5. DRIVEN BY WATER CONSERVATION AND ENERGY SAVING, NONE OF CLENZ 24/7'S INNOVATIVE SHAMPOOS REQUIRE CONSUMERS TO 'LATHER, RINSE AND REPEAT', ENCOURAGING SPARING USE INSTEAD. SUZIE APPRECIATES THIS AS IT SAVES HER MONEY. SHE KNOWS IT HELPS THE ENVIRONMENT TOO, BUT THAT'S NOT REALLY HER PROBLEM - SHE CAN RELY ON THE BRANDS SHE BUYS TO DO THE LEGWORK ON THAT.

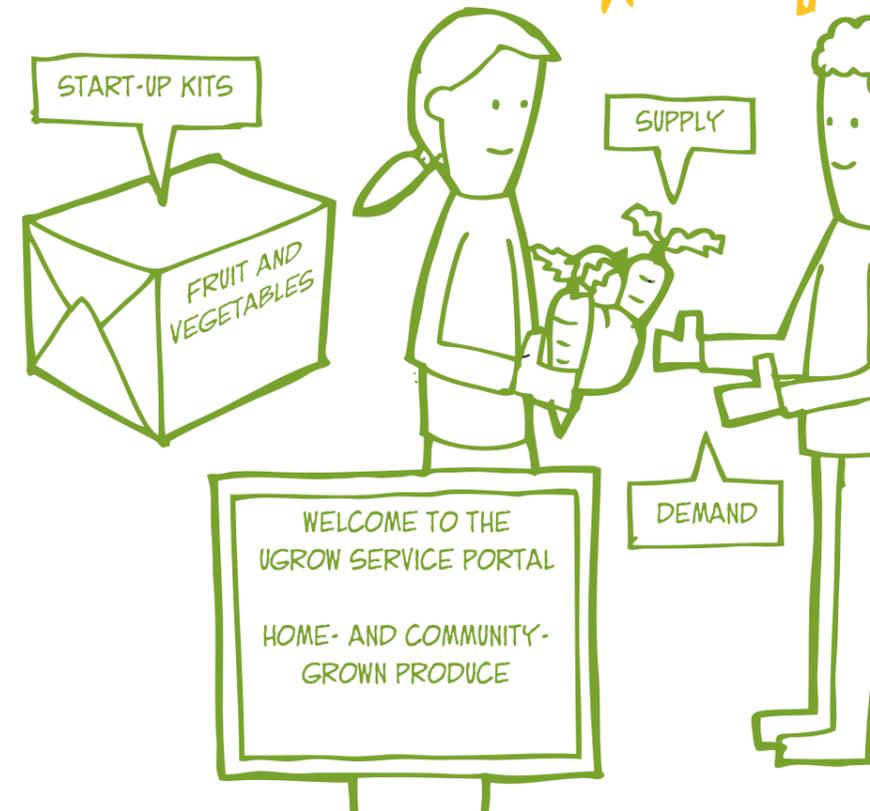
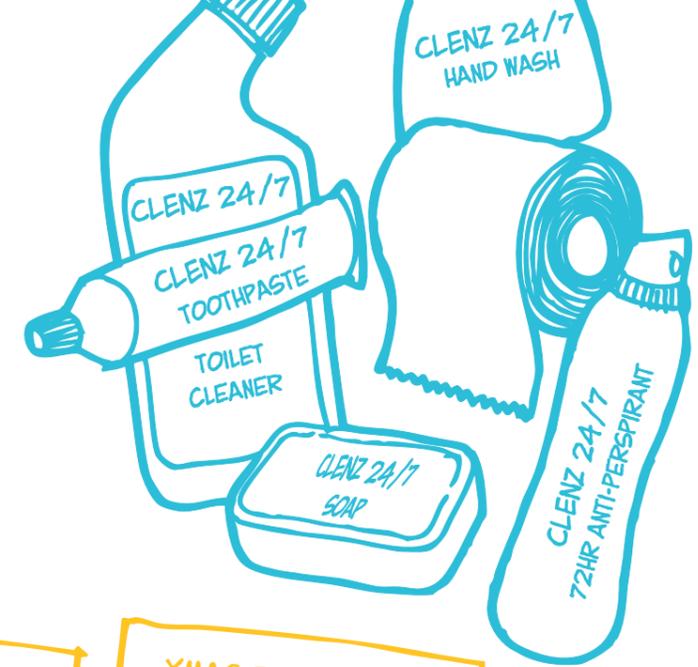


6. SIX MONTHS ON, AND SUZIE IS PLEASED WITH HER BATHROOM SERVICE. SHE'S MADE A FEW TWEAKS TO FRAGRANCES ONLINE AND HAS ADDED CLENZ 24/7'S MAKE-UP RANGE TO IT AS WELL. ANOTHER THING OFF HER MIND! SHE TENDS TO FORGET THAT SOMEONE POPS IN EVERY NOW AND THEN TO REFILL AND CLEAN THE CONTAINERS.

consumer futures 2020

SCENARIOS FOR TOMORROW'S CONSUMERS

To find out more and join the debate on sustainable consumption visit:
<http://www.forumforthefuture.org/project/consumer-futures/overview>



Sainsbury's

