Navigating Uncertain Times

A Scenario Planning Toolkit for the Arts & Culture Sector

Detailed Scenarios

October 2020

AEA Consulting

Commissioned by Wallace

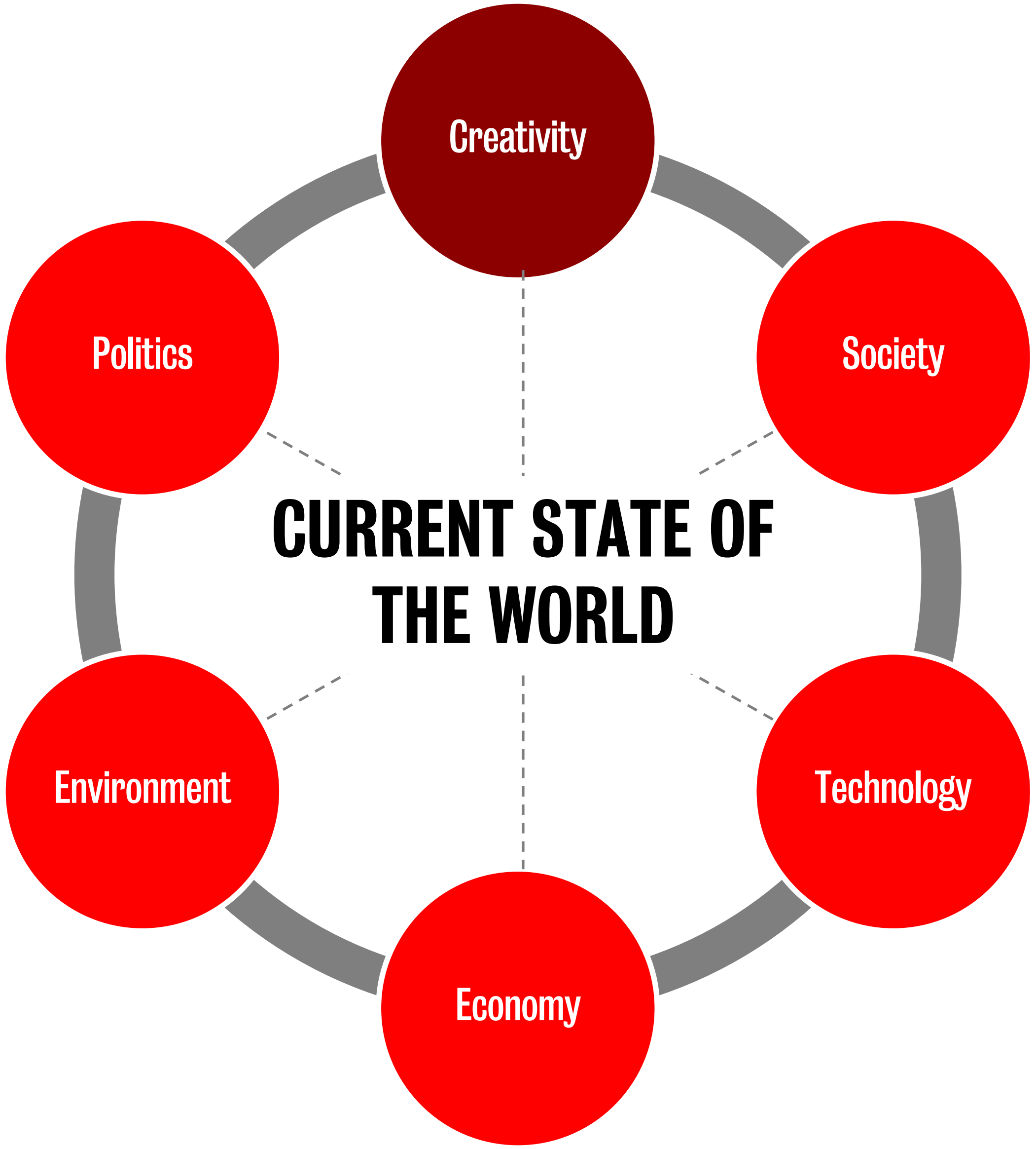
Current State of the World

Where Are We?

AEA Consulting regularly tracks and monitors global trends with the potential to significantly impact the arts and culture sector. This research is used to inform our client work in the development of strategic plans, capital project feasibility studies, cultural policy, etc.

Initially, in response to the COVID-19 pandemic and continuing during the anti-racist uprisings in the summer, we expanded this research to identify more than 90 trends currently impacting the global macro drivers of the STEEP framework: **Society, Technology, Economy, Environment, and Politics**. We have complemented that framework with our existing library of arts and culture trends – grouped as **Creativity** – to create a comprehensive picture of the *Pre COVID-19 State of the World* related to the arts sector.

The COVID-19 pandemic and the anti-racist protests are themselves drivers in what the future will look like. These events will impact our future in many ways, accelerating some existing trends while creating others that are altogether new. While not every trend will be impacted by the virus or the protests, the future state of the cultural sector will be a composite of the various macro drivers identified here.



Trend Analysis

Overview of tracked trends – please see Appendix for more details and statistics

Framework	Forces	Example Trends
Creativity	Creative activity	Increasing participation, Expansion of creative education, "Superstar creators"
Society	Demographics	Rural / urban disparities, Increasing percentage of minorities in population, Aging population
	Social behavior / leisure	"Always on" / time deficits, Convenience-focus, Self improvement
	Health & wellbeing	Mental health awareness and rise of wellbeing habits, Increasing longevity and quality of life, Anxiety economy
	Travel	Overcrowded global hotspots, Event-centered tourism, Solo travel
Technology	Technology & digital	Proliferation of Big Tech, Privacy concerns and need for ethical data use, Financial technology (blockchain / cryptocurrency)
Economy	Economy	Consumer-focused economy, Millennial malaise, Inequality and product bifurcation into premium and value categories
	Government spending	Rising cost of welfare (esp. healthcare programs), Limited U.S. federal arts spending, Local funding for valuable programs
	Philanthropy	Focus on diversity / inclusion / social justice, New changes in U.S. tax codes for donations, New tools for donors
	Employment	Gig economy, Continued growth of knowledge economy, Increased employee turnover
Environment	Climate change	Increased awareness and collective action, Private industry focus on sustainability and innovation, Rise of climate disasters
Political	Politics	Polarized political movements, Rise of Asia, Changing threat of terrorism
	Civic engagement	Black Lives Matter movement, Focus on social equity in grassroots initiatives, Crowdsourcing

Future States of the World

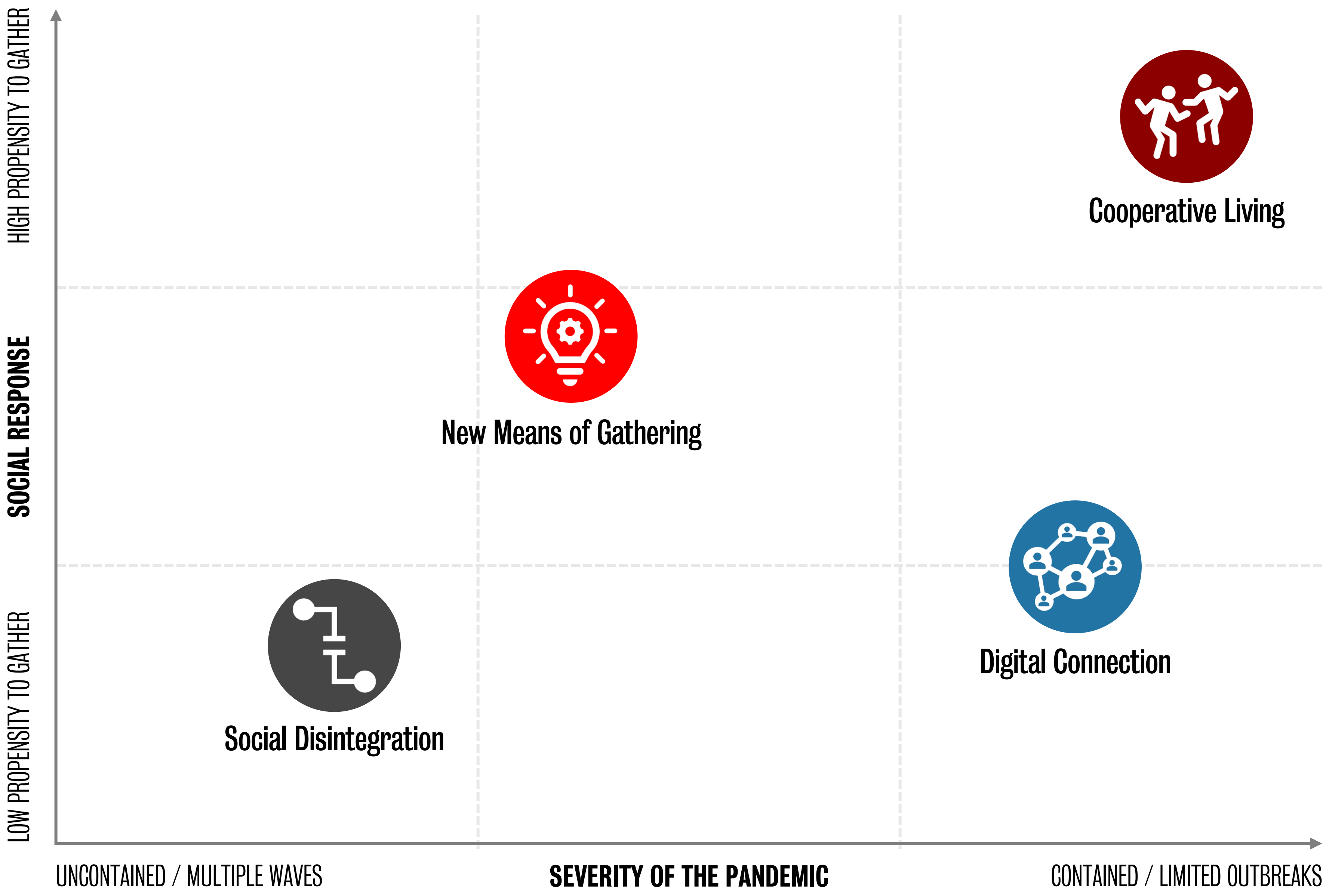
We have plotted four potential future scenarios

1 **Cooperative Living**
The virus is largely controlled within 12-15 months and focus on social justice grows, creating a new sense of optimism and rush back to the social scene with vigor and enthusiasm

2 **New Means of Gathering**
A resurgent virus creates significant challenges but, ultimately, deeply ingrained social behaviors persevere in transformed ways

3 **Digital Connection**
While the COVID-19 pandemic is contained, the threat of future outbreaks leads to continued physical distancing and focus on digital interaction

4 **Social Disintegration**
Prolonged outbreak of COVID-19 and recurring pandemics from a mutated virus lead to the decline of social life and underlying support systems



Overview: A Guide To Each Scenario

Each of the four scenarios within this document is described in five pages:

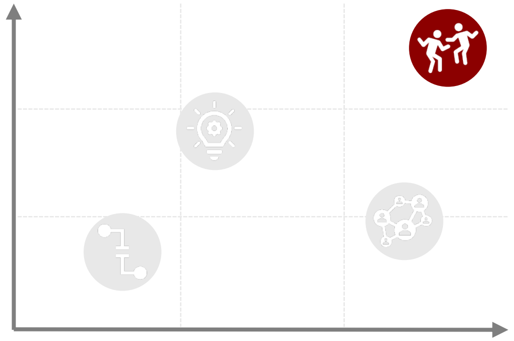
1. Overview – provides the introductory "story" of each scenario and lists potential critical implications the sector may need to consider in this future
2. Macro Forces – identifies the trends that are making the largest impact within each force in the the CSTEEP framework
3. Arts & Culture Sector Indicators – a directional look at ten metrics that show where the sector is headed
4. Arts & Culture Sector SWOT Analysis – a look at the strengths, weaknesses, opportunities, and threats for the sector
5. Arts & Culture Sector Stakeholder Impacts – a review of key developments for each of ten stakeholder groups in the sector

The Summary section at the end of the document highlights key indicators for each scenario, and comparison of impacts on the arts sector and impacts on audiences by scenario.

We have also provided a set of blank scenario pages to allow for the creation of alternative scenarios to further target specific contexts or organizational needs.

Scenario 1: Cooperative Living

Overview



What Happens

The COVID-19 pandemic is controlled by late spring 2021 thanks to continued coordination between governments and the private sector, and the scientific community then leverages new technologies – genome sequencing, machine learning, advanced methods of production, etc. – to develop and deploy a broad vaccine against the virus, calming fears and creating a sense that we can "conquer" biology. Alongside early successes reforming institutions in the wake of the anti-racism protests in 2020, a new era of optimism emerges, with deep social engagement.

In contrast to the anxiety seen during the early days of the spread of COVID-19, **the relatively quick defeat of the virus ushers in a new optimism and sense that the collective will of society can accomplish big things.** Alongside the new vaccine comes a rush to return to social activities – large-scale events such as concerts and sporting events see record attendance as people are excited to return to the ways of life previously known. In-person activities are in some ways more popular than they were before, though they are now more focused on activities that demonstrate a new collective focus and energy. The Black Lives Matter movement delivers new, lasting changes, and the movement for climate justice is now at the forefront.

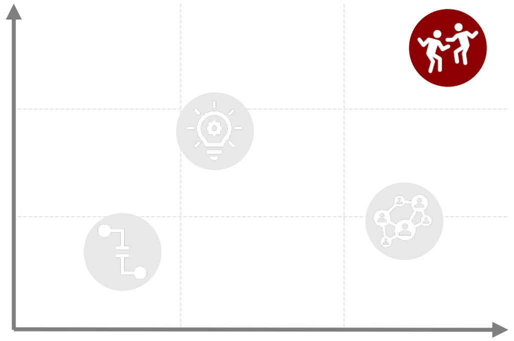
The cultural sector returns with a focus on new creation and participatory events. The sense of collective good and broad-based justice takes on an even larger focus as a part of artistic work, with individual artists and smaller creative organizations returning with new prominence, having managed creative energies on shoestring budgets in the interim crisis period. Audiences focus on "values alignment" and return to organizations that provide a forum for people to come together, particularly culturally specific organizations with close ties to their communities. Artworks and productions that effectively mix digital and analogue activities are increasingly popular, especially those that do so in a way that effectively leverage the development of new technologies after the crisis – but also navigate privacy concerns.

Critical Implications

- Mission-oriented engagement with large-scale social issues is important, as audiences are seeking out opportunities to deal with larger issues and build collective justice.
- In the wake of anti-racism protests, pressure builds for more representative Boards and institutional change. Culturally specific organizations take on new prominence and become a new funding focus.
- Participatory events are a focus, with audiences interested to join artists' journeys.
- Employment rebounds, and interest in workers' rights mean that pay is increasing for junior-level and less-skilled labor.
- A tech backlash means there is increased focus on privacy issues on digital platforms.
- Mental health is an increased focus.

Scenario 1: Cooperative Living

Macro Forces



CREATIVITY Arts Economy Arts Participation

Participation in creative acts dramatically increases as people re-emerge into a more hopeful perspective on the future – resulting in new collective initiatives.

There is continued focus on both production and consumption of new creative work across disciplines (including continued growth of the creative industries), particularly works that recall this unique time in history.

Renewed interest in arts' links to holistic health – physical and mental.

ECONOMY Unemployment Rate

The economy returns more quickly than expected, as pent up demand and re-employment bring strong buying as shutdown measures end. However, consumers begin to reduce their debt loads, which lowers chances for medium-term growth upon exit from the pandemic.

Government interventions focus on propping up existing business, but reduce available capital for innovation as Asia continues to advance as global leaders.

Government spending focused on healthcare continues to reduce funds for other needs, and philanthropy spends a large portion of funding on social support organizations during the crisis.

SOCIETY Domestic & International Travel

The collective goodwill driven by "solving" the pandemic – the first truly global crisis seen in multiple generations – brings people together in a new way, similar to the post-World War II boom in the US.

The Black Lives Matter movement is subject of continued focus for individuals and organizations alike, as there is a move to tackle systemic racism through collective action.

Volunteerism spikes and people seek to make up the "lost time" by socializing through shared causes.

Mental health is an increased focus, both at personal (self-care routines such as meditation) and social levels (creating new paths to meeting neighbors up to new experiments with communal living).

Impacts on travel are split, with some returning to prior habits but others focusing on local trips with family.

ENVIRONMENT CO2 Emissions

The hope created by the control of the pandemic means people begin to turn attention to developing solutions for other global problems – with climate change the next concern.

The slowdown caused by the pandemic guides initial steps – limiting travel (both international and commuting) and finding new technologies that can support efforts.

TECHNOLOGY Daily Average Screen Time

Big Tech is a near-term winner of the crisis, with large cash reserves it can draw upon to take up new opportunities; however, there are signs of a backlash as people return and seek to rebuild (physical) social connection.

One tech sector that sees continued support is biotech and health-focused technologies, as people see them as key to the prevention and defeat of any future outbreak.

POLITICS Voter Turnout

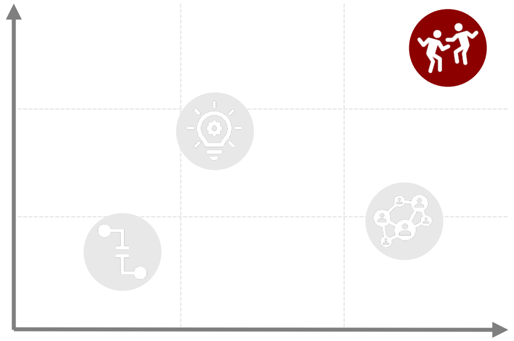
Civic engagement returns following the crisis, as the collective goodwill of joining together to defeat an invisible enemy creates new bonds between people.

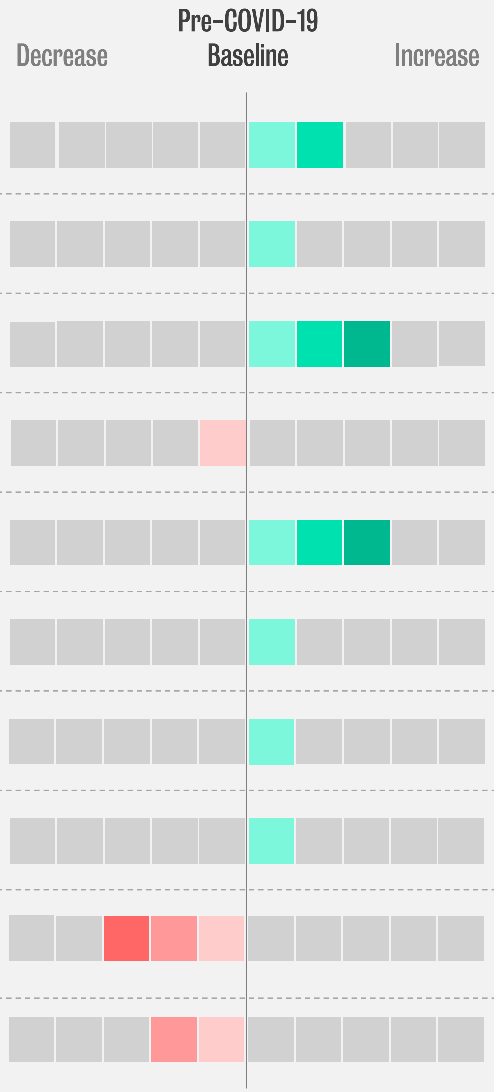
Volunteerism is at a new high, and the increasing focus on identity divisions reduces, as focus is placed on collective justice and how countries who responded in a unified way had much better outcomes to the pandemic.

While the Trump administration is defeated in November, the GOP maintains a slim Senate majority, miring U.S. politics in another four years of upheaval, disagreement, and partisanship.

Scenario 1: Cooperative Living

Arts & Culture Sector Indicators

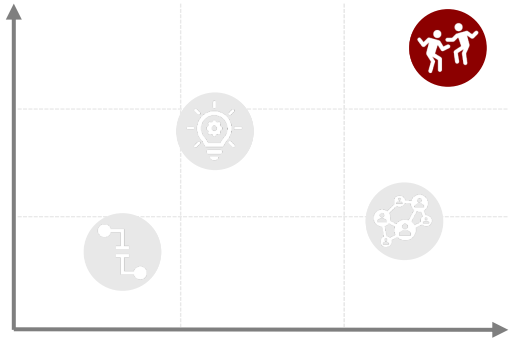




In-person attendance	In-person attendance returns, and audiences are looking for ways to come together collectively.
Digital consumption	Digital consumption of arts activities fall from previous highs immediately after the pandemic, but are still higher than previous baselines. A broader sharing of economic gains means that more people have access to digital tools.
Audience diversity	Diversity of audiences increases as organizations mount a concerted effort to reflect and connect to people from a wide range of backgrounds – with the focus on diversity growing to Boards and staffs of organizations.
Employment	Arts sector employment decreases slightly, as there is some winnowing out of organizations after the pandemic.
New work created	The interest in participatory creation and continued engagement with digital tools means there is a wide range of new work being created for new and smaller organizations to tap into.
Producing organizations	More organizations focus on producing work created by or closer to their communities of origin.
Earned income	Earned income levels are up slightly as entrepreneurial activity is supported.
Individual philanthropic giving	Individual philanthropy is somewhat higher given the stronger economy and increased interest in civic-minded support.
Organized philanthropic giving	Organized philanthropy greatly reduces funding, as foundations regroup following the massive levels of support required to keep orgs afloat after the pandemic; there is more focus on funding equity and culturally specific organizations.
Government funding	Government funding continues to decrease as state and local budgets are depleted after the economic declines during the pandemic and focus on priorities beyond the arts sector.

Scenario 1: Cooperative Living

Arts & Culture Sector SWOT Analysis



STRENGTHS

- Human and economic costs are minimized for the sector. Government coordination and intervention saves lives, as well as institutions and the jobs they provide.
- New creators emerge from the crisis, with a focus on collective generation of creative work – independent artists and small-scale organizations take on increasing prominence. The increase in participation means there are more creative options available to choose from than ever before.
- The social goals of the arts take on new prominence, as do mental health aspects.
- There are new flexible work opportunities, allowing for employees to work from home. A new raft of volunteers appears to help not-for-profit organizations and provide new energy.

WEAKNESSES

- The relatively quick victory over the pandemic means that potential lessons may not have been fully learned – and potential gains in resilience planning are not enacted once the "return" begins. There is a false sense of security around capitalization and future planning efforts.
- Government funding decreases slightly, and foundation funds are depleted in helping rescue legacy organizations – new funding sources continue to be needed to replace these declines.
- The rise of Asian markets decreases demand for U.S. arts and cultural productions abroad; costs to mount these shows also increases.
- Increased cost base from new employee protections.

OPPORTUNITIES

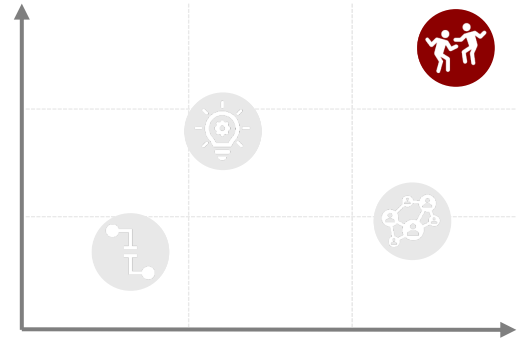
- New creators and increased participation open doors for a new age of artistic practice; close community engagement provides an opportunity for "co-creation."
- The arts and creative sector can lead on developing new, open technology tools that prioritize people and maintain privacy standards. Groups that can mix analogue and digital activities can be leaders.
- Funding priorities shift to smaller, culturally specific organizations.
- Move away from cities reduces cost pressures on artists and allows them to continue living and working in many existing set-ups.
- New venues help promote public space and new forms for community.
- Arts in suburban venues increase in demand, as former urban dwellers move out.

THREATS

- Emerging digital practices offer alternatives to in-person experiences.
- Reduction in large-scale travel means new audience options are limited.
- For-profit businesses continue to hold a significant funding advantage, providing them larger marketing budgets and a leg up in the competition for use of time.
- Philanthropic funding may be crowded out due to focus on other priorities (e.g. systemic racial justice initiatives, climate change).
- General sense of complacency or indestructability limiting innovation and resilience.

Scenario 1: Cooperative Living

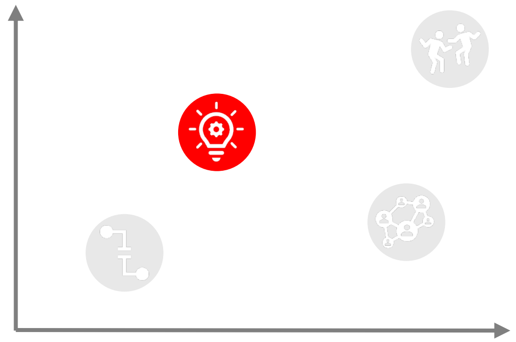
Arts & Culture Sector Stakeholder Impact



Individual artists	The independent artist, especially those coming together in small group collectives, takes on increased focus. The roles of "superstars" decrease, replaced by broader goodwill.
Arts organizations	Arts organizations become more community focused and diversify their staffs and audiences. Smaller organizations – including many culturally specific organizations – that are more agile and engaged with their communities have a new opportunity to succeed, reversing a long-term trend.
Arts educators	As creativity broadens, there is continued interest in informal means of arts education. Focus on impact-centred funding also means that many organizations turn their attention here to make their case to donors.
Visual arts	Visual arts find new purchase in smaller scale works from new artists, with less of an overall reliance on the larger names that had been driving the art market. The dramatic cut of international art fairs immediately following the crisis also means there is increased connection to local communities.
Performing arts	Small-scale organizations collaborate to produce one-off performances – a move away from institution building. While the social setting of theatres and music returns to importance, many artists merge this with digital advances. Streaming begins to contribute to artist pay through licensing or self-production.
Other cultural activities e.g. literature / science / history	Science organizations take on additional prominence as people celebrate science following the control of the pandemic. History-focused organizations also have a clear role in gathering and contextualizing materials about the time of the pandemic.
Creative industries e.g. film / fashion / architecture	While it takes some time for smaller for-profit entities to bounce back, the creative industries leverage broader societal interest in collaboration and creativity, which allows them to resume their pre-COVID growth track.
Individual philanthropy	Individual philanthropy flattens in the immediate years following the crisis, as people refocus giving. Appeals are directed toward issues of justice and broader needs for support of workers in cultural organizations.
Organized philanthropy	While funding overall decreases following significant spending to keep organizations afloat, philanthropy does focus on getting funds to individual artists and creators. Funders' focus on the broader ecosystem-level to achieve their goals means arts organizations begin to draw clear lines to their broader impact.
Cultural infrastructure	The role of high-end, large-scale arts buildings diminishes, replaced by an increased focus on gatherings in public spaces. More spaces for makers and creators of all types – analogue and digital – are being created.

Scenario 2: New Means of Gathering

Overview



What Happens

The COVID-19 pandemic passes within eighteen months but resurges six months later as the initial vaccine is not as effective and less-available than forecast, causing new rounds of furloughed workers and the reintroduction of social distancing measures. U.S. governments at many levels are slow to respond, and the public is initially reluctant to comply with new containment measures. New outlets for public engagement emerge, particularly to progress social justice.

The desire to gather in-person was in full effect during the six-month "all clear" period in 2021, with many focused on social engagement and restaurants and museums experiencing near capacity visitation numbers. The virus' return spells bad news for the hospitality and entertainment sectors, but it does not entirely prevent social gathering as people look for new and innovative ways to safely engage outside of the home and work to advance social justice movements through alternative means. Digital location and biometric tracking advance further during the second wave, to identify hotspots and potential virus carriers. Some, including vulnerable populations, choose to stay home using primarily digital means of engagement. Meanwhile, the early signs of flight from dense urban centers increase during the recurrence: wealthy city dwellers flee to the suburbs, largely leaving major metro areas to lower income households.

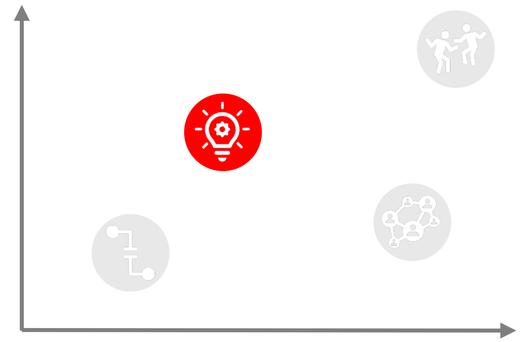
The cultural sector reopened with initial audience enthusiasm at a level not seen in years. While some small and mid-sized organizations were forced to close, more nimble companies and those focused on social justice issues relaunched immediately. Legacy institutions sought to draw back audiences with "We are back!" seasons – but these are suddenly cancelled at the second outbreak. Venues adopt long-term social distancing practices and new digital platforms allow audiences to connect from home. Young artists, many focused on carrying forward the Black Lives Matter movement, used the quarantine as an incubation period for new ideas and methods of distribution, fundamentally altering how many people consume and value arts.

Critical Implications

- A "double dip" recession brought by a second virus wave increases unemployment.
- There is continued desire to gather as the pandemic increased loneliness and depression; arts organizations engage low-cost production models in physically distanced venues.
- Protests in support of Black Lives Matter and other social justice campaigns become primary locations for site-specific artworks.
- Creative production rises as artists seek new methods and distribution platforms for socially engaged content, with a good deal of creative activity moving to the digital space.
- Contact tracing and health monitoring are seen as critical, with government surveillance welcomed and taking hold in most states.

Scenario 2: New Means of Gathering

Macro Forces



CREATIVITY Arts Economy Arts Participation

The upcoming Generation Z is labeled the "creative generation" as they continue to invent new ways of expressing themselves through physical and digital means, especially as COVID-19 recurs. Many of these creators are focused on work that engages with the long history of systemic racism.

With the loss of most TV/film production and regular sporting events declining, solo artists (visual and performance) take new precedence and amass greater followers.

ECONOMY Unemployment Rate

Western economies shrink significantly, and unemployment rises. Hospitality, entertainment and tourism are hit hard, causing financial hardship for many.

The gig economy increases to more than 50% of the workforce as most people seek new employment and/or second jobs.

Government funding for the arts and education declines as spending is re-prioritized toward healthcare and other ‘vital’ services.

SOCIETY Domestic & International Travel

Consumers reprioritize their activities to ensure that essential tasks – health, food, social justice activities. – come before luxury and leisure items.

Protests in support of Black Lives Matter become a primary means of engagement outside the home.

Those who wish to gather in smaller groups, or not go out at all, gravitate towards digital modes of social engagement.

While many continue to focus on advancing diversity, social bubbles do emerge in these forums.

Younger generations take an outsized role in spending and working, while the elderly remain in relative isolation.

Physical and mental health generally decline and special attention is paid to psychology as the effects of quarantine become more apparent.

ENVIRONMENT CO2 Emissions

Climate change remains a grave concern, but funding and policy progress slows as pandemic response consumes government action.

Climate crises continue to occur with slower cleanups during pandemic periods causing long-term regional impact.

TECHNOLOGY Daily Average Screen Time

Many people opt-in to continuous location vital-sign monitoring through wearables, with some stores and restaurants requiring them.

Civic action groups form to ensure the responsible use of personal data and enhanced accountability for those who misuse it

Consumers continue to receive content through digital streaming services, but many also block out hours or days for digital detox.

POLITICS Voter Turnout

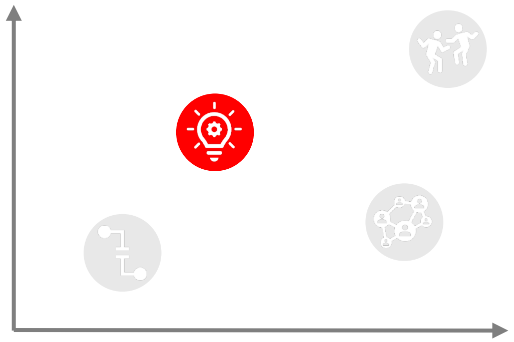
U.S. politics continues to be polarized with no consensus on how the pandemic should be dealt with.

Digital echo chambers further the political divide, but the effect is blunted by those who recognize that the virus attacks everyone regardless of political party.

The U.S. adopts more authoritarian privacy policies in order to track pandemics and the movement of the public – although changes are generally welcomed in the interest of public safety.

Scenario 2: New Means of Gathering

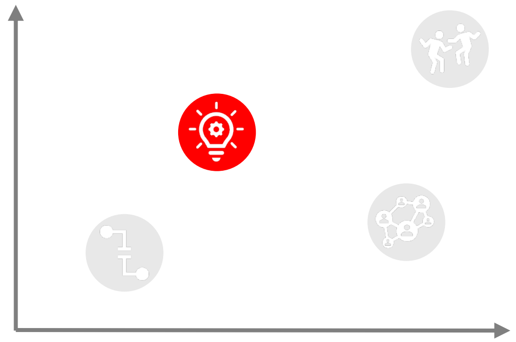
Arts & Culture Sector Indicators



Decrease — Pre-COVID-19 Baseline — Increase

In-person attendance	In-person attendance declines slightly as more frequent small gatherings counter losses from large organizations.
Digital consumption	Digital consumption increases as those who remain home continue to seek alternative arts consumption methods. However, there is still a significant digital divide between the haves and have nots.
Audience diversity	Audience diversity at the organizational level decreases for many primarily white institutions, as urban flight enhances many racial and class divides. Culturally specific and more progressive companies see an increase in audience diversity.
Employment	Employment in the arts and cultural sector shrinks as many mid- and small-size companies have closed; companies of all sizes that have survived also work with fewer full-time staff.
New work created	There is an increase in the volume of artistic work created and published by new creators on social media and new digital platforms – much with a deep social engagement.
Producing organizations	Producing organizations thrive, especially those that seek alternative venues in which social distancing can be maintained throughout a performance.
Earned income	Earned income shrinks per company as social distancing requires lesser capacity; budgets remain balanced however as fixed costs and staff costs go down as well.
Individual philanthropic giving	Individual giving decreases on the whole as another recession looms, and those with the means to give seek to donate to health and social justice causes rather than the arts.
Organized philanthropic giving	Organized philanthropy increases as foundations embrace their role in keeping the sector alive despite changing business models and uncertain economic times.
Government funding	Government spending is focused on health, innovation and the environment as overall funding for the arts is reduced.

Scenario 2: New Means of Gathering
Arts & Culture Sector SWOT Analysis



STRENGTHS

- The arts were sorely missed, with content in high demand; large organizations can leverage existing repertoire/catalogue of content to provide out-of-the-gate, while agile, small organizations move quickly to present new material.
- Culturally specific organizations become increasingly relevant among arts sector bodies.
- Significant levels of institutional knowledge allow organizations to restart from "the ground up."
- Proliferation of new content as creators used the quarantine to develop new ideas and methods for distribution.
- Organizations become more agile, and flexible work-from-home policies become more common place; this also helps in efforts to diversify staffs.

WEAKNESSES

- Fewer organizations exist overall as many poorly capitalized organizations closed during the market volatility; the sector is now bi-furcated into larger/better-established organizations and smaller/more nimble companies.
- Long-term season planning and exhibition scheduling slows due to the uncertainty of future pandemics.
- Cash flow issues continue in the face of recurring work stoppages; few organizations have the significant cash reserves required to persevere through further stoppages.
- Many furloughed or laid-off employees seek more constant employment and do not return full-time to the sector.
- Funding pressures mean that many Board seats continue to be used as funding tools, rather than ensuring thoughtful representation from communities and stakeholders.

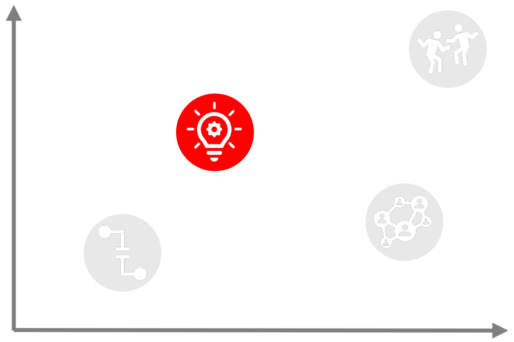
OPPORTUNITIES

- There is a strong audience desire for both in-person and digital content, encouraging multi-platform distribution.
- Collaboration among industry partners (e.g. co-productions, travelling exhibitions) increases to offset new expenses related to sanitization and testing.
- More work is brought into outdoor spaces, often to neighborhoods historically underserved by arts organizations; new venues and existing venues built/modified to accommodate new capacity regulations and social distancing measures emerge.
- CRM (Customer Relationship Management) systems become more advanced with the breadth of new data being tracked improving targeted marketing and fundraising.
- Smaller cities see an uplift in attendance as the "creative class" leave major metro areas.

THREATS

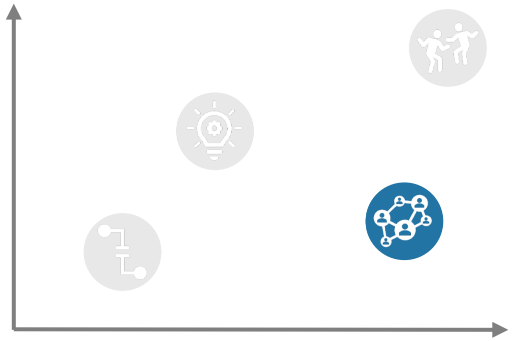
- Capacity falls as limits are placed on the number of people who can gather, and how close they can be together; ticket prices also fall as disposable income goes to life essentials and savings.
- Fractured politics and pandemic-fatigue mean some consumers steer clear from the arts in search of "light relief."
- The digital divide disconnects many arts organizations from potential audiences.
- Audiences become primarily local as international and domestic tourism slows significantly.
- Artistic training programs shrink or close as enrollment decreases and thought leaders fall victim to the pandemic.
- Urban-flight (and fear of using mass transit) decreases attendance in major cities.

Scenario 2: New Means of Gathering
Arts & Culture Sector Stakeholder Impact



Individual artists	Opportunities increase for solo artists with the means to produce digitally and/or in site specific locations. However, opportunities for some ensemble artists decrease as large venues delay opening or are forced to shut due to new capacity restrictions.
Arts organizations	Many arts organizations are cash strapped having burned through the majority of their reserves. Surviving organizations are slow to start up as institutional memory from furloughed employees does not fully return; however, the passionate support of audiences and volunteers helps to guide them through.
Arts educators	Arts education becomes a key focus for funders and organizations as schools open faster than art venues. The arts education employment pool surges as furloughed employees rush to fill vacancies.
Visual arts	Museums and galleries open cautiously, allowing visitors to enter but at smaller capacities and for shorter periods of time. International art festivals are on indefinite hiatus, although some turn to digital means of display and visitorship.
Performing arts	Smaller organizations turn to one-off events in non-traditional spaces in order to keep costs down and allow for quick changes during future pandemics. Surviving larger institutions rebuild from their existing assets, launching new seasons of previously performed work.
Other cultural activities e.g. literature / science / history	Reading and podcasting become primary methods of content consumption during the pandemic and continue to thrive as people begin to venture out. Science and history museums move primarily to online exhibits as many schools struggle to maintain regular school trips.
Creative industries e.g. film / fashion / architecture	Major creative industry players turn to Instagram and other digital platforms to engage with the public, amassing massive online followings. Future architecture projects focus on capacity, traffic flows, and isolation challenges in the face of ongoing pandemics.
Individual philanthropy	On the whole, individual philanthropy decreases as most people give to life-critical organizations or save more when future pandemics hit. Online giving through grassroots campaigns picks up in order to support micro-projects from individual artists and smaller organizations.
Organized philanthropy	Foundations focus on supporting sector survival and give to resiliency reserves as opposed to endowment funds. Government funding reduces significantly, but local authorities increase funding to specific organizations to support public morale.
Cultural infrastructure	Many new cultural infrastructure projects are paused or cancelled as philanthropy decreases. Individuals and organizations forced to close adapt unused infrastructure into communal gathering spaces for people looking to connect.

Scenario 3: Digital Connection
Overview



What Happens

The medical response to the COVID-19 pandemic proves successful and a vaccine is developed and broadly distributed before winter 2021 / 2022. This creates a sense of stability globally, and the economic impact is smaller than first anticipated. However, the psychological impact of a second wave of the virus that appeared once social distancing measures were lifted, combined with the threat of potential future outbreaks, causes lasting changes to our social behaviors.

While the pandemic is eventually contained, vaccine distribution is slow and costly and a second wave causes lasting psychological impacts. A new sense of fragility and anxiety results in a reduced propensity to gather in large groups. Gatherings in support of social justice movements recede, although activism continues online, and there is increased focus on health and wellbeing as self-preservation is of paramount importance. Remote working is normalized for those who hold positions that can be performed remotely. As people spend more time at home, the digital world is more deeply ingrained and social lives become largely virtual. Significant investment in R&D creates new technologies and efficiencies as AI, reality technologies, and robotics become increasingly affordable and widespread. Schisms deepen in society between those who have reliable, high-speed digital access and those who do not.

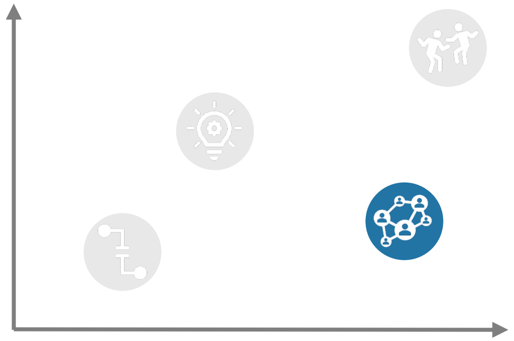
The arts sector is forced to adapt to these changes, with an urgent need to re-think programming and business models to suit the new normal. Digital and highly localized programming become increasingly important as audiences are reluctant to leave home and, when they do, they are not willing to travel far. New markets develop for streaming services and other forms of digital culture, entertainment and learning, with the arts and culture sector able to contribute to the development of new offerings and modes of experience. The digital migration is coupled with growth in hyper-local arts and cinema clubs and renewed interest in cooking, painting, music, and other hobbies as more time is spent in the home.

Critical Implications

- Professional and social lives shift increasingly into the digital world as people are reluctant to gather in-person and new technologies improve our ability to communicate remotely.
- A sharp decline of in-person attendance is coupled with rapid growth of new digital audiences, creating new opportunities for artistic creation and distribution.
- However, this leaves behind marginalized populations that lack high-speed internet and access to new technologies at home.
- Based on new audience behaviors, arts and culture producers and presenters shift their focus increasingly to digital and small-scale local formats.

Scenario 3: Digital Connection

Macro Forces



CREATIVITY Arts Economy ↓ Arts Participation ↑

Creative production and consumption shift into the digital world as reality technologies and other forms of digital expression become increasingly popular and affordable.

Streaming services and other forms of digital culture, entertainment and learning thrive, but so do local arts clubs, home-cooking and craft-making.

Design, videogames, software development, etc. dominate while other creative industries are forced to adapt to new behaviors.

ECONOMY Unemployment Rate ↔

Impact on the global economy is smaller than first anticipated, but – in the medium term – hotels, restaurants and tourism experience a major slowdown.

'Distributed' working is normalized and improved by digital and communication technologies.

Government spending is focused on health, innovation and the environment – funding for the arts is reduced and re-distributed with emphasis on digital and local programming.

Philanthropic giving is directed toward wellbeing, the environment and social equity.

SOCIETY Domestic & International Travel ↓

Vaccine distribution is slow and unequal and the psychological impact of the pandemic is pronounced, creating a new sense of fragility that results in a reduced propensity to travel or gather in large groups.

There is enhanced interest in physical and mental health and their connection to the larger social justice and racial equality movements.

Communication is integrated with technology and new platforms enhance experiences – although, this deepens the digital divide as not everyone has equal access.

Travel, especially long-haul, is minimized – business travel becomes largely obsolete and micro/stay-cations become increasingly popular as tourist sites or events can be experienced virtually.

ENVIRONMENT CO2 Emissions ↓

Deepened concern with the climate crisis as research connecting ecological imbalance with the rapid spread of disease, as well as other natural disasters, grows.

Despite the increasing use of technology – or perhaps because of – there is a new appreciation for the power of nature and the outdoors to offer personal rejuvenation and respite from a largely sedentary lifestyle.

TECHNOLOGY Daily Average Screen Time ↑

Technological innovation across industries boosts productivity, but bifurcates more people into digital 'haves' and 'have nots'.

Existing tech giants – and some new entrants – increase in influence.

The importance of digital presence and personality is intensified as social life takes place virtually. Various forms of reality technologies (VR, AR, MR) are normalized in household entertainment.

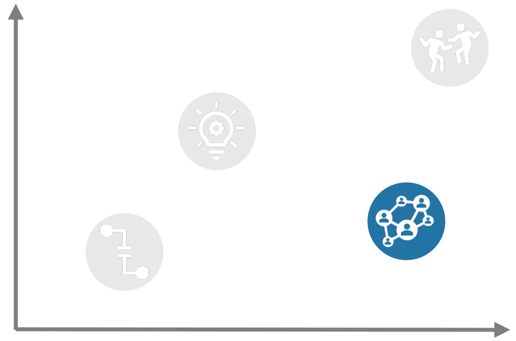
Biotrackers and wearable technology are popular and affordable ways to keep tabs on physical and mental health.

POLITICS Voter Turnout ↓

The political landscape becomes increasingly fragmented as new political ideas, ideologies and conspiracy theories proliferate in the digital sphere.

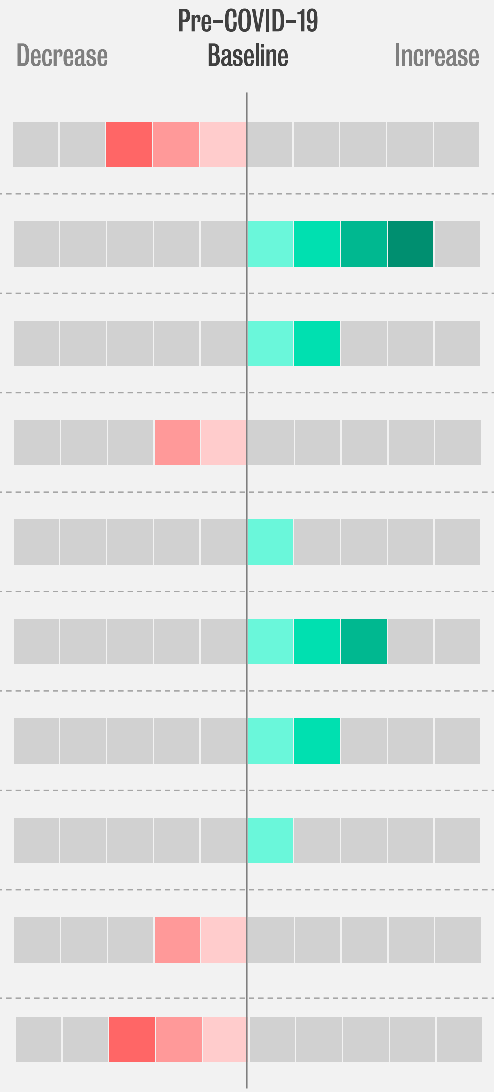
There is a wave of nationalist sentiment as economic and technological competition between the "East" and "West" is intensified.

New communication technology encourages deep collaboration at individual and institutional levels, while a sense of local community is also deepened.



Scenario 3: Digital Connection

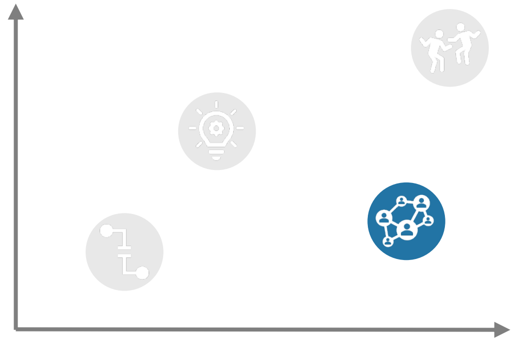
Arts & Culture Sector Indicators



In-person attendance	In-person attendance decreases significantly as audiences are wary of unnecessary gathering, especially in large groups. Cultural infrastructure is re-designed, re-purposed, reduced in scale and leased or sold in response to these changes.
Digital consumption	Digital consumption increases exponentially as audiences spend more time in the home and seek new ways to connect, although some audiences get left behind.
Audience diversity	Diversity increases marginally as digital programs focus increasingly on scale and costs are reduced; however, those without high-speed internet connections or access to new technologies are increasingly left behind.
Employment	Employment in the arts and culture sector contracts as attendance to physical infrastructure reduces, but new remote roles, especially in digital and technology, simultaneously grow.
New work created	There is an increase in the volume of artistic work created and published by new creators on social media and new digital platforms.
Producing organizations	An increase in production is focused on digital content most suitable for streaming and at-home access.
Earned income	Income generation direct from audiences and from sponsors increases as digital programs expand total users and paid for online events are normalized.
Individual philanthropic giving	In acknowledgement of the challenges and uncertainty facing arts organizations – and the moral support that they provide audiences – individual supporters are more inclined to donate to presenters and producers that they admire.
Organized philanthropic giving	Overall support for the arts from organized philanthropic organizations (trusts, foundations, etc.) decreases as funds are directed toward other causes, primarily health and wellbeing, the environment and social justice.
Government funding	Government spending is focused on health, innovation and the environment as overall funding for the arts is reduced.

Scenario 3: Digital Connection

Arts & Culture Sector SWOT Analysis



STRENGTHS

- Rapid innovation in cultural offerings and modes of consumption as growth in the digital economy leads to a proliferation of 'next generation' arts and culture organizations.
- The arts are increasingly 'democratized' as accessibility is increased via digital technology and some audiences diversify.
- Flexible working opportunities are enabled by enhanced digital and communication technologies, creating new ways of working for artists and organizations.
- Increased concern with collective wellbeing and the environment lead to new sustainability practices and shift focus away from exponential growth toward quality and social impact.

WEAKNESSES

- Reduced propensity to gather in large groups and continued social distancing practices significantly impact visitation to arts and cultural destinations – organizations are forced to adapt or risk permanent closure.
- Reduction in global travel impacts the "event economy" and attendance to major heritage sites, tourist destinations, events and festivals.
- The physical design of traditional arts buildings are inefficient for new social norms and distancing measures.
- Funding for the arts is shifted away from legacy institutions based on changing patterns of consumption.
- Minimal opportunity to connect to audiences without internet access.

OPPORTUNITIES

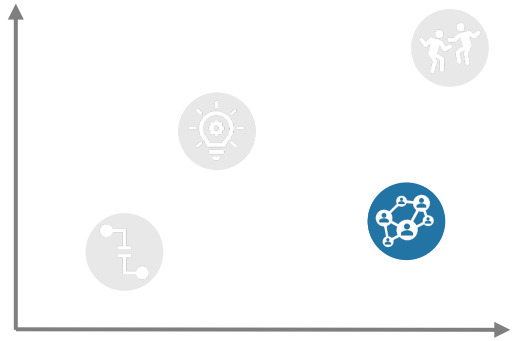
- New technologies and markets for digital consumption develop rapidly as new social platforms and reality technologies are popularized – the arts and culture sector have the opportunity to lead the way in content development.
- New funding opportunities emerge especially for digital and local programming and organizations that can demonstrate impacts on health, wellbeing and social justice.
- Opportunities for outreach to new, diverse staff and Board to lead to digital futures.
- Collaboration and co-creation of new content digitally and in local communities.
- Increased demand for creativity in the home e.g. painting, musical instruments, creative learning, reading and writing supports growth in these sectors.
- Growth in digital and creative learning as more time is spent at home.

THREATS

- Visitation to traditional, location-based events and experiences is significantly reduced forcing arts and culture institutions to re-think their business models.
- Increasingly challenging and competitive funding environment for the arts as social impact (especially health, wellbeing and social justice) is prioritized.
- Arts and culture struggle to compete with digital offerings of large corporate tech firms as the fight over audiences' digital attention span intensifies.
- Organizations without existing digital production capabilities (or the resources to quickly develop them) have reduced opportunities.
- Value and appreciation of material culture is threatened as the world moves more and more into the digital sphere.

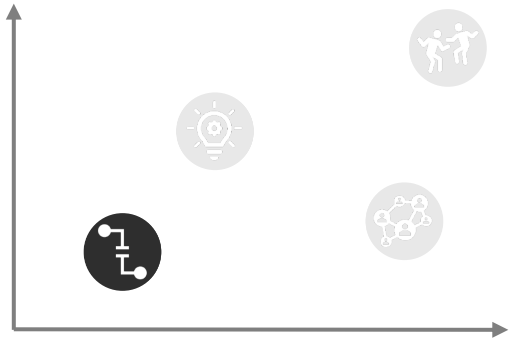
Scenario 3: Digital Connection

Arts & Culture Sector Stakeholder Impact



Individual artists	Individual artists continue to produce work and explore new mediums and forms of expression. Group works are more challenging to produce but collaboration continues through digital means. Corporate sponsorship of artists as influencers increases as they grow their digital audiences.
Arts organizations	There are closures among arts organizations of all types and size but especially mid-size organizations without the reserves or government support to persevere, nor the agility to transform to the new environment. Those that thrive are those that can develop meaningful digital initiatives at speed.
Arts educators	Interest in formal and informal arts education initiatives is strong but there is a shift toward new technologies and forms of expression. The division between art, innovation and technology diminishes and education curriculum reflects this.
Visual arts	The art market is rocked by a short-term slump in sales and high turnover of small galleries. It rebounds as online fairs and exhibitions become the norm. Museums reduce their physical footprint and opening hours while enhancing digital presence. Local museums and "open houses" for collectors become popularized.
Performing arts	In-person attendance to performances is restricted to small, local audiences but streaming platforms offer new opportunities for collaboration, revenue generation and audience engagement. The appeal of the "live" performance persists as people tune in from home to experience new performances together.
Other cultural activities e.g. literature / science / history	Science, history and other educational institutions re-direct resources and collaborate to produce new and engaging digital content (VR, podcasts, etc.). Some re-focus their missions toward social justice and racial equity.
Creative industries e.g. film / fashion / architecture	The creative industries experience a slowdown initially as the operating environment shifts but prove to be highly adaptive and growth continues. Software developers and designers are the big winners, but new products and services emerge across sectors to address new customer concerns.
Individual philanthropy	Individual philanthropy decreases in the short-term due to high levels of uncertainty but slowly grow again to pre-COVID levels. Support for the arts is facilitated through online platforms to support both individual artists and organizations.
Organized philanthropy	In total, organized philanthropy remains constant but funding priorities shift toward social justice, healthcare and the climate crisis. Support for the arts is contingent upon its impact on these sectors being clearly measured and articulated.
Cultural infrastructure	The need and desire for large-scale cultural infrastructure is drastically diminished as work is conducted remotely and arts are presented primarily online. Organizations attempt to re-purpose, reduce in size and lease or sell real estate, often at a loss.

Scenario 4: Social Disintegration Overview



What Happens

While a vaccine for COVID-19 is developed by mid-2021, it is costly to deploy, limiting widespread usage. Recurring instances of COVID-19 and other novel viruses continue to affect those with vulnerable health conditions, frontline workers, and their families – disrupting social and economic life. Meanwhile, civil unrest continues as politics are polarized and no trusted leaders emerge to bring together the fractures that have begun to show in society.

Reluctance to participate in large gatherings leads people to limit socializing and entertainment to the comfort of their homes or the most familiar local venues and public places (pubs, bars, restaurants). Social isolation is the new normal for many vulnerable groups, who seek new connections in the virtual space and maintain the same social circle and habits they developed prior to the outbreak of COVID-19 and other novel viruses that followed. A lack of exposure to others leads to decreased empathy and tolerance for those who are different, leading to increased social and economic polarization.

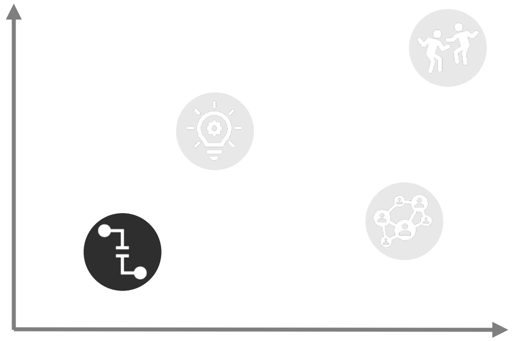
The arts sector becomes fragmented: large organizations see decreased funding in a depressed economy; mid-size organizations with high fixed costs are pushed out of existence by low attendance levels and resulting financial strain; and small organizations that are not closely tied to their communities must find ways to pivot, potentially transitioning into the digital space. Some culturally specific organizations find a way to deliver to their core audience, but funding is a challenge for many and a rise in extremism means their work is a locus for controversy. There is place-based demand for individualized and intimate experiences mostly attended by Gen Z and some Gen Y and Gen X audiences, thus changing the nature of artistic output to cater to tastes of younger and local audiences. Arts influencers – new types of creative superstars – continue to emerge in the virtual sphere, but their creative lives are short-lived as they are finding it hard to monetize their creative output. Artistic production requiring collective input is in decline.

Critical Implications

- Society is further polarized by inequitable access to key resources and healthcare, making previously underserved groups particularly unlikely to engage in any arts activities.
- Creative production largely moves to the digital realm and new hyper-local formats, often driven by individual artists rather than organizations.
- Weakening ability to gather in public spaces moves cultural consumption to digital platform and small group activities and pursuits.
- Rise of economic and societal pressures leads to mental health crisis and arts organizations are encouraged to play their role and partner with healthcare and social services providers.

Scenario 4: Social Disintegration

Macro Forces



CREATIVITY Arts Economy ↓ Arts Participation ↓

In-person arts participation is largely replaced by home-based digital engagement. Small-scale hyper-local creative activities grow in number but are fragmented and cater almost exclusively for a younger demographic.

Creative production reduces in scale but there are increases in arts micro-businesses, especially those working in the virtual realm.

Many collective forms of creative production disintegrate or transform.

ECONOMY Unemployment Rate ↑

After the first wave of the government recovery package, the US federal response shrinks and most businesses are left to the forces of free market.

The suburban real estate market grows while the urban market stagnates.

As smaller businesses are forced to close, many of the shopfronts are closed or repurposed. Some urban areas become deserted in what appears similar to the effect of 20th century de-industrialization.

Financial institutions require government support as many borrowers default on loans and mortgages.

SOCIETY Domestic & International Travel ↓

The racial, generational and socio-economic divide widens. Recurrences of COVID-19 and epidemics of other novel viruses affect older and vulnerable people the most as no coordinated response is offered and measures for control are uneven. Mental health strains grow, especially among less advantaged groups of society.

Many seek self-isolation and the comfort of their homes, families, and long-established social connections to minimize exposure to the virus(es).

Social life largely moves into the virtual realm or intimate and highly individualized local social gatherings. Open air public spaces are in demand and require new standards of social behavior with social distancing being the new norm.

ENVIRONMENT CO2 Emissions ↑

The irreversible impacts of global warming and greenhouse emissions continue. Climate disasters put further pressure on communities, emergency services and government emergency funds. The implementation of the Paris Agreement is not consistent globally as recommended goals and measures are not adopted.

TECHNOLOGY Daily Average Screen Time ↑

R&D and citizen science is employed to contain the spread of viruses but with limited success.

The dark web and hacking grows significantly in response to economic downturn and poor regulation. Increased investment into digital safety is required.

Across the education system, "STEM" is strong but "A" ('arts") is in decline. Governments intensify the use of technology for citizen tracking and as a means of oppression.

Virtual communication tools and digital content become essential everyday commodities for the majority of the population.

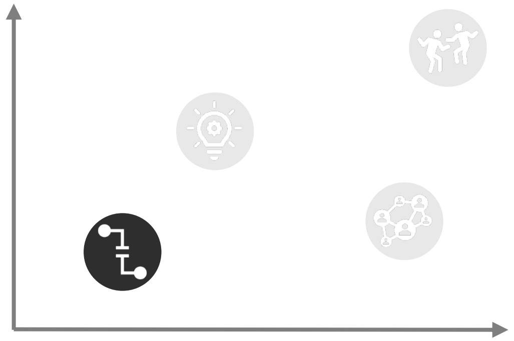
POLITICS Voter Turnout ↓

Populism is on the rise as citizens demand quick and easy solutions to a growing set of societal problems.

Micro-movements start online in support of racial justice, equity and ethical living.

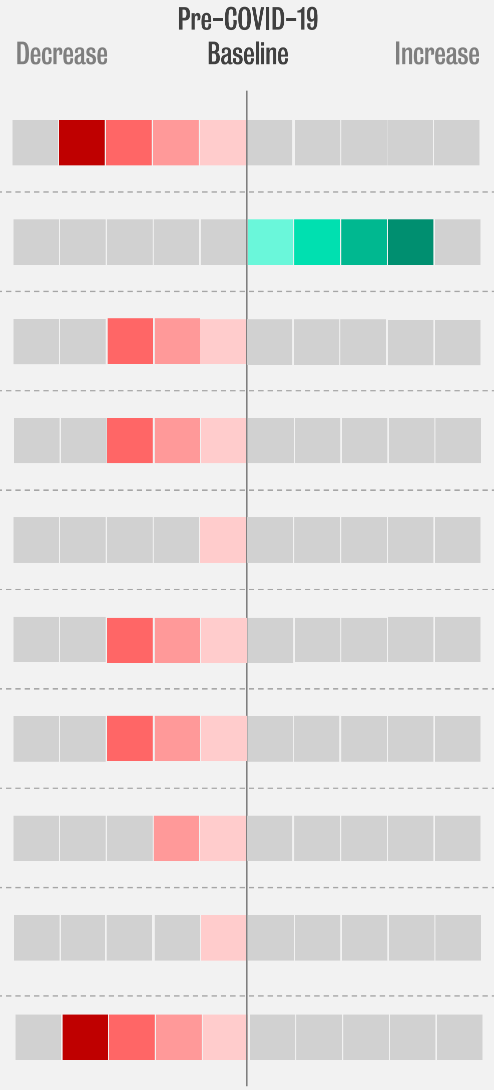
Decision-making increasingly moves to local and regional levels as trust in national measures declines.

Increases in forced migration globally results in shortages in a number of essential services including healthcare, research and innovation.



Scenario 4: Social Disintegration

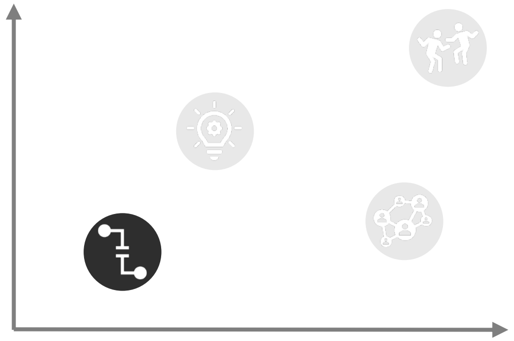
Arts & Culture Sector Indicators



In-person attendance	As people are reluctant to return to public space, in-person attendance is in decline and replaced by home-based participation.
Digital consumption	Physical isolation leads to growing demand for digital content that can be experienced at home.
Audience diversity	Social and economic hardship leads to decline in diversity of audience groups able to engage with the arts as they need to attend to more pressing priorities to sustain their livelihoods.
Employment	Arts sector employment drops as organizations are forced to close physical venues and some functions becomes obsolete. Many arts professionals leave their jobs and sector after unresolved disputes around equity and opportunity.
New work created	Commissioning of new work is limited due to a drop in available funding and audience base.
Producing organizations	As the demand decreases, many producing organizations go out of business or merge to minimize costs and consolidate resources.
Earned income	With in-person participation in decline, admissions-related income takes a hit. Physical distancing measures also affect levels of demand for commercial income such as space rentals.
Individual philanthropic giving	A significant slowdown in economic activity and increasing competitions for donor dollars weakens arts organizations' ability to bring in contributed income from individuals.
Organized philanthropic giving	Some foundations cut their funding or implement grant requirements that restrict available funding to a small pool of applicants. Philanthropy focuses on projects that can help ease growing racial and socio-economic tensions.
Government funding	State and city funds diminish as other public priorities require greater investment and the state and municipal budgets shrink as do the number of taxpayers.

Scenario 4: Social Disintegration

Arts & Culture Sector SWOT Analysis



STRENGTHS

- Cultural organizations are forced to accelerate the introduction of digital tools and innovation in the virtual space to produce and distribute content as digital consumption grows.
- Availability of digital content makes it accessible to wider audiences consuming it online globally.
- Cultural organizations move to working from home and reliance on new technologies allows them to cut occupancy and production costs.
- A large cohort of legacy organizations are forced to shutter, giving way to individual artists and local arts initiatives to access funding and audiences directly, with increased levels and quality of personal engagement.

WEAKNESSES

- Cultural venues are forced to adapt to lower levels of attendance requiring them to repurpose or split existing venues into smaller spaces.
- A high reliance on local audience and unpredictable audience behaviors make it difficult to predict attendance.
- Arts sector leadership is unprepared for healthcare and social crises and there is a lack of expertise, skills and innovation required to adapt to the "new normal."
- Venues and sites reliant on high foot traffic struggle to adapt.
- Funding is sparse and is directed towards partnerships with education, social and healthcare sectors, making many cultural organizations unable to secure philanthropic or public funding.

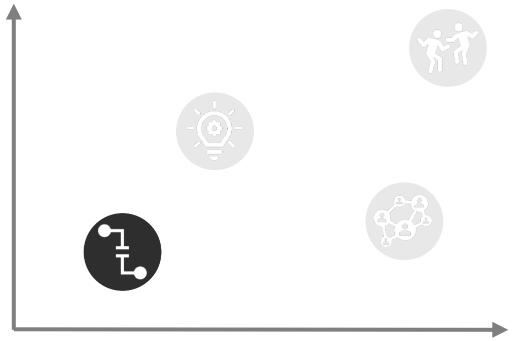
OPPORTUNITIES

- Localized 'artivism' is on the rise creating new grassroots platforms and voices.
- Hyper-local and personalized experiences attract and sustain loyal audiences.
- New organizational forms and models of operation (e.g. impact investing or C Corps).
- In the digital space, new co-production opportunities arise for those with strong tech skills and artistic vision.
- Emergence of new creative disciplines merging tech and art in the collaborative virtual environment gives way to partnerships and innovative new practices.
- Arts initiatives seek to tackle social issues by offering ways to improve wellbeing through small-group arts practice and online participation.

THREATS

- Deterioration of life in the public realm.
- Stressed and tired audiences seek entertainment that allows them to turn off, making more demanding "high culture" the pursuit of a limited number of aficionados.
- Online streaming and gaming are competing successfully with the traditional arts for younger audiences.
- Risk of terrorism in a fractured society create further obstacles to in-person group gatherings at cultural venues.
- Sharp decline in tourism.
- Growth of suburbanization and decline in urban population.

Scenario 4: Social Disintegration
Arts & Culture Sector Stakeholder Impact



Individual artists	Many artists working in traditional media learn new skills and switch to digital tools. New grassroots and counterculture voices emerge working at the intersection of social activism and arts. However, both digital art-making and arts activism are mostly unsustainable due to low potential for monetization.
Arts organizations	A challenging environment prevails for most arts organizations: large organizations see decreased funding; mid-size organizations with high fixed costs are pushed by low attendance levels and resulting financial strain; and small organizations that are not closely tied to their communities must find ways to pivot.
Arts educators	Highly skilled educators are in demand by cultural institutions as at-home and virtual learning is on the rise and small-group workshops and classes move out of traditional "arts" spaces into community-led and private venues.
Visual arts	The commercial art world remains reliant on a small number of collectors while art fairs and public viewings discontinue. Some new work is commissioned by the government and corporate sector. Collecting by museums is confined to the most well resourced national institutions.
Performing arts	Collective performing arts production is in decline as many choose to self-isolate. Larger festivals transform into a series of small-scale seasonal events and move online. A limited amount of new music and theatre work is being commissioned by online streaming platforms for online consumption only.
Other cultural activities e.g. literature / science / history	Science museums see increased audience demand but need to limit attendance numbers to adhere to social distancing regulations. Historic sites and attractions look for new income sources – increased donations, rentals, filming, and other uses of the sites – as tourism dwindles.
Creative industries e.g. film / fashion / architecture	Digital creative industries continue growing and developing new tools for VR and AR production and digital engagement while other industries struggle to keep up with the digital age and volatile market. Print and online publishing is on the rise.
Individual philanthropy	Individual giving from HNWIs largely goes to individual producers and artists or organizations with high visibility or proven social and racial justice focus; "art washing" is a consistent trend as some of those profiting from the health crisis seek to improve their image.
Organized philanthropy	Foundations and trusts prioritize high impact projects with demonstrated social value in an effort to support social cohesion and arts health and education initiatives. A number of foundations pause grant-giving.
Cultural infrastructure	With in-person attendance in decline, many presenting organizations repurpose or close, especially those designed for high occupancy levels.

Summary: Scenario Comparisons

Long-Term Scenario Planning: Scenario Comparisons

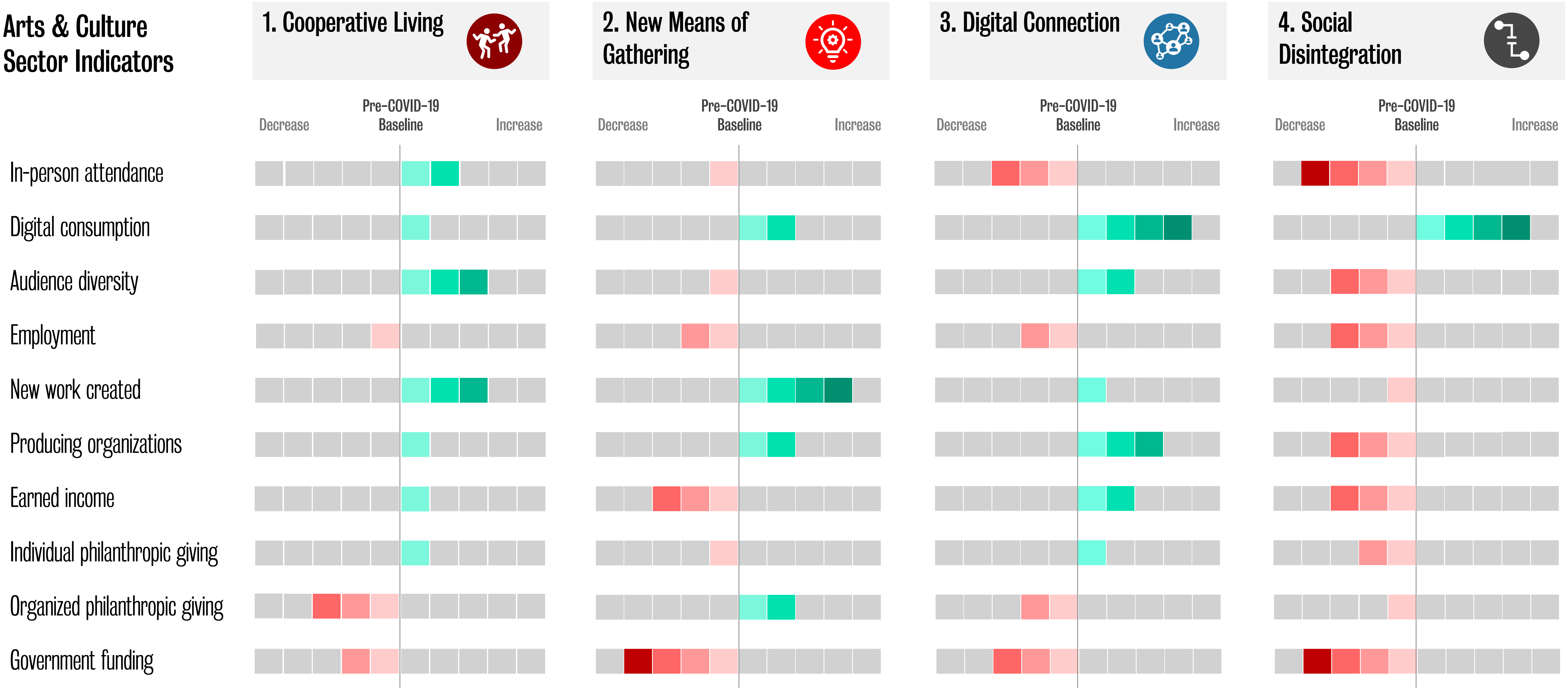
CSTEEP Macro Force Indicators

Macro Forces	Baseline	1. Cooperative Living	2. New Means of Gathering	3. Digital Connection	4. Social Disintegration
		Trends			
Creativity	Arts Economy: $878 billion / 4.5% GDP *(2017)*	+	−	−	−
	Arts Participation: 33.4% of adults create *(2017)*	+	+	+	−
Society	Domestic & International Travel: 2.4 billion travellers *(2019)*	↔	↔	−	−
Technology	Daily Average Screen Time: 8.7 hours *(2019)*	−	+	+	+
Economy	Unemployment Rate 3.6% *(Pre-COVID: January 2020)*	+	−	↔	−
Environment	CO_2 Emission 4.8 gigatons *(2019)*	+	↔	+	−
Political	Voter Turnout 59% *(2016 November election)*	+	↔	−	−

Note the icons on this page describe the positive or negative impacts occurring, not the specific direction the metric moves

+ Positive Impacts − Negative Impacts

Impacts on the Arts & Culture Sector



Impacts on Audiences

Audience Segment	1. Cooperative Living	2. New Means of Gathering	3. Digital Connection	4. Social Disintegration
	Likelihood to Attend Arts Venues and Activities (on the scale of 1 to 4)			
Loyal Arts Aficionados Most frequent attendees in pre-COVID-19 period, able and willing to engage as soon as they can	4	3	2	2
Careful Culture Vultures Those who attended regularly and selectively pre-COVID-19 and would participate if safe to do so	3	3	2	1
Entertainment Seekers Those in search of socialising and fun activities outside of their home	3	2	3	2
Busy Carers Groups who may be keen to participate but unable to do so in-person due to commitments	2	2	2	1
Under Pressure Those with limited resources, heavily affected by the pandemic	1 (+1 grey)	1	1	0 (+1 grey)

Blank Scenario Pages

for developing alternative scenario(s) to suit your situation and context

Scenario:
Overview

What Happens

Critical Implications

Scenario:
Macro Forces

CREATIVITY Arts Economy Arts Participation

SOCIETY Domestic & International Travel

TECHNOLOGY Daily Average Screen Time

ECONOMY Unemployment Rate

ENVIRONMENT CO2 Emissions

POLITICS Voter Turnout

Scenario:
Arts & Culture Sector Indicators

	Decrease	Pre-COVID-19 Baseline	Increase
In-person attendance			
Digital consumption			
Audience diversity			
Employment			
New work created			
Producing organizations			
Earned income			
Individual philanthropic giving			
Organized philanthropic giving			
Government funding			

Scenario:
Arts & Culture Sector SWOT Analysis

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Scenario:
Arts & Culture Sector Stakeholder Impact

Individual artists	
Arts organizations	
Arts educators	
Visual arts	
Performing arts	
Other cultural activities e.g. literature / science / history	
Creative industries e.g. film / fashion / architecture	
Individual philanthropy	
Organized philanthropy	
Cultural infrastructure	

Appendix

Trend Database

Creativity

Force	Example Trends	Data Highlights
Creativity	Participation	Nearly 4% rise in share of adults who identified as attending performing or visual arts activities (132 million people)
	Creative Industrial Rise	More than $875 billion in 2017 economic impact
	Superstar Creators	Rise of social media influencers and creators, with TikTok the most downloaded app of 2019
	Business of the Arts	Music and arts classes offered as means to office culture, bonding and productivity
	Diversification of Creating	Widespread growth of knitting, cooking, fashion and crafting
	Full STEAM Ahead	Arts education courses lead to 13% increase (of a standard deviation) in standardized writing scores
	Arts & Technology	Proliferation of Google Arts&Culture and other technology platforms for the creation and dissemination of art
	Immersive Events	Immersive entertainment industry valued at $4.5 billion (excluding theme parks)

Trend Database

Society

Force	Example Trends	Data Highlights
Demographics	Rural Urban Disparity	More than 82% of the US population lives in cities/urban areas
	Decrease in Household Size	Average US household size is 2.52 people, lowest ever recorded
	The Minority Majority	The under-18 US population already has a minority majority
Social Behavior & Leisure	Self Improvement	US self-help industry expected to reach $13 billion by 2022
	Always On	Streaming and online content libraries provide premier viewing options 24/7
Health & Wellbeing	Rise of Wellbeing Apps	Top 10 meditation apps earned $195M in 2019, up 52% from prior year
	Anxiety Economy	Fidget spinners one of the most popular items on Amazon
Travel	Solo Trips	58% of millennials travel alone
	Wellness Vacations	More than $693 billion market, growing twice as fast (6.5%) as overall tourism market
	Overcrowded Hotspots	Venice, Amsterdam, Machu Picchu and others all introduced annual tourism caps to prevent overcrowding
	For-Good Travel	More than 1.6 billion eco-inspired trips annually

Trend Database
Technology

Force	Example Trends	Data Highlights
Technology: Market Based	Open Source Everywhere	More than 80% of Android smartphones using open source software; 50% of websites use open source coding
	BIG Tech	Facebook, Apple, Amazon, Netflix and Google account for $4.1 trillion
	Streaming Wars	Every major media company offering streaming ad-on platforms; Disney+, HBOMax, Apple+ and Quibi in past 12 months
	Fin Tech	Blockchain and cryptocurrency nearing $300 billion market
	Human Experience Platforms	Growth of digital platforms/devices specifically linked to moods and feelings; 60% of users tie their emotions to digital use
Technology: User Based	Ethical Data Use	Introduction of EU and California laws to protect collection and use of data
	Digital Twins	Avatar and digital twin market growing at nearly 40% annually, projected at $36 billion by 2025
	Digital Detox	70% of people feel the need to actively moderate their digital intake; 20% have taken extended breaks from digital
	Digital Literacy	Only 30% of US jobs require "low digital skills"; 23% require "high digital skills"
	Artificial Intelligence	Alexa, Siri, and Google Assistant, providing AI in millions of consumer households
	Internet of Things	Exponential increase of IOT devices, 127 every second, 31 billion by 2021

Trend Database

Economy

Force	Example Trends	Data Highlights
Economy	Rent Economy	28% of 25-34 year-olds own a home in 2019 vs. 49% in 2002
	Millennial Malaise	20% of millennials in 2019 believed they would die before paying off their debt
	Generational Handover	Combined, generations Y and Z account for more than 150 million people, overtaking Boomers and Generation X
Government Spending	Limited Federal Arts Funding	NEA funding in 2019 at .003% of US Federal budget, lowest since inception in 1966
	Rising Cost of Welfare	23% of US Federal budget allocated to Social Security, highest since inception
Philanthropy	Innovative Individual Giving	41% of charitable donors give through crowd-funding platforms; donor advised funds grew 8.3% in 2019 to $121.4 billion
	Impact Investing	Blackrock eliminating coal and fossil fuel investments from its $6.96 trillion under management
Employment	Gig Economy	More than 36% of the US workforce involved in the gig economy
	Work from Anywhere	90% of employees believe they will be happier if they can work from home
Employee	Employee Turnover	50% of millennials believe they will be in a new job next year
	Increased Retirement Age	Retirement age in 2019 increased to 64 for men, and 63 for women

Trend Database

Environment

Force	Example Trends	Data Highlights
Environment	Collective Awareness	Rise of climate activism: Greta Thunberg and youth climate strikes, Extinction Rebellion, People's Climate Movement
	Increased Public Response	Canada and EU phasing-out single use plastics
	Rising CO2 Emissions	CO2 levels approaching critical 450ppm threshold
	Climate Disasters	More than $100 billion in damage in 2019 (incl. wildfires, droughts, floods, hurricanes and other tropical storms)
	Growing Renewable Energy Sources	Renewable energy is the fastest-growing energy source in the United States, increasing 100% from 2000 to 2018
	Decreasing Biodiversity	719 animals in the United States are listed as endangered or threatened under the federal Endangered Species Act (2019)
	Rising Surface Temperature	Since the late 1970s, the United States has warmed faster than the global rate

Trend Database

Politics

Force	Example Trends	Data Highlights
Politics	Polarizing Movement	US societal polarization 5% greater than rest-of-the-world, and increasing over time
	Terrorism Inside and Out	66 US domestic terrorism events in 2018 vs. 10 in 2011
	The R&D Race	China and US outspending rest-of-the-world in R&D, global market of $1.7 trillion
	Nationalism	Election results in US, UK, Poland, Austria, India and France all showing rising signs of nationalism
	Global North vs. Global South	Socio-economic divide growing between Northern and Southern Hemispheres
	Global Migration	Global migrant population grows to 3.8% of global populations, up from 2.8% in 2000
Civic Engagement	Young Activism	Millennials and generation Z taking to the streets and protesting in higher numbers
	Volunteering	More than 30% of Americans say they volunteer at least once per year
	Placemaking	Adaptive re-use proving beneficial to society and the economy

Trend Database

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