

chance favors the prepared mind

—[Louis Pasteur

strategic foresight and design

Peter McGrory, Professor of Design Management
Aalto University

strategic foresight and design

this presentation aims to illuminate

the vital interface between futures

foresight methods, design processes

and business management practices

the strategic and operative function
of design in business involves ...
designing and integrating the form
and experiential quality of artifacts
i.e. products, service systems and
brands, over time.

this includes ... actively participating
in the process of creating and shaping
business strategy.

this includes ... optimizing differentiation according to strategic objectives.

this includes ... making the product,
service and brand position visible
understandable and desirable.

SEPTEMBER 8, 2003

Special Report

www.time.com

TIME

WHAT'S NEXT

Our fearless forecasts in the worlds of
SCIENCE MEDICINE TECH SPORTS DESIGN
MOVIES & MORE

AOL Keyword: TIME

OCTOBER 11, 2004

THE BATTLE FOR
THE WOMAN VOTER

TIME

Visions of Tomorrow

SPECIAL REPORT

What's next
in health,
business, sports,
cars, gadgets,
movies, TV and more

www.time.com AOL Keyword: TIME

JUNE 19, 2000 \$3.50

www.time.com AOL Keyword: TIME

SHAQ UP CLOSE
THE SCHOOL-TESTING BACKLASH

TIME



VISIONS 21 SPECIAL ISSUE

THE FUTURE OF TECHNOLOGY

SMART CARS. UPPITY ROBOTS
AND CYBERSEX. ARE YOU READY?
PLUS: CALEB CARR'S NOVEL

MARCH 20, 2000 \$3.50

GORE vs. BUSH
VIDEO-GAME WARS
THE POPE'S TRIP
ROMANCE NOVELS

TIME

THE REBIRTH OF DESIGN



Rubber radio
by Marc Berthier

Function is out. Form is in.
From radios to cars to
toothbrushes, America
is bowled over by style

www.time.com AOL Keyword: TIME



1

IMPOSSIBLE IS NOTHING



THE WORLD'S FIRST
INTELLIGENT SHOE



foresight — the human capacity
to think ahead, consider, model, create
and respond to future possibilities,
opportunities and eventualities
i.e. to design

strategic foresight — the ability to use foresight in order to make wise insightful and imaginative choices is one of the most powerful capabilities of individuals and organizations in a complex and interdependent world.

the essence of design and business strategy — lies in the organizational capability to acquire, create, accumulate, share and exploit the individual and collective knowledge, skills, imagination and culture of people, both within and available to an organization.

design management — involves the strategic and operational use of the design resources available to an organization towards the creation and attainment of business and organizational objectives.

SPECIAL MIND & BODY ISSUE

TIME



THE
SCIENCE
OF **HAPPINESS**

- Why **OPTIMISTS** live longer ■ Is **JOY** in your genes?
 - Does **GOD** want us to be happy?
 - Why we need to **LAUGH**
- PLUS:** Dave Chappelle on what's funny

wildcards — sudden or unique incidents that can constitute significant turning points in the evolution of certain tendencies e.g. trends, paradigms or systems



SEPTEMBER 11
2001

MARCH 11, 2002

THE NEW
HEALTH-CARE BLUES

TIME

CAN WE STOP

THE NEXT

9/11?

Inside the CIA and FBI scramble
to prevent another terrorist attack

JANUARY 10, 2005

www.time.com AOL Keyword: TIME

TIME

SPECIAL REPORT

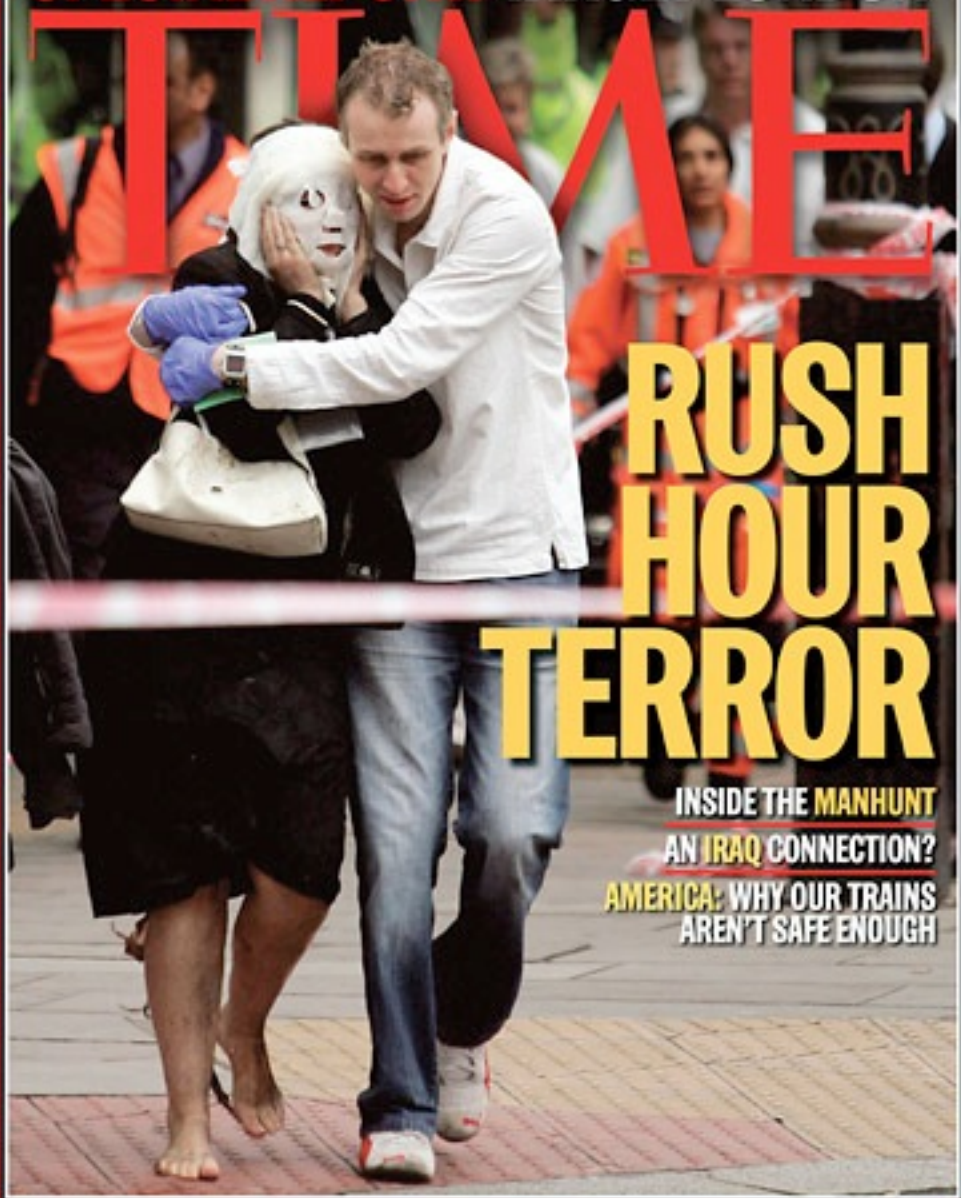
TSUNAMI



DECEMBER 26, 2004

SPECIAL REPORT: TARGET LONDON

TIME



**RUSH
HOUR
TERROR**

INSIDE THE MANHUNT
AN IRAQ CONNECTION?
AMERICA: WHY OUR TRAINS
AREN'T SAFE ENOUGH

signal (information theory) —
a signal is a flow of information.
most signals of interest can be
modeled as functions of time
and position incl., their degree
of possibility, probability, propensity
— weak vs. strong (impact), ephemeral
vs. eternal (duration) etc.

weak signal — a foresight concept that may be defined as an indicator of impending change built on a base of internal or external environmental raw data or premature or imperfect information i.e conjecture.

conjecture — inference or judgment based on inconclusive or incomplete evidence i.e. ‘guesswork’ (hunch, intuition) or ‘speculation’

keep-in-mind — the majority of our present actions are guided by our interpretation of the past, as well as our anticipation of, and aspiration for the future (that's why it's more likely to think inside the 'box')

trend (mega, micro, visual or otherwise) — a line of general direction or movement; a prevailing tendency or consistent pattern over time: how-long? (occurring over decades, years months or weeks) and how far? (local, regional, global).

examples of mega-trends include ...

tribalism — the desire for group identity, in particular national and religious identity have become more prominent in recent years
(ref.: the current Presidential election in Finland)

JUNE 26, 2003

www.time.com AOL Keyword: TIME

TIME

SHOULD CHRISTIANS CONVERT MUSLIMS?

A new flock of missionaries has launched a campaign to take the Gospel to Islamic countries. But will they inspire more backlash than belief?



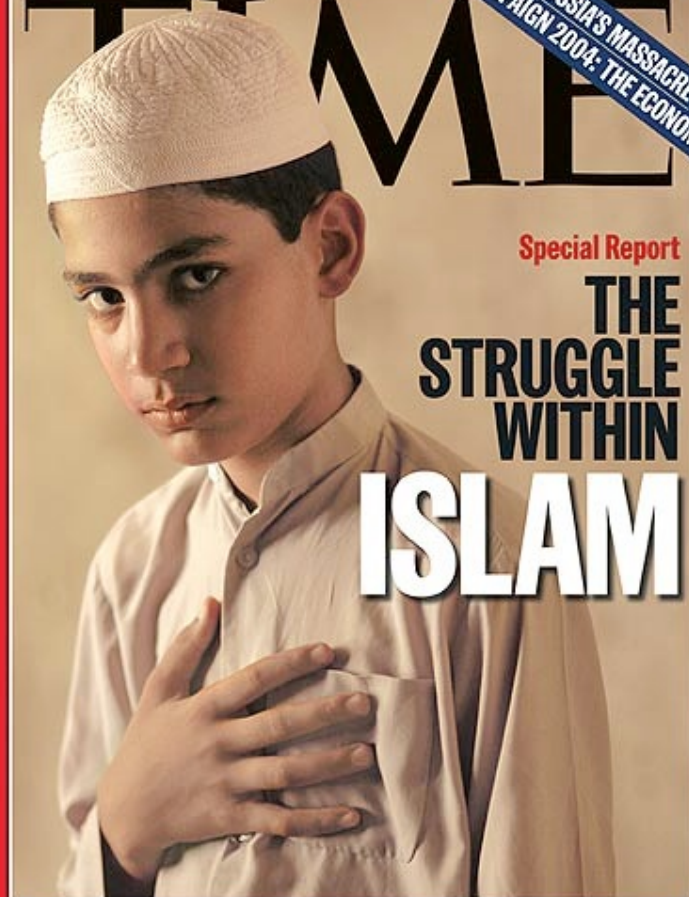
SEPTEMBER 13, 2004

RUSSIA'S MASSACRE
CAMPAIGN 2004: THE ECONOMY

TIME

Special Report

THE STRUGGLE WITHIN ISLAM



www.time.com AOL Keyword: TIME

APRIL 1, 2002

www.time.com AOL Keyword: TIME

INSIDE: BINGE DRINKING AMONG WOMEN

TIME

**CAN THE
CATHOLIC CHURCH
SAVE ITSELF?**

MAY 2, 2005

BENEDICT XVI

TIME

**INSIDE
THE MIND
OF THE
POPE**

**How
conservative
will he be?**
**How he
got elected**
**An intimate
look at his life**

www.time.com AOL Keyword: TIME

FEBRUARY 7, 2005

www.time.com AOL Keyword: TIME

TIME



THE 25 MOST
INFLUENTIAL

Evangelicals

WHAT DOES BUSH
OWE THEM?

DO THE
DEMOCRATS NEED
MORE RELIGION?

IN AMERICA



OCTOBER 25, 2004

IRAQ'S POWER BROKER
PINGAR'S INCREDIBLE NEW MOVIE

TIME



Does our DNA
compel us to seek
a higher power?
Believe it or not,
some scientists
say yes

PLUS: A quiz—
How spiritual
are you?

THE GOD GENE

www.time.com AOL Keyword: TIME

anchoring — a search for a lifeline to cling to in the face of change, and answers the big questions of life.

consequence: a greater openness to spirituality, rather than formal religion

spirituality — a search for
meaning outside of, and beyond
materialism

spirituality — the search for meaning
and the rise of ethics as part of
people's decision-making, e.g.
the advent of 'ethical consumerism'

APRIL 23, 2001 \$3.50

EXCLUSIVE: SUB COMMANDER
WADDLE ON HIS ORDEAL

TIME

The
Science
Of

YOGA

Millions of Americans
are discovering
this ancient exercise.
Here's the skinny
on why it makes you
feel so good.

Christy Turlington,
shown in the
Rooster pose,
has been practicing
yoga for 15 years.

JANUARY 20, 2003

www.time.com AOL Keyword: TIME

SPECIAL ISSUE TIME

HOW
YOUR
MIND
CAN
HEAL
YOUR
BODY



- New ways to beat **THE BLUES**
- The link between **MENTAL** and **PHYSICAL HEALTH**
- Is **HAPPINESS** in your genes?
- Women, men and **DEPRESSION**

AUGUST 4, 2003

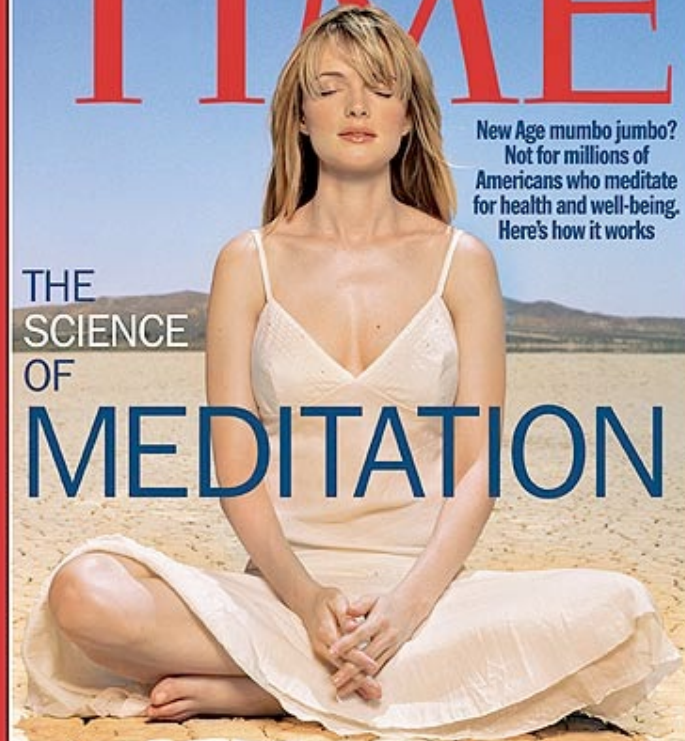
www.time.com AOL Keyword: TIME

TIME

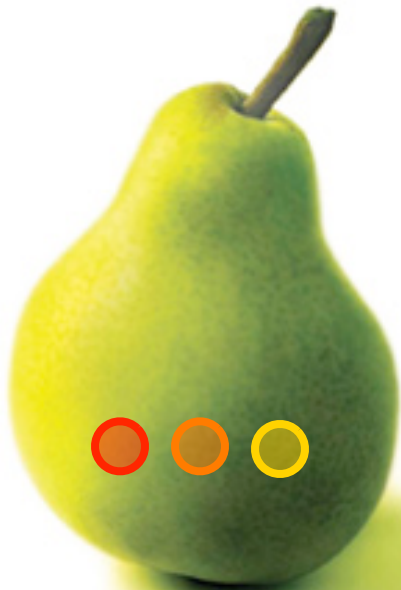
New Age mumbo jumbo?
Not for millions of
Americans who meditate
for health and well-being.
Here's how it works

THE
SCIENCE
OF

MEDITATION



Actress Heather Graham has
been practicing Transcendental
Meditation since 1991



www.ripesense.com



www.innocentdrinks.co.uk

wild(ish)card

MAY 5, 2003

www.time.com AOL Keyword: TIME

TIME



THE
TRUTH
ABOUT
SARS

WHY
the virus
spreads

China's
COVER-UP

How
SCARED
should
you be?



TIME

THE
TRUTH
ABOUT
SARS

2

WHY
CH
COV
ED
ould
you be?

invariance's — strong or otherwise

MARCH 14, 2005

TIME

IS THE BUSH
DOCTRINE PAYING OFF?

HOW TO END POVERTY

EIGHT MILLION
PEOPLE DIE EACH
YEAR BECAUSE THEY
ARE TOO POOR
TO STAY ALIVE.
A PROVOCATIVE
PLAN ON HOW WE
CAN SAVE THEM

BY JEFFREY D. SACHS



www.time.com AOL Keyword: TIME

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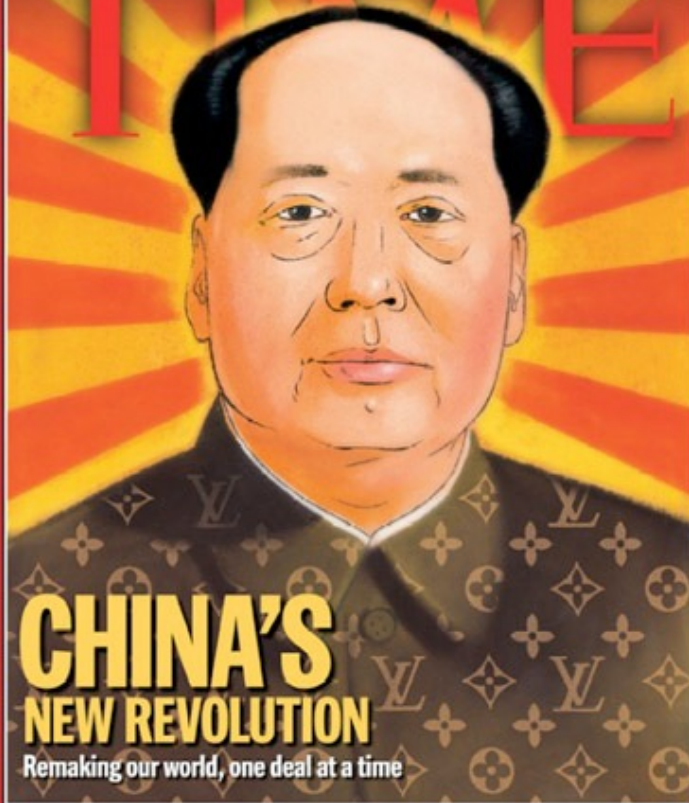
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JUNE 27, 2005

www.time.com AOL Keyword: TIME

SPECIAL REPORT

TIME



**CHINA'S
NEW REVOLUTION**

Remaking our world, one deal at a time

JANUARY 13, 2003

www.time.com AOL Keyword: TIME

TIME

**THE
BIGGER
THREAT?**

KIM JONG IL
NORTH KOREA'S dictator is a nuclear menace.
Why he may be more dangerous than Saddam



cashing out — working women
and men, questioning personal
career satisfaction and life goals,
focus on family and new adventures

down-seizing — freeing quality time
through highly efficient working and
service practices

every second counts — the hectic
time-squeezed nature of life, the
perceived need to fill time productively
and the fear of wasting time

APRIL 15, 2002

MIDDLE EAST: BUSH'S BIG GAMBLE



TIME



Babies vs. Career

WHICH SHOULD COME FIRST
FOR **WOMEN** WHO WANT BOTH?
The harsh facts about **FERTILITY**

www.time.com AOL Keyword: TIME

MARCH 22, 2004

IRAQ: Where Things Stand
MADRID: Can It Happen Here?

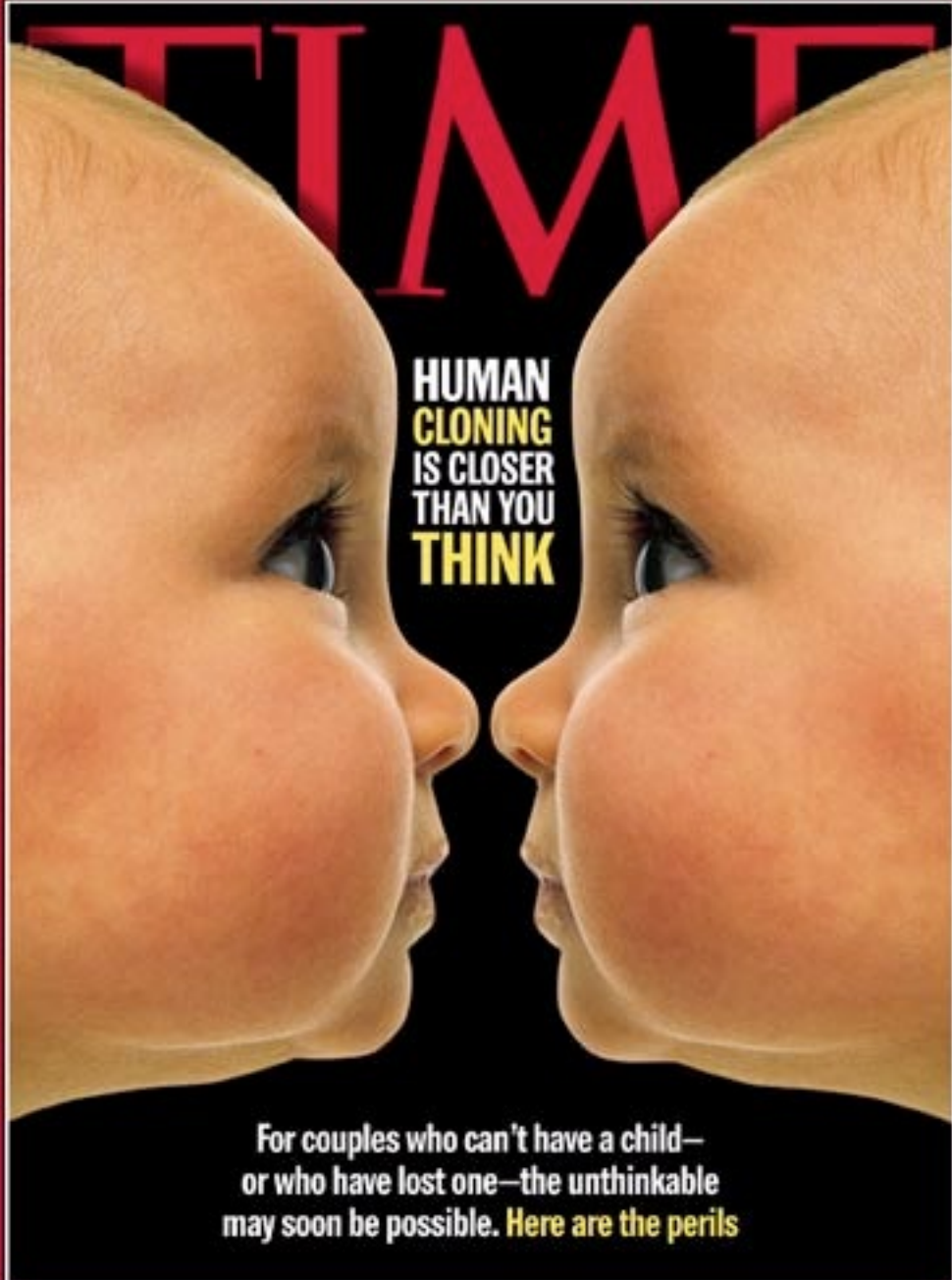
TIME



THE CASE FOR STAYING HOME

Why more young
MOMS
are opting out
of the rat race

www.time.com AOL Keyword: TIME



TIME

**HUMAN
CLONING
IS CLOSER
THAN YOU
THINK**

For couples who can't have a child—
or who have lost one—the unthinkable
may soon be possible. **Here are the perils**

APRIL 30, 2001

www.time.com AOL Keyword: TIME

KARL ROVE: BUSH'S MAN TO SEE ■ ST. JOHN'S WORT BLUES



TIME

SO YOU WANT TO RAISE A SUPERKID...

Throw away those flash cards, relax and let kids be kids. A how-to (and how-not-to) guide for parents
PLUS: The day-care debate

AUGUST 6, 2001

www.time.com AOL Keyword: TIME



TIME

DO KIDS HAVE TOO MUCH POWER?

Yes, say many parents. And now they're moving to regain control

TIME

ARE WE GIVING KIDS TOO MANY DRUGS?

A medicated generation is growing up with quick fixes for mood and behavior. Here are the benefits—and the risks

Jamari, 8, is being treated for what doctors believe is a mood disorder



SEPTEMBER 25, 2006 \$3.50

THE WEN HO LEE FIASCO

TIME

What DIVORCE Does to KIDS

New research says the long-term damage is worse than you thought. Should unhappy parents stay hitched?

www.time.com AOL Keyword: TIME

AUGUST 19, 2002

THE SKINNY ON THE ANTI-FAT HORMONE

TIME

Inside the Volatile World of the **YOUNG AND BIPOLAR**

Why are so many kids being diagnosed with the disorder once known as **MANIC DEPRESSION?**

Ian Palmer, 9, is being treated for bipolar disorder

www.time.com AOL Keyword: TIME

upaging — growing up fast:
the compression of the childhood
years and the acceleration towards
an adult life

TWEEN A child between middle childhood and adolescence, usually between 8 and 12 years old.

ETYMOLOGY: Blend of **teen** 13-19, and **between**

upaging



upaging




MAY 10, 2004

TIME



**TROY:
THE MAKING
OF AN EPIC**



**SECRETS
OF
THE
TEEN
BRAIN**

Research is revolutionizing our view of the adolescent mind—and explaining its mystifying ways

AUGUST 8, 2005

www.time.com AOL Keyword: TIME

TIME

SPECIAL REPORT

Being 13

Inside that mystifying age, when kids are shaped by the push to achieve and the pull of pop culture

- Their search for God
- The rise of cyberbullies
- In their own words



OCTOBER 30, 2006 \$3.50

www.time.com AOL Keyword: TIME

TIME

Is it hormones?
Is it fat? Is it something
in the water?
How parents and
kids are coping

EARLY PUBERTY

WHY GIRLS ARE
GROWING UP FASTER



JANUARY 24, 2005

THE TRUTH ABOUT
SOCIAL SECURITY

TIME



**MEET THE
TWIXTERS,**
young adults
who live off
their parents,
bounce from job
to job and hop
from mate to mate.
They're not lazy...

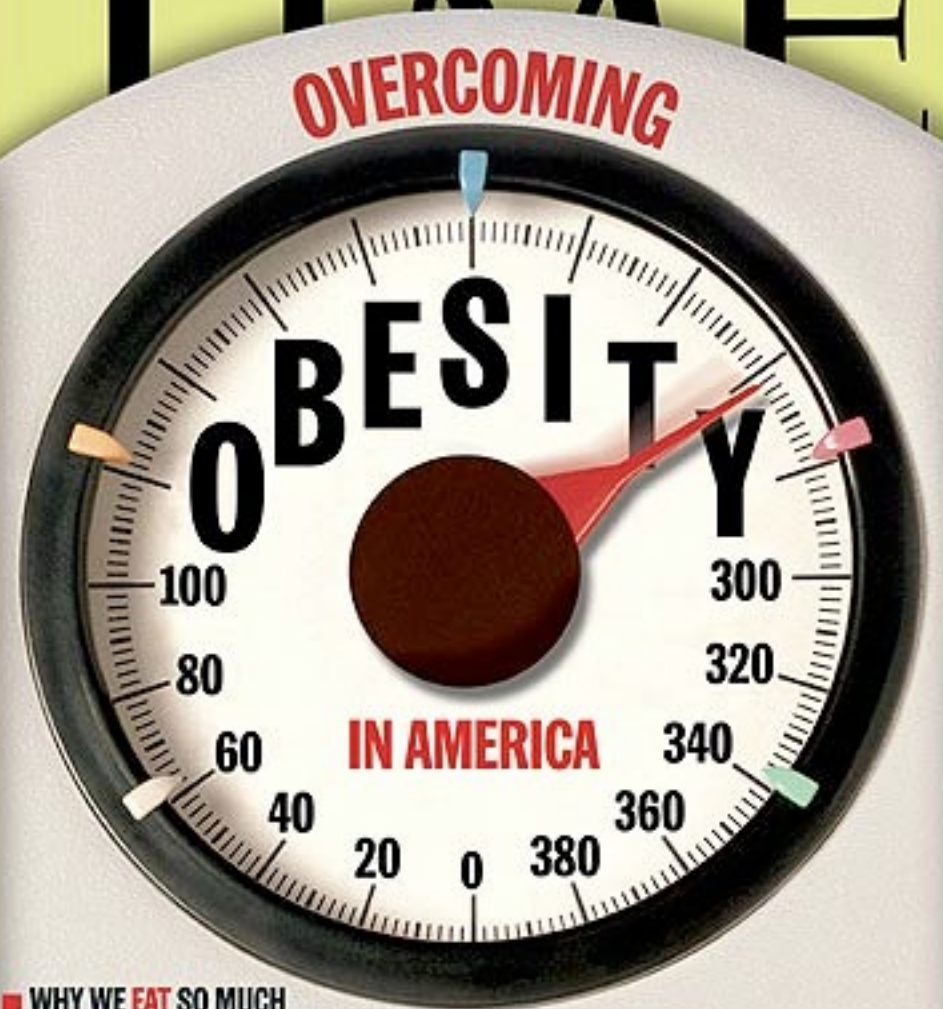
**THEY
JUST
WON'T
GROW UP**

BY LEV GROSSMAN

pleasure revenge — a willingness
to pursue pleasure in a way that
is contrary to health-consciousness

small indulgences — people
rewarding themselves regularly
in small everyday luxuries

TIME

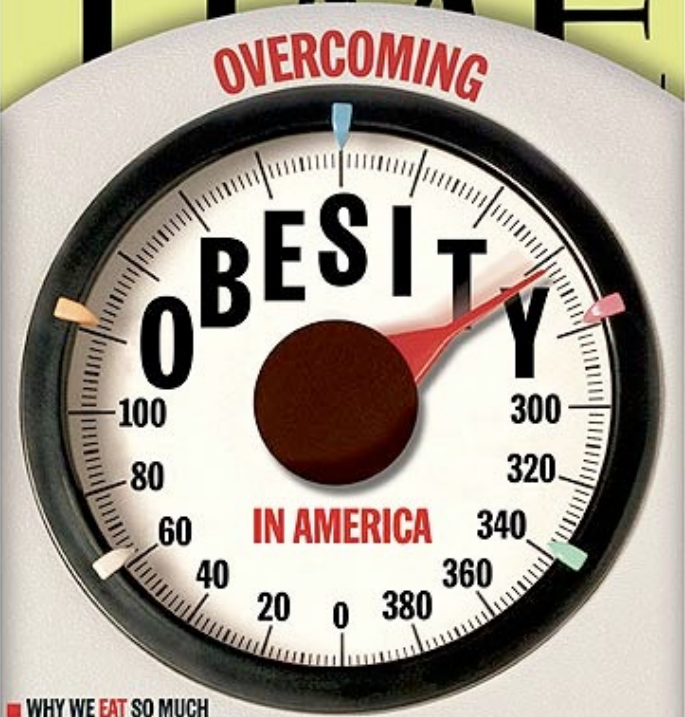


- WHY WE EAT SO MUCH
- THE ANTI-FAT CRUSADERS
- WEIGHT-LOSS HEROES
- WHAT TO TELL YOUR KIDS
- A GUIDE TO DIET BOOKS

JUNE 7, 2004

SPECIAL ISSUE

TIME



- WHY WE EAT SO MUCH
- THE ANTI-FAT CRUSADERS
- WEIGHT-LOSS HEROES
- WHAT TO TELL YOUR KIDS
- A GUIDE TO DIET BOOKS

www.Eme.com AOL Keyword: TIME

SEPTEMBER 2, 2002

www.Eme.com AOL Keyword: TIME



The Sopranos: Our Sneak Preview ■ Iraq and al-Qaeda

TIME

WHAT REALLY MAKES YOU FAT?



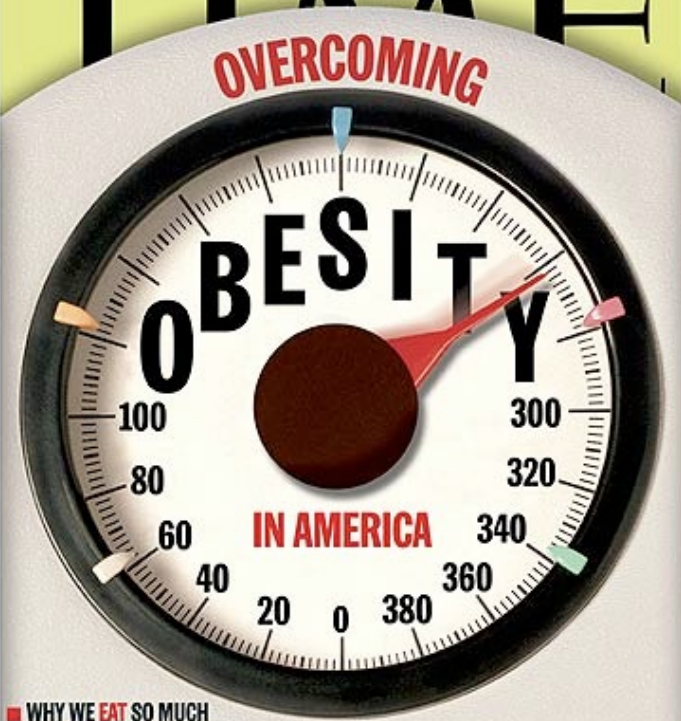
The latest science on how your body handles **CARBS vs. FATS**

www.Eme.com AOL Keyword: TIME

JUNE 7, 2004

SPECIAL ISSUE

TIME



- WHY WE EAT SO MUCH
- THE ANTI-FAT CRUSADERS
- WEIGHT-LOSS HEROES
- WHAT TO TELL YOUR KIDS
- A GUIDE TO DIET BOOKS

www.time.com AOL Keyword: TIME

MARCH 14, 2005

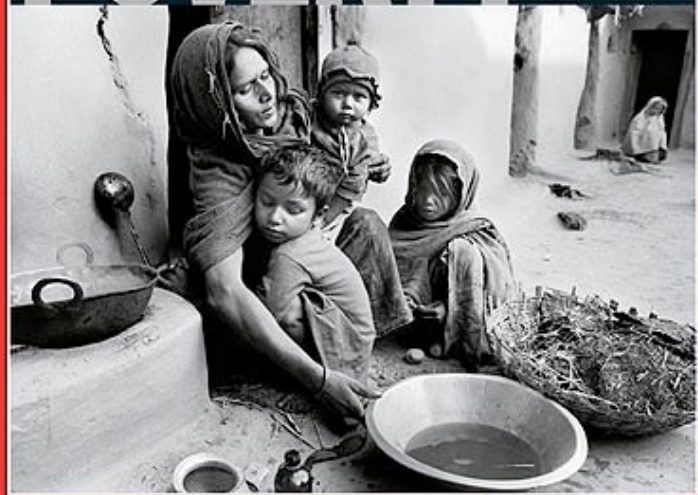
IS THE BUSH DOCTRINE PAYING OFF?

TIME

HOW TO END POVERTY

EIGHT MILLION PEOPLE DIE EACH YEAR BECAUSE THEY ARE TOO POOR TO STAY ALIVE. A PROVOCATIVE PLAN ON HOW WE CAN SAVE THEM

BY JEFFREY D. SACHS



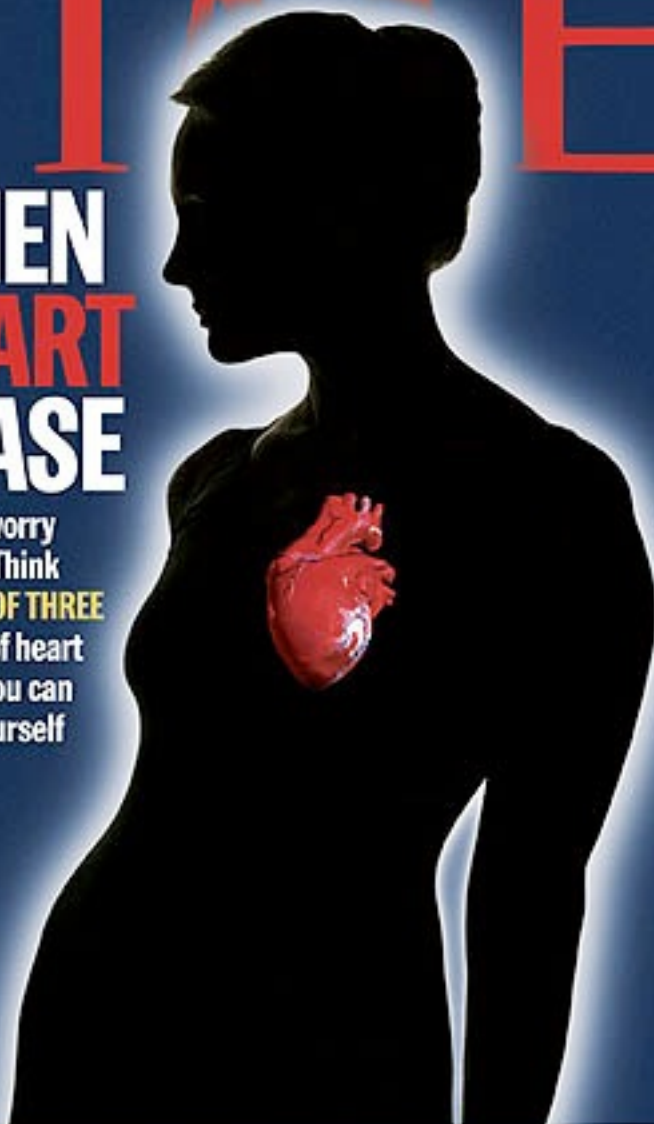
www.time.com AOL Keyword: TIME

IRAQ: INSIDE THE OCCUPATION / THE SEARCH FOR SADDAM

TIME

WOMEN & HEART DISEASE

Is your biggest worry breast cancer? Think again. **ONE OUT OF THREE** women will die of heart disease. What you can do to protect yourself



JANUARY 21, 2003

TIME

ENRON AND BUSH
INTERROGATING AL-QAEDA

THE SCIENCE OF STAYING HEALTHY

Want to keep the doctor away?
New discoveries can help
prevent everything from obesity
to cancer to heart disease

www.time.com AOL Keyword: TIME

JUNE 6, 2005

www.time.com AOL Keyword: TIME

TIME

LOSE THAT SPARE TIRE!

SPECIAL REPORT ON
HOW TO GET
FITTER, FASTER

A comprehensive guide
for young and old, couch
potato and exercise nut,
and everyone in between

CHOOSING THE
RIGHT WORKOUT

CAN YOU BE
FAT AND FIT?

THE RISKS
OF OVEREXERCISE

CLOSING AMERICA'S
FITNESS GAP



TIME

THE END OF LIFE

WHO DECIDES?



THE BATTLE OVER
TERRI SCHIAVO
OFFERS REAL LESSONS
ABOUT THE MOST
IMPORTANT CHOICE
YOU MAY EVER MAKE

down aging — staying alive,
the desire for good health and
longevity creates a new way
of life

being alive — not just staying
alive (longer), but enjoying a high
quality of life and living

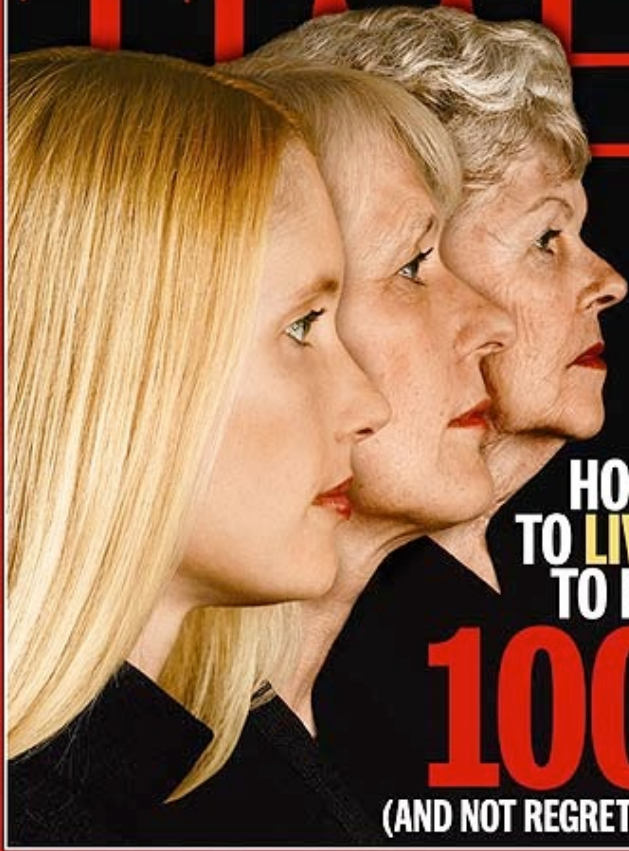
staying alive — the aging of the population and people's desire to live full active lives for all their years

AUGUST 30, 2004

www.time.com AOL Keyword: TIME

FALL PREVIEW: A SNEAK PEEK AT MOVIES, TV, MUSIC & BOOKS

TIME



HOW
TO LIVE
TO BE

100

(AND NOT REGRET IT)

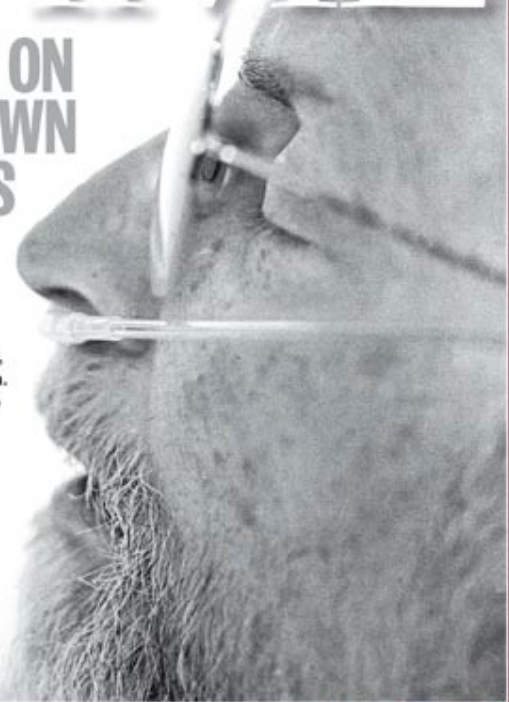
SEPTEMBER 13, 2000 \$3.50

Humpty W.
HOW BAD A FALL?

TIME

DYING ON OUR OWN TERMS

Too many
Americans
spend their
final days in
a hospital
or nursing home,
alone and in pain.
It doesn't have to
be that way



www.time.com AOL Keyword: TIME

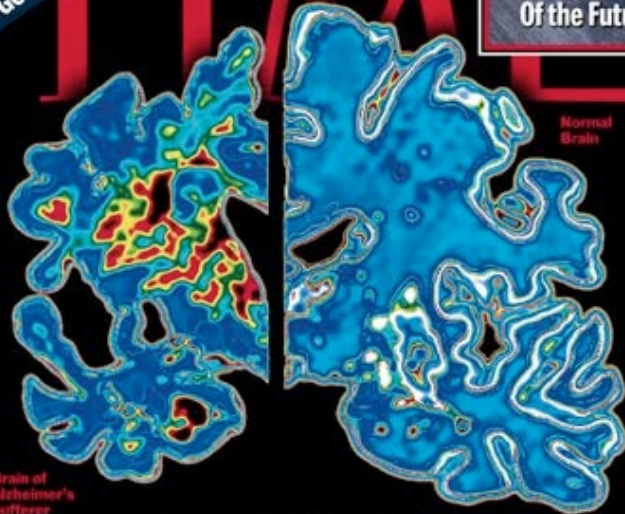
JULY 17, 2000

\$3.99

**HARRY POTTER
HOW GOOD IS THIS ONE?**

New Series
Innovators

The TIME 100
Of the Future



THE NEW SCIENCE OF ALZHEIMER'S

- The drugs ■ The genetics
- The latest theories
- What you can do now

www.time.com AOL Keyword: TIME

MAY 14, 2001



NICOLE
DOES THE
CANCAN

**BELIEVE IT
OR NOT, THIS
91-YEAR-OLD
NUN CAN HELP
YOU BEAT**

ALZHEIMER'S

A landmark study of the disease sheds new light on:

- WHAT CAUSES IT
- HOW TO PREVENT IT

www.time.com AOL Keyword: TIME

MAY 28, 2001

www.time.com AOL Keyword: TIME

TIME

THERE IS NEW AMMUNITION IN THE WAR AGAINST CANCER. THESE ARE THE BULLETS.

Revolutionary new pills like **GLEEVEC** combat cancer by targeting only the diseased cells. Is this the breakthrough we've been waiting for?



DECEMBER 9, 2002

SPECIAL REPORT: TERROR'S NEW TARGETS

TIME

THIS
TWIN
IS
BOUND
FOR
GLORY



The Coming Epidemic of ARTHRITIS

THE BAD NEWS: Research shows that the disease starts attacking your joints long before middle age

THE GOOD NEWS: The latest treatments are more effective than ever

www.time.com AOL Keyword: TIME

FEBRUARY 23, 2004

TIME

BUSH'S
MILITARY RECORDS
IS DISNEY MOUSETRAPPED?

THE SECRET KILLER

- The surprising link between **INFLAMMATION** and HEART ATTACKS, CANCER, ALZHEIMER'S and other diseases
- What you can do to fight it

www.time.com AOL Keyword: TIME

DECEMBER 6, 2004

www.time.com AOL Keyword: TIME

THE YEAR IN MEDICINE

TIME

THE STEALTH KILLER

America's **HIGH BLOOD PRESSURE** crisis is spinning out of control. Learn about it, treat it—and maybe save your life



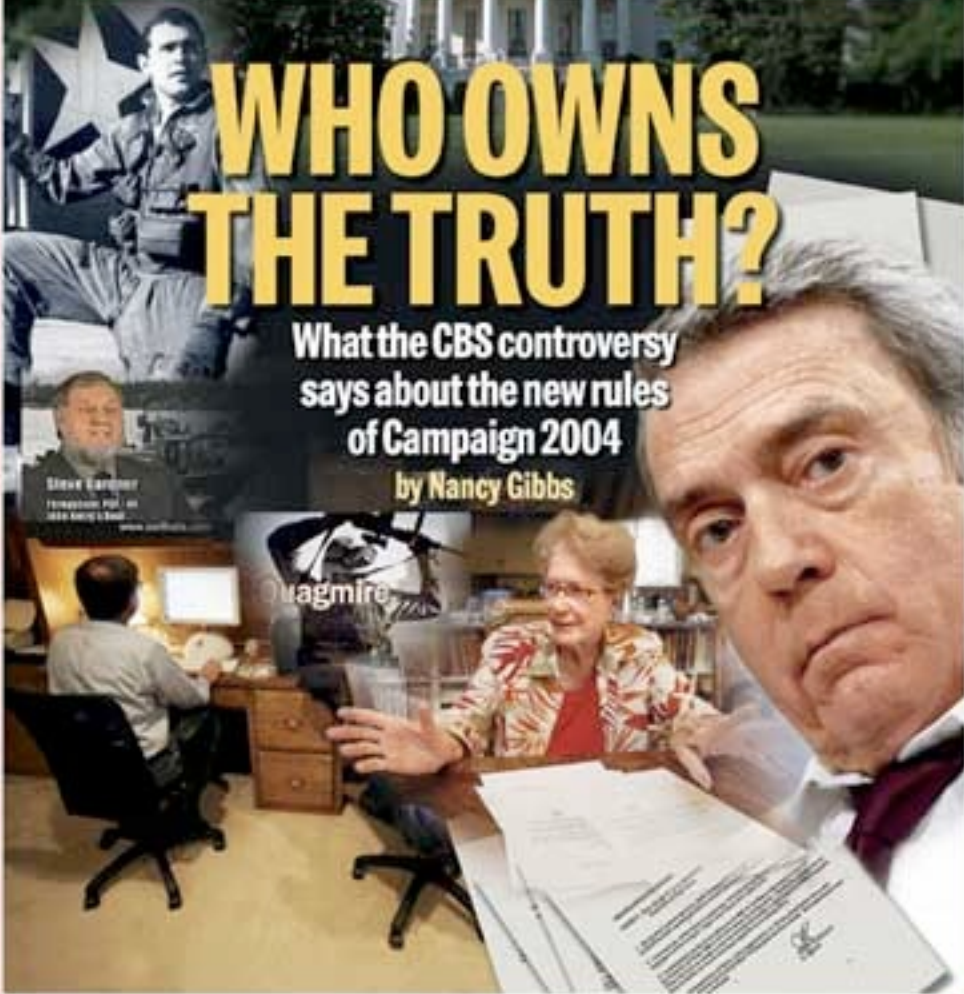
fear — the mistrust and suspicion
of authority and large institutions,
in particular governments and
corporations

TIME

WHO OWNS THE TRUTH?

What the CBS controversy says about the new rules of Campaign 2004

by Nancy Gibbs



Steve Gardner
Henderson Hill on
CBS NEWS 10pm

Maguire

SEPTEMBER 27, 2004

www.time.com AOL Keyword: TIME

TIME

WHO OWNS THE TRUTH?

What the CBS controversy says about the new rules of Campaign 2004
by Nancy Gibbs

Steve Kornhuber
FOLLOWING THE
LEADER'S LEAD
www.time.com



FEBRUARY 7, 2005

TIME

SPECIAL INVESTIGATION

KID GUERRILLAS
NEW BREAST CANCER RISK

BIG MONEY & POLITICS

Who Gets Hurt

by Donald L. Barlett
and James B. Steele



www.time.com AOL Keyword: TIME

\$1.50

FEBRUARY 4, 2002

www.time.com AOL Keyword: TIME

THE ENRON MESS TIME



How Sticky Will It Get?

JANUARY 28, 2002

www.time.com AOL Keyword: TIME



Could an **Enron** happen to me?
Is my phone service ripping me off?
Who's looking after my 401(k)?
Can I trust my HMO?
Can I count on my broker?

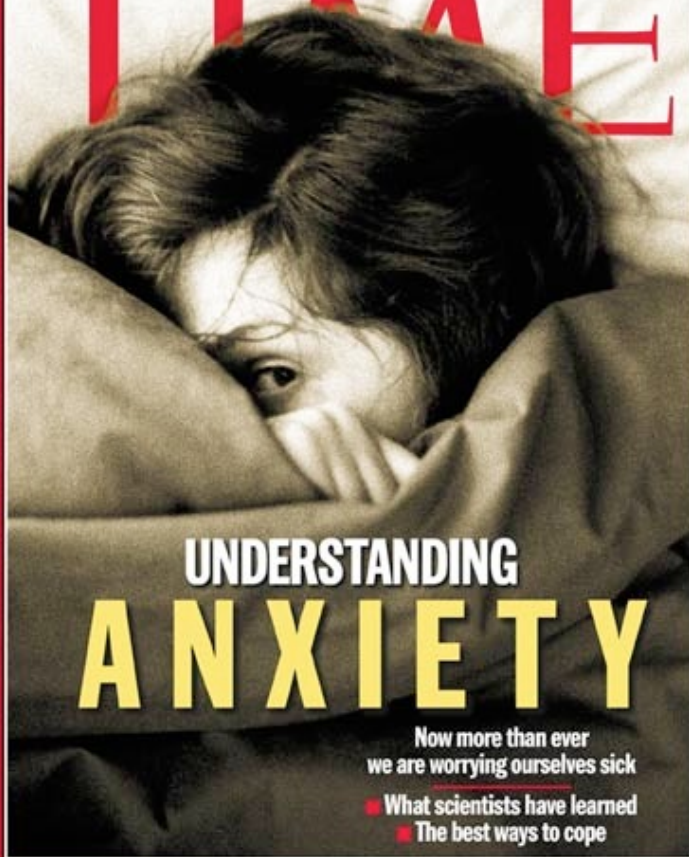
So many choices, and no one to trust. In today's world...

YOU'RE ON YOUR OWN, BABY

JUNE 10, 2002

www.time.com AOL Keyword: TIME

TIME



UNDERSTANDING ANXIETY

Now more than ever
we are worrying ourselves sick

- What scientists have learned
- The best ways to cope

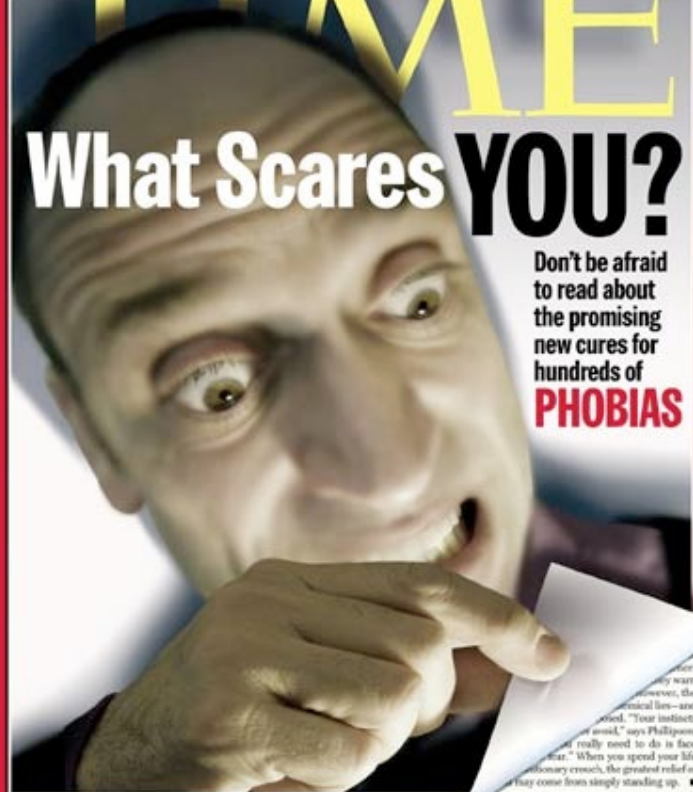
APRIL 2, 2001 \$3.50

www.time.com AOL Keyword: TIME

INSIDE McCain's WAR ■ KIDS BULLYING KIDS ■ EARLY MAN

TIME

What Scares YOU?



Don't be afraid
to read about
the promising
new cures for
hundreds of
PHOBIAS

...any warn
...however, the
...tical lin—and
...osed. "Your instincts
...at work," says Phillips.
...really need to do is face
...star." When you spend your life
...tionary crouch, the greatest relief of
...may come from simply standing up. ■

MAY 26, 2003

www.time.com AOL Keyword: TIME

TIME

Hey,
Where's
My **RAISE?**



Paychecks are
shrinking for
millions of Americans.
What that means for
your future

JANUARY 8, 2001 \$3.50

TIME



**HOW TO SURVIVE
THE SLUMP**

- Why the New Economy is stumbling
- The best ways to protect your finances
- Bush's tax cut: Would it help—or hurt?

www.time.com AOL Keyword: TIME

JULY 29, 2002

www.time.com AOL Keyword: TIME



DECEMBER 30, 2002 / JANUARY 6, 2003

SPECIAL DOUBLE ISSUE



www.time.com AOL Keyword: TIME

JUNE 9, 2003

TIME

**IRAQ: WEAPONS OF
MASS DISAPPEARANCE**



THE DOCTOR IS OUT

Why so many patients are losing their doctors to the rising costs of malpractice

Lobbying the politicians for a cure

What it means for you

APRIL 23, 2002

Powell's Mission Impossible



TIME

HOW
MEDICAL
TESTING
HAS TURNED
MILLIONS OF
US INTO ...



HUMAN GUINEA PIGS

www.time.com AOL Keyword: TIME

JANUARY 15, 2001 \$3.50

www.time.com AOL Keyword: TIME

TIME

SPECIAL
ISSUE



DRUGS OF THE FUTURE

Amazing
new medicines
will be based on
DNA
Find out how they will change
YOUR LIFE

hedonism — guilt free indulgence,
hedonistic consumption and the search
for new or authentic experiences

JULY 26, 2004

EXCLUSIVE EXCERPT:
AMERICA THE VULNERABLE



IT'S VEGAS, BABY!

Why America's No. 1 tourist
town is hotter than ever
BY JOEL STEIN

Plus: The winning hand of **Poker**

feminisation — the changing role of men and women, the blurring of gender boundaries and the ascendancy of values and behaviours traditionally considered as female.

AUGUST 28, 2000 \$3.50

**RUSSIA'S SUB DISASTER
BATTLING FOR THE NEW SWING VOTER**



The stars of
Sex and the City

Who Needs a Husband?

More women are saying no to marriage and embracing the single life. Are they happy?

www.time.com AOL Keyword: TIME

MAY 16, 2005

www.time.com AOL Keyword: TIME

Summer's Hot Movies ■ Inside a Baghdad ER



A FEMALE MIDLIFE CRISIS?

Bring it on! How women are making the most of a major turning point in their lives

BY NANCY GIBBS

JULY 22, 2002

WALL STREET: LOSING SAVINGS—AND TRUST

TIME

IS THIS OUR FIRST ANCESTOR?



Susan Pierres, 60, of Miami, has been on hormones for 10 years. She is angry and confused but not yet ready to stop taking them

THE TRUTH ABOUT HORMONES

Hormone-replacement therapy is riskier than advertised. What's a woman to do?

www.time.com AOL Keyword: TIME

JUNE 26, 2000 \$3.50

TIME



FRANK GEHRY ROCKS!



VOYEUR TV

We like to watch

Survivor, The Real World, Big Brother and The 1900 House. What's behind the turn-on?

www.time.com AOL Keyword: TIME

INSIDE A HACKER SCHOOL

RUDY GIULIANI'S CRISES

TIME

THE HOTTEST JOBS OF THE FUTURE

TOM PETERS on which careers will flourish—and vanish



VISIONS 21: Our Work, Our World
Will the Dow Ever Hit 50,000? >>
Will Cash Vanish? >>
Will Service Still Stink? >> What Will Our Offices Look Like? >> Will China Surpass the U.S.? >> Will Everyone Have the Bomb? >> **PLUS:** Caleb Carr's novella



NOVEMBER 24, 2003



Where
The
New

J O B S
Are

www.time.com AOL Keyword: TIME

MARCH 1, 2004



04
THE ISSUES

PATROLLING
IRAQ'S MEAN STREETS
BLOOD, GUTS AND "THE PASSION"

ARE
TOO
MANY
JOBS
GOING
ABROAD?

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BILL GATES
\$22 BILLION



LILY KANTOR
\$2 MILLION



STEVE CASE
\$200 MILLION



MARTHA INGRAM
\$300 MILLION



PIERRE OMIKYAR
\$100 MILLION



PAUL ALLEN
\$355 MILLION

TIME

THE **NEW** PHILANTHROPISTS



They're hands on.
They want results.
Who gives,
and how much



save-our-society sos — the me
generation finds a social conscience
and discovers ethics, passion and
compassion

APRIL 9, 2001 \$3.50

www.time.com AOL Keyword: TIME

TIME



GLOBAL WARMING

Climbing temperatures.
Melting glaciers. Rising seas.
All over the earth we're feeling the heat.
Why isn't Washington?

AUGUST 28, 2002

www.time.com AOL Keyword: TIME

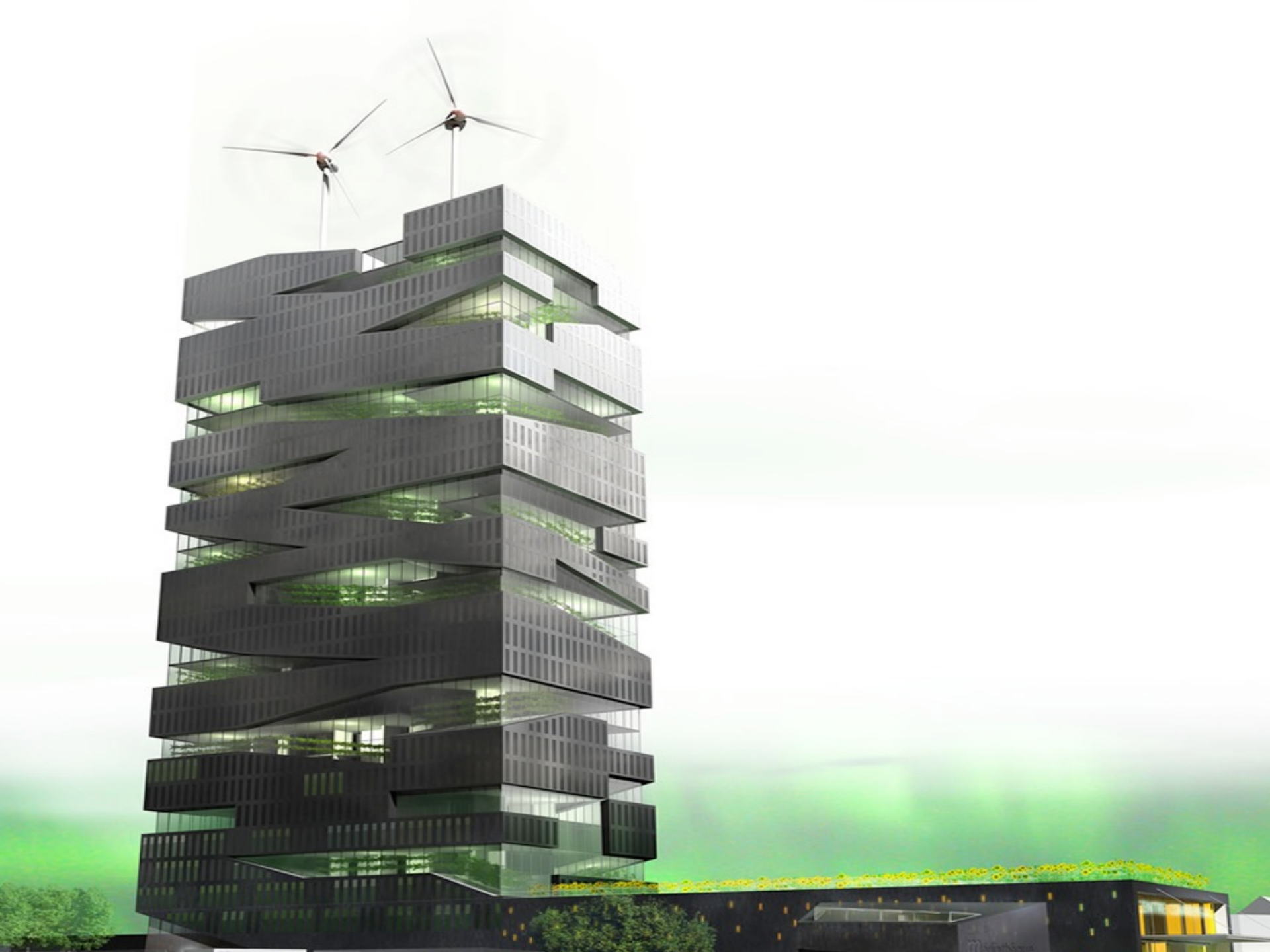
SPECIAL REPORT

TIME

HOW TO SAVE THE EARTH



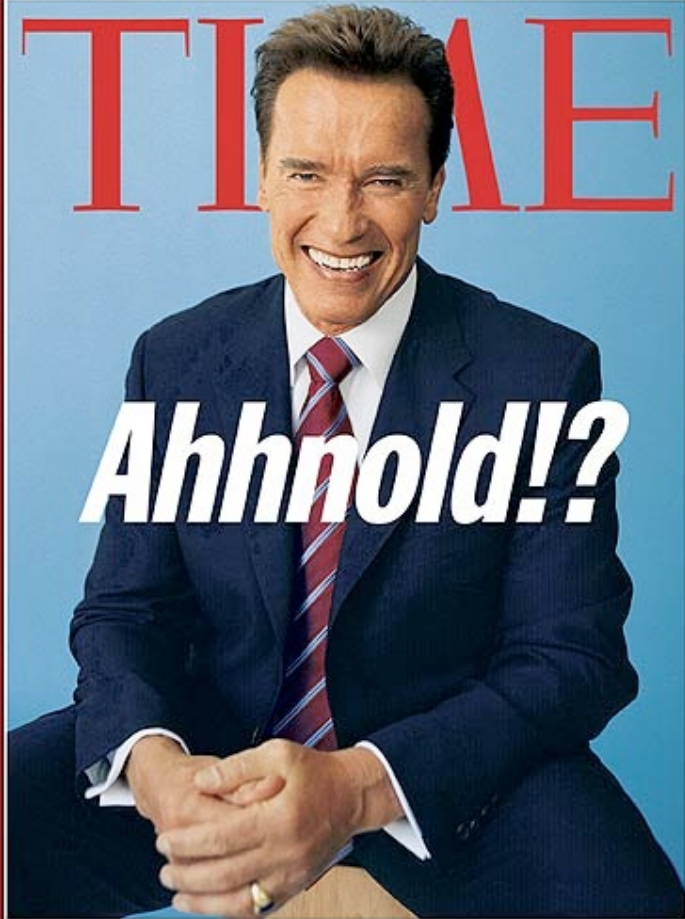
The hot and wild weather is a sign of things to come. But fresh ideas and new technology can cool us down and make this a **GREEN CENTURY**



AUGUST 18, 2003

www.time.com AOL Keyword: TIME

TIME



Ahhnold!?

JANUARY 29, 2001 \$3.50



INAUGURAL: Boots, Barbecue and No New Taxes

TIME



Oh No!

California's power failure
Can it happen in your state?
How it may hurt
the economy

www.time.com AOL Keyword: TIME

fusion — the mixing of values
and styles from different cultures

APRIL 18, 2005

www.time.com AOL Keyword: TIME

special issue

TIME

THE TIME



The lives and ideas of the world's 100 most influential people

CONDOLEZZA RICE BY HENRY A. KISSINGER
MARTHA STEWART BY DONALD TRUMP
JON STEWART BY TOM BROKAW
CLINT EASTWOOD BY SEAN PENN
OPRAH WINFREY BY GLORIA STEINEM
KARL ROVE BY JAMES CARVILLE ... AND 94 MORE

AUGUST 22, 2005

EXCLUSIVE
HOW IRAN IS FUELING
THE IRAQI INSURGENCY
Plus: A Mother vs. Bush

TIME

The

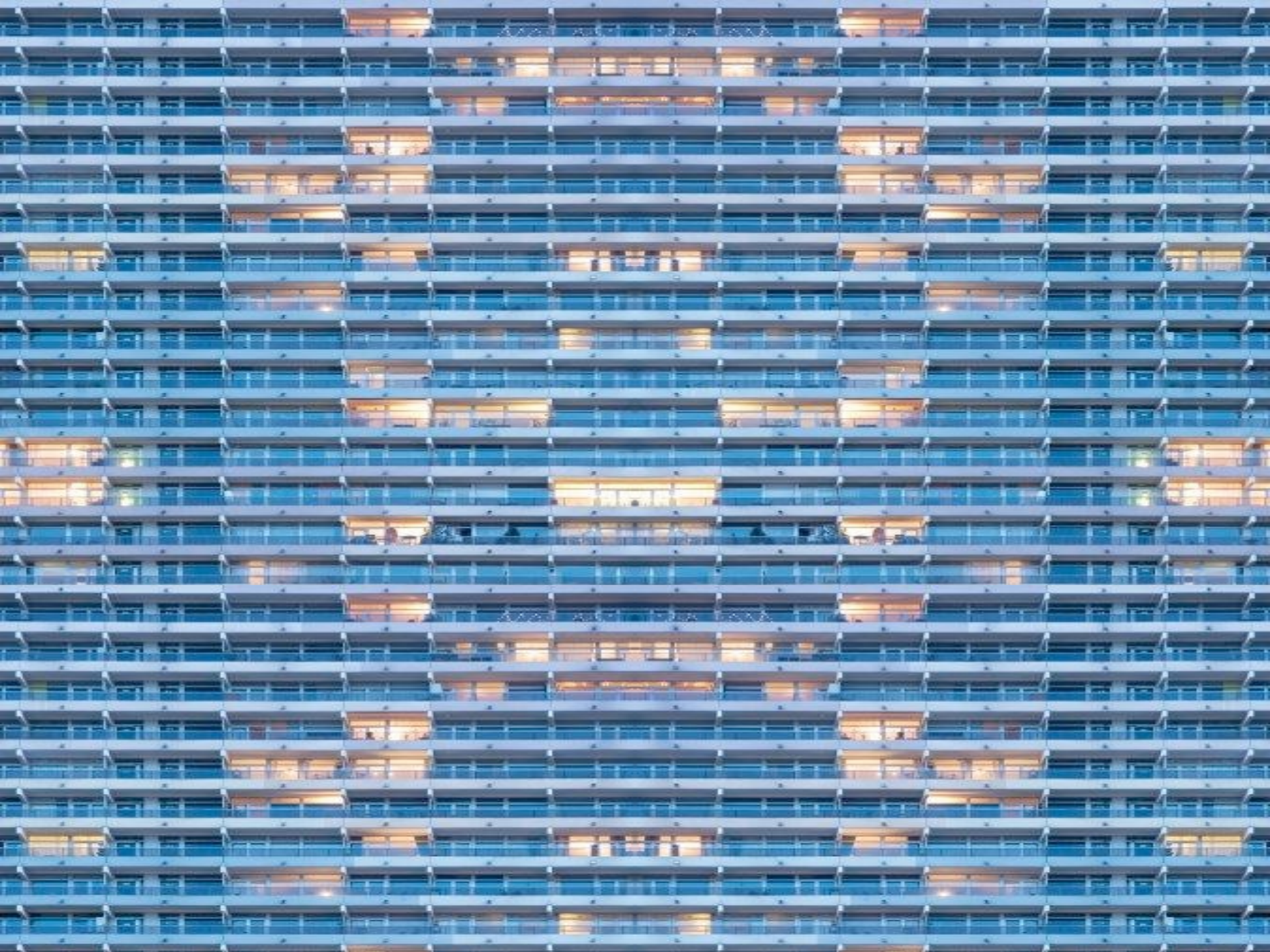


Most Influential HISPANICS In America

www.time.com AOL Keyword: TIME



cocooning — our desire to build ourselves strong and cozy nests, where we can retreat from the world, enjoying ourselves in security and comfort e.g. in our homes, summer homes, cars, boats etc.



JUNE 13, 2005

www.time.com AOL Keyword: TIME

WHY DEEP THROAT CAME OUT • IRAN'S TWENTYSOMETHINGS

TIME



HOME \$WEET HOME

Why we're going gaga over real estate

■ WILL YOUR HOUSE MAKE YOU RICH?
 ■ SUPER-HOT MARKETS ■ IS IT TIME TO BUY—OR SELL? ■ THE CASE FOR RENTING

OCTOBER 14, 2002

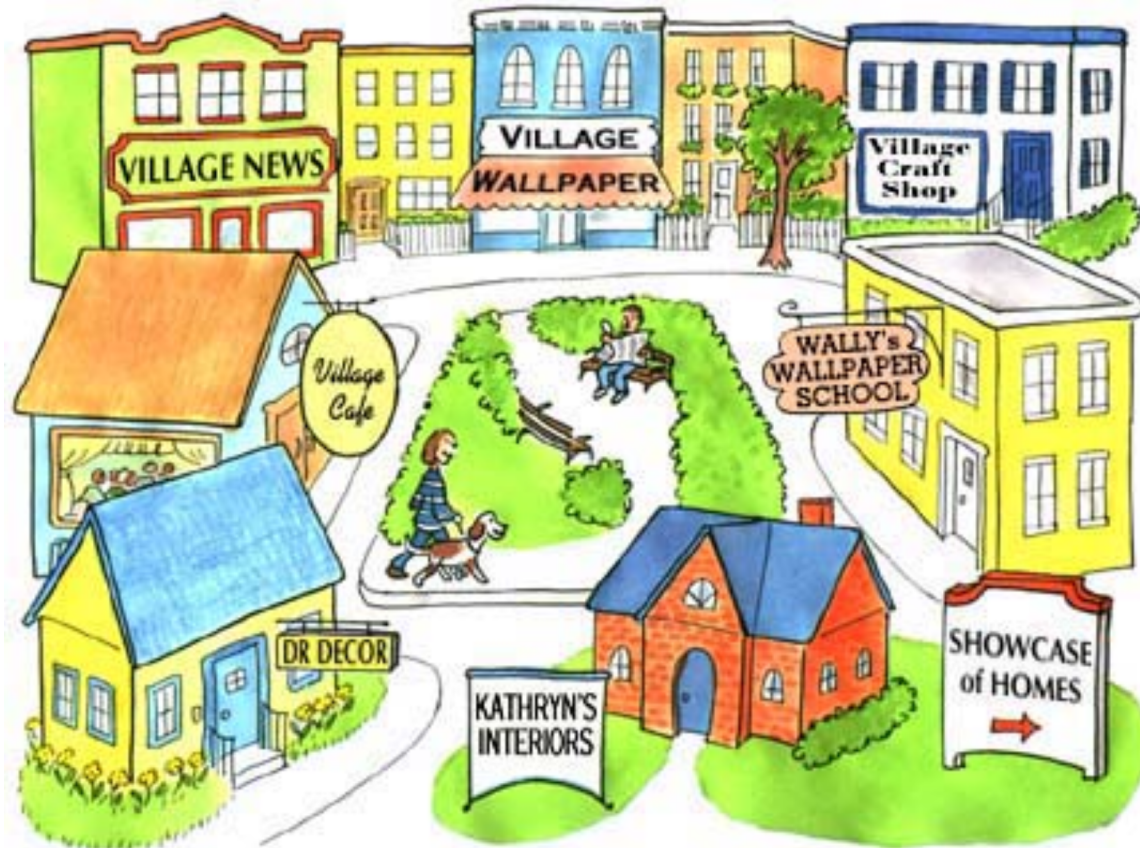
THE PROS & CONS OF ATTACKING IRAQ



INSIDE THE NEW AMERICAN HOME

Chef's kitchens, giant master suites, home theaters. People are turning their houses into luxurious escapes. Come take our guided tour

www.time.com AOL Keyword: TIME



AUGUST 27, 2001

www.time.com AOL Keyword: TIME



Is HOME SCHOOLING Good for America?

Like a growing number of families, the Deckers of Texas are doing education their own way

JULY 2, 2001

www.time.com AOL Keyword: TIME



HOW TO PROTECT YOUR PRIVACY ONLINE

Identity theft is growing, spy software is spreading.
10 WAYS to keep your vital information secure

individuality — the search for
opportunities for self-expression
incl., fantasy adventure

individuality — peoples desire to express their personality and tastes and the increasing difficulty of classifying people as members of market segments based on demographic measures.



The wait is over:
J.K. Rowling's
latest book
comes out this
week. What the
world's most popular
series says about the
secret life of children

BY NANCY GIBBS

OCTOBER 2, 2000 \$3.50

TIME

*Inside a Teen's Stock Scam
The Battle Over Oil Prices*

What's
Next
For

Napster

How SHAWN
FANNING, 19,
upended music...
and a lot more



www.time.com AOL Keyword: TIME

FALL 2001

SPECIAL ISSUE



TIME

BJÖRK

BRENDA
FAUSSE

MARC
ANTHONY

MUSIC GOES GLOBAL

UTADA
HIKARU

MAX
de CASTRO

SHAKIRA

www.time.com AOL Keyword: TIME

expert driven ... e.g. brand futurist

trends incite creativity and change ...

... creativity and change incite trends

trends are ...

temporal — of, relating to, or limited by time. ephemeral or temporary i.e. lasting only for a short time e.g. fads or visual trends v.s. longer (often deeper) socio-cultural or demographic trends, but not eternal!

cultural — of or relating to culture.
values, beliefs, attitudes, assumptions
and behaviors which are shared by
individuals (organizations and
institutions).

cultural — builds through experience
and the expectation of further positive
experience(s).

conceptual — of or relating to concepts or mental conception.

concept — a general idea, or set of ideas, derived or inferred from specific instances or occurrences i.e. what to? and where to i.e. context?

concept — a general abstract notion that has to be carried out by means of an idea or (typically) set of ideas.

contextual — of, involving, or depending on context. the circumstance, condition or climate in which an event or activity occurs; temporally, spatially, spiritually, or otherwise.

the best way to create the future

the best way to create the future
is to believe in something

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is to believe in something
... but not everything

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is to believe in something
... but not everything

the alternative ?

the best way to create the future
is to believe in something
... but not everything

the alternative ? ... believe in nothing!

the best way to create the future
is to believe in something
... but not everything

the alternative ? ... believe in nothing!
see how far that gets you

no wind favors he who has no destined port

—[Montaigne

the best way to predict the future
is to plan it

—[Peter Drucker

we may never know enough
to take the chance worth taking

—[John Maynard Keynes

things always happen
that you really believe in,
and the belief in a thing
makes it happen

—[Frank Lloyd Wright

well done, is better than well said

—[Benjamin Franklin