

Appendix B

Vision in Product Design Clusters with Factors

A Concept and Vision for Mercedes EQ
Reimagining our Time Spent in Sustainable Luxury Cars in 2035

Thesis General Information

DISCLAIMER

This Master Thesis is written in for completion of the MSc Integrated Product Design program at the faculty of Industrial Design Engineering (IDE) at Delft Technical University (Delft, Netherlands).

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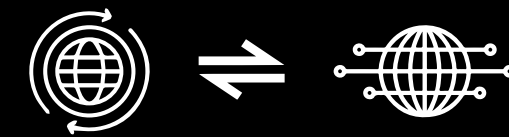
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CLUSTER I

THE BLENDING OF EVERYTHING/ALL OUR WORLDS AND ACTIVITIES INTERTWINE



As boundaries between the physical and digital worlds in all aspects of our lives continue to dissolve, more and more tasks and activities will continuously keep intertwining with each other. These overlaps can enrich experiences but also weaken them.



People are willingly and unwillingly connected almost everywhere and all the time, so stimuli (or distractions) are hard to avoid. Sometimes this is, for example, a necessity for work, but it is also increasingly harder for a growing number of people to avoid stress or control their time spent online due to psychological reasons. By increasingly seamlessly integrating these technologies in cars, these effects are further amplified.



Negative effects, such as a shortened attention span, from a 'technology always on environment' on people's behaviour are very real, but the extent of these effects remains unclear until now. Finally, our behaviour online might not match our identities offline, but they can also result in altered behaviour in the physical world.

THE BLENDING OF EVERYTHING/ALL OUR WORLDS AND ACTIVITIES INTERTWINE

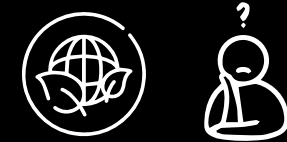
Millennials were nearly twice as likely as boomers to shop for and buy a vehicle — new or used — entirely online. [65] [trend/development/principle/state] [wealth]
 Industry 4.0 is the bringing together of robots, interconnected devices and fast networks of data within a factory environment, basically to make the factory more productive and to execute the routine tasks that are best done by robots and not best done by humans. Industry 4.0 starts to move towards Industry 5.0 when you begin to allow customers to customise what they want. [54] [trend/development/principle/state] [sociological/technological]
 In the context of social media and internet, there will be an increasing amount of regulatory control and legal scrutiny. [29] [trend/development/principle/state] [safety&security]
 Given the tools at our disposal, smartphones, social media, and technology, we are free to create a digital narrative about who we are that might not match our physical world persona. [8] [trend/development/principle/state] [sociological]
 Contrary to popular belief, millennials don't hate cars. They hate car dealerships. [65] [trend/development/principle/state] [wealth]
 Experts are evenly split on whether the coming decade will see a reduction in false and misleading narratives online. Those forecasting improvements place their hopes in technological fixes and in societal solutions. Others think the dark side of human nature is aided more than stifled by technology. [58] [trend/development/principle/state] [sociological/demographic]
 Within the next decade, virtual spaces will become an integral part of our collective human experience. [17] [trend/development/principle/state] [technological/sociological]
 Over generations, there is an increasing use of social media to interact with luxury brands, bloggers or social media peers. [62] [trend/development/principle/state] [wealth]
 Our body is physiologically rewarding us when talking about ourselves online. [26] [trend/development/principle/state] [sociological/psychological]
 Cybersecurity and resilience. As businesses face unprecedented

new threats, the ability to avoid and mitigate cybersecurity threats will be critical to success over the next decade. [9] [trend/development/principle/state] [safety&security]
 Physical spaces – like homes, offices, and even whole cities – are becoming increasingly connected and smart. Next to this, have the continuous implementation of short- and medium-term ICT-related interventions gradually transformed the cities into smart environments. [9/28] [trend/development/principle/state] [technological/demographic]
 The pivot from office-based work to working from home (WFH) will have long-lasting effects on business and society - particularly for those who used to work in offices. [10] [trend/development/principle/state] [sociological/demographic]
 Deep hybridity—a blend of the physical, biological, and digital worlds. Our "new normal" will be a place where these worlds mix and mingle in our daily experience. [8] [trend/development/principle/state] [demographical]
 Split tasking of Gen Z but also Gen Y allows them to work anywhere, but they are generally less focussed than Gen Y. This results in an increasingly blended work- and lifestyle. [3] [trend/development/principle/state] [psychological]
 The implications of growing up in an "always on" technological environment are only now coming into focus, and as of yet remain unclear. [4] [trend/development/principle/state] [psychological]
 Millennials are likely to sense that most things are never black and white, right and wrong are relative terms. Opposing truths can exist simultaneously in this world of divine dichotomy. [6] [trend/development/principle/state] [sociological]
 With office and home merging together - and without the commute, the water cooler and the canteen - we need 'new' spaces to help break up the working day. [10] [trend/development/principle/state] [sociological/demographic]
 Education from home; as well as the challenges faced by some families, there were also advantages: more family time, improving children's digital skills, allowing them to learn at their own pace and engaging them in real-life problems - including their parents' world of work. [10] [trend/development/principle/state] [education]

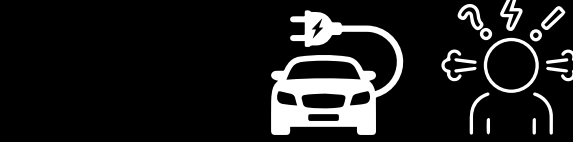
With increased bandwidth, better collaboration, and 3.2 billion people online, there are far more chances for co-creation. Now anyone can start their own movement or network, and they do. There also will be a rise in social media communities. [16/29] [trend/development/principle/state] [sociological/demographic]
 As chips replace personal computers and even mobile devices for receiving, processing, and disseminating data, the intrusion into personal space will increase, especially after the chips become organic and are implanted into the individual's neural system. [37] [trend/development/principle/state] [technological]

CLUSTER II

THE FUTURE IS INSECURE / ENVIRONMENTAL FACTORS



Due to demographic, sociological, economic/financial and environmental shifts/factors accelerated by disruptive technologies, the future for many people seems (or feels) insecure. Where should one focus its limited resources (money, time) on and what kind of world will we live in or are we leaving behind?



This can also be seen in the mobility sector and when purchasing a personal luxurious vehicle. Uncertainties arise; should I even buy a car, and if so, which one? How long will it take before it becomes outdated or something newer/better is brought to the market? How often will I use the car, for what purposes, and where, in rapidly changing environments and with arising mobility alternatives? As it will still take a long time till all cars are (fully) autonomous, will driving and parking in my context not be too demanding, as driving is still perfunctory in essence? With rapidly increasing numbers of EVs and, with car free city centres on the rise, will even EVs remain welcome there?



With pressure from lots of different directions it seems like every action needs to be well thought through as the consequences are likely of significance

THE FUTURE IS INSECURE / ENVIRONMENTAL FACTORS & ECO ANXIETY / SURVIVAL OF THE MOST ADAPTABLE

FOMO strikes the car equation. You might buy a car that at the moment was the most exciting model and choice, and yet two months later something cooler comes along. Darn it, you missed out, and thus it is better to not get “stuck” making a choice at all. [64] [trend/development/principle/state] [wealth]
The latest gens are often less enamored of making large capital purchases. Even if capital is no issue, people are less eager to make purchases of which they know that the asset will drop in value the moment they drive it off-the-lot. [64] [trend/development/principle/state] [wealth]
Humans have a basic need for certainty: assurance you can avoid pain and gain pleasure. [15] [trend/development/principle/state] [psychological/health]

The conventional layout of society changes, introducing a great sense of insecurity to younger generations. This is also due to the fact of there being a reduced certainty of funding size, sources and modes from traditional donors and a rise of new socially driven financial actors. [25/30] [trend/development/principle/state] [psychological/demographic]
Jevons paradox: increasing efficiency doesn't lead to less consumption—it leads to more. [34] [trend/development/principle/state] [economical/psychological]
Companies start to value sustainability more as a beneficial cost saving method, next to a marketing tool. [18] [trend/development/principle/state] [economical]
Hyper-competition will be a big driver of this (the luxury brands) market. [19] [trend/development/principle/state] [economical]
The mobility systems of the future are likely to be very different from what exists in most of the world today. The individual traveler is at the heart of this evolution, so consumers will need to be open to adopting new technologies and services. [57] [trend/development/principle/state] [sociological/demographic]
How will humans and later trans-humans (humans with enhanced abilities via genetic manipulation and bionic implants) find meaning and worth in a world where constant surveillance reduces criminal activity while also capturing and preserving all individual faults? [37] [trend/development/principle/state] [sociological]

In the context of social media and internet, there will be an increasing amount of regulatory control and legal scrutiny. [29] [trend/development/principle/state] [safety&security]
With advancing technology comes the technology conundrum: balancing security and civil liberties. [37] [trend/development/principle/state] [technological/sociological]
Given the tools at our disposal, smartphones, social media, and technology, we are free to create a digital narrative about who we are that might not match our physical world persona. [8] [trend/development/principle/state] [sociological]
Experts are evenly split on whether the coming decade will see a reduction in false and misleading narratives online. Those forecasting improvement place their hopes in technological fixes and in societal solutions. Others think the dark side of human nature is aided more than stifled by technology. [58] [trend/development/principle/state] [sociological/demographic]
Prior generations were led to believe that driving was fun and a form of artistic expression. The latest drivers are more down-to-earth and see driving as perfunctory. Next to this, nowadays a car equates to numerous impracticalities, traffic is becoming increasingly worse, and so driving is exasperating. [64] [trend/development/principle/state] [wealth]
The effects of human-caused global warming are happening now, are irreversible on the timescale of people alive today, and will worsen in the decades to come. [56] [trend/development/principle/state] [sociological/demographic]
There will be more congestion, sprawl, pollution, exhaustion of natural resources, and proliferation of megacities and vast urban conurbations unless governments intervene to plan and regulate city development far more strictly than they have ever done in the past. [28] [trend/development/principle/state] [demographic]
There is a nascent but growing backlash against designed obsolescence – the idea that you buy an Apple or Samsung phone, say, and expect to throw it away and get another in 12-18 months. [52] [trend/development/principle/state] [sociological]
Virtually all demographers anticipate massive population growth and continuing urbanization—particularly in the third world. [28] [trend/development/principle/state] [demographic]
Cybersecurity and resilience. As businesses face unprecedented new threats, the ability to avoid and mitigate cybersecurity threats will be critical to success over the next decade. [9] [trend/

development/principle/state] [safety&security]
The implications of growing up in an “always on” technological environment are only now coming into focus, and as of yet remain unclear. [4] [trend/development/principle/state] [psychological]
There is an ongoing decoupling of economies (intensified through the pandemic) and an increasing urge to act accordingly. [8] [trend/development/principle/state] [economical/demographical]
This analysis suggests that it will be at least 2045 before most vehicles are autonomous, and longer before they are affordable. Significantly faster deployment will require scrapping most otherwise functional vehicles that lack self-driving ability. [21] [trend/development/principle/state] [demographic/transport]
Studies of sprawl and ex-urban development raise the possibility that the rate of growth in cities may slow or even that counter urbanization may occur in the future—at least in the developed world. [source] [trend/development/principle/state] [category]
The extremes of wealth and the depths of poverty that have arisen globally in recent decades provide a stark reality for leaders of government, business and civil society. [30] [trend/development/principle/state] [demographic/sociological/wealth]
Humans have a preference for reducing a small risk to zero over a greater reduction in a larger risk. [31] [trend/development/principle/state] [psychological]
When Singularity does arrive, concepts such as human, free will, even life itself, will have to be rethought, and within that transformative conundrum will lie the future of the concept of public safety and its implementation. [37] [trend/development/principle/state] [technological/sociological]
KPMG’s Automotive Institute still truly believes in an increasing use that reflects the sharing economy in contrast to traditional vehicle purchase. But remember: This only applies if the marginal benefit of owning a car decreases, which is more likely to happen in cities than in rural areas. [55] [trend/development/principle/state] [demographic]

CLUSTER III

WE'RE ONLY HUMAN/WE NEED POWERFUL AND MEANINGFUL CONNECTIONS OR MEMORIES



With people's senses being vividly stimulated via a broad spectrum of media, they (have) become somewhat spoiled in the way the brain receives stimuli. Also, with the increased convenience of everything and the high rate of new products in people's lives, there are some who argue that people's senses have become somewhat numbed. How far brands need to go to create special or memorable experiences (meaningful connections and/or memories) shows how increasingly hard it has become to facilitate the appropriate circumstances for creating these.



In luxury however, the expectations of customers do increase. When aiming to provide a rich experience of high (perceived) quality, one must not forget that the making of powerful memories is essential to people's mental health.



Buying a luxury car should be a very personal affair and the perceived quality is likely to increase if the car is made one's own and allows for connections on a deeper level to the user and the user's surroundings. It must be taken into account that people can't force or know what the value of an experience will be until it becomes a memory, and it can be taken into account that stronger memories come from strong emotional, more demanding or rewarding experiences. These are essential for our state of happiness.

WE'RE ONLY HUMAN/WE NEED POWERFUL AND MEANINGFUL CONNECTIONS OR MEMORIES

Humans have a basic need for uncertainty/variety: the need for the unknown, change, new stimuli. [15] [trend/development/principle/state] [psychological/health]

Companies are now seeking to elicit a positive, emotional reaction (such as joy or excitement) through their loyalty programs and are offering rewards that customers feel are truly valuable. [60] [trend/development/principle/state] [sociological/demographic]

Individual and social differences are important for understanding emotional feeling and expression. [14] [trend/development/principle/state] [sociological]

Luxury brands will need to create memorable experiences. [19] [trend/development/principle/state] [luxury/wealth]

Within the next decade, virtual spaces will become an integral part of our collective human experience. [17] [trend/development/principle/state] [technological/sociological]

Millennials predicted to grow from ~32% to ~50% of the personal luxury market by 2025. 130% of 2018-25 market growth is expected to come from Millennials. Largest contributions to growth are coming from the Status Seeker, Little Prince and Fashionista segments, seeking extravagance, fun and new forms of creativity in products & brands (the new wave luxury-values). [62] [trend/development/principle/state] [wealth]

Personal luxury reached 330 B€ in 2018 expected to grow in 2018-2025 at ~3%, driven by accessories and cosmetics, while experiential luxury reached 590 B€ in 2018, expected to grow faster at ~5%. [62] [trend/development/principle/state] [sociological/demographic]

Ephemeral content will keep gaining popularity and video content will dominate. [29] [trend/development/principle/state] [sociological/demographic]

All human beings want to feel good, want to do good work and be recognized for it. [5] [trend/development/principle/state] [psychological/health]

Most millennials value community, and love being a part of a team. [5, 6] [trend/development/principle/state] [sociological/psychological]

People want to use their skills and talents to make a difference to people's lives (in other words; we want to be significant), and humans have a basic need for significance: feeling unique, important, special or needed. [6/15] [trend/development/principle/state] [psychological]

With office and home merging together - and without the commute, the water cooler and the canteen - we need 'new' spaces to help break up the working day. [10] [trend/development/principle/state] [sociological/demographic]

Emotions have a primitive origin. Emotion and thinking are in constant interaction, and thinking is not naturally in control of emotion. [14] [trend/development/principle/state] [psychological]

Emotions play a crucial role in mental health and resilience. [14] [trend/development/principle/state] [psychological]

Humans have a basic need for connection/love: a strong feeling of closeness or union with someone or something. [15] [trend/development/principle/state] [psychological/health]

Humans have a basic need for contribution: a sense of service and focus on helping, giving to and supporting others. [15] [trend/development/principle/state] [psychological/health]

In its purest form, luxury is like a romantic relationship. It is intense and emotional. It creates desire, intimacy, and a sense of belonging. [20] [trend/development/principle/state] [psychological/luxury]

"People are attracted to religion because it provides believers the opportunity to satisfy all their basic desires over and over again. You can't boil religion down to one essence." - Steven Reiss [23] [trend/development/principle/state] [religion/psychological]

Funny how some things never seem to lose their excitement: walking, biking, cooking, drawing and growing plants. It makes perfect sense and reminds us of how our culture emerged out of a close relationship with nature. [33] [trend/development/principle/state] [health/nature]

A team of scientists at NeuroElectronics Research Flanders (NERF- empowered by imec, KU Leuven and VIB) found that highly demanding and rewarding experiences result in stronger memories. [38] [trend/development/principle/state] [psychological]

The most important part of a memory is the emotion or emotions it brings. [38] [trend/development/principle/state] [psychological]

Our brain is wired to turn events into familiar memories. But we can't force the process. [39] [trend/development/principle/state] [psychological]

The irony about trying (or forcing) to make memories is that we won't know the value of a moment until it becomes a memory. [39] [trend/development/principle/state] [psychological]

According to Meik Wiking (author of The Art of Making Memories), happy memories are essential to our mental health. They strengthen our sense of identity and purpose and bond our relationships. Happy memories are an important ingredient in present happiness. [40] [trend/development/principle/state] [psychological/health]

Memories of happy experiences, especially ones that involve social interaction seem to benefit people because they reshape how we see ourselves for the better (Askelund). [45] [trend/development/principle/state] [psychological/sociological]

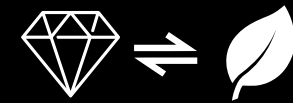
The concept of wellness as a luxury is about more than just being fit—it is also about feeling happy and indulging in experiences that promote well-being, and sharing those experiences with friends. [60] [trend/development/principle/state] [sociological]

CLUSTER IV

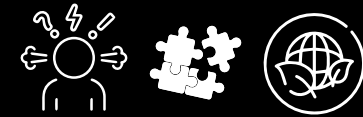
MY SURROUNDINGS FORM ME / I'M SUBJECTED TO MY ENVIRONMENT/BRANDS AND GOVERNMENTS DECIDE



With rapidly changing direct environments and surroundings but also living circumstances, the ability to continuously move with these changing environments and surroundings becomes a necessity. In this change, brands and governments have substantial power and influence.



Also, companies and people are redefining the exclusive idea of luxury into something more like the ancient Greek concept of kalokagathia—loosely translated as “what is beautiful and good”—both for people and the planet, in this case. With changing surroundings and legislation on which the conventional way of premium/luxurious automobiling experience depends, consumers are also forced to adapt. Will, as the convenience of cars in these contexts is threatened, the full luxury potential of level 3.5+ autonomous cars be driven out of city contexts?



Moreover, these developments tie in with the feeling of little to no control over our independent (consumer) behaviour and how it becomes increasingly harder to make an estimation of which actions are, to what extent, good or bad. These feelings are directly conflicting to basic human needs for contribution, being in control and feeling significant.

MY SURROUNDINGS FORM ME / I'M SUBJECTED TO MY ENVIRONMENT/BRANDS AND GOVERNMENTS HAVE THE POWER

Humans have the tendency to do (or believe) things because many other people do (or believe) the same. Related to groupthink and herd behavior. [31] [trend/development/principle/state] [sociological/psychological]

Despite a shift toward shared mobility, vehicle unit sales will continue to grow, but likely at a lower rate of about 2 percent per year. Overall global car sales will continue to grow, but the annual growth rate is expected to drop from 3.6 percent over the last five years to around 2 percent by 2030. This drop will be largely driven by macroeconomic factors and the rise of new mobility services such as car sharing and e-hailing. [49] [trend/development/principle/state] [transport/economical]

As markets become interdependent worldwide and operate on a 24-hour-a-day real-time cycle, it will become difficult for many cultures to isolate themselves and live by their own customs without interference from the outside world. [37] [trend/development/principle/state] [economical/demographic]

Companies and people are redefining this exclusive idea of luxury into something more like the ancient Greek concept of kalokagathia—loosely translated as “what is beautiful and good”—both for people and the planet, in this case. [18] [trend/development/principle/state] [demographic/luxury/wealth]

To truly flourish, the circular economy needs to be part of a bigger effort to tackle economic growth, wasteful consumerism and undemocratic power structures in the global economy. It needs to be geared to the real needs of all people rather than the excessive consumption of a few, and to be underpinned by more cooperative mechanisms rather than controlled by a small number of powerful companies. [35] [trend/development/principle/state] [economical]

The shortening of life-cycles of products inevitably leads to a faster sequence of development projects. As a result, R&D departments have to reduce the development time for individual product variants and product generations. The upshot is that a larger number of variants have to be developed in a given time frame.

Subsequently, products are expected to last for increasingly short timeframes, and consumers expect to update their products faster and faster. [51] [trend/development/principle/state] [sociological/

demographic]

Humans have a basic need for uncertainty/variety: the need for the unknown, change, new stimuli. [15] [trend/development/principle/state] [psychological/health]

Jevons paradox: increasing efficiency doesn't lead to less consumption—it leads to more. [34] [trend/development/principle/state] [economical/psychological]

Companies start to value sustainability more as a beneficial cost saving method, next to a marketing tool. [18] [trend/development/principle/state] [economical]

The mobility systems of the future are likely to be very different from what exists in most of the world today. The individual traveler is at the heart of this evolution, so consumers will need to be open to adopting new technologies and services. [57] [trend/development/principle/state] [sociological/demographic]

The circular economy offers an opportunity for companies to stimulate consumption. Research has shown how companies such as Apple become certified as 'circular' companies to brand themselves as ethical and environmentally responsible, so that consumers can enjoy guilt-free shopping while being encouraged to consume more. It goes hand-in-hand with another consumption-boosting strategy—planned obsolescence. [36] [trend/development/principle/state] [economical/psychological]

Prior generations were led to believe that driving was fun and a form of artistic expression. The latest drivers are more down-to-earth and see driving as perfunctory. Next to this, nowadays a car equates to numerous impracticalities, traffic is becoming increasingly worse, and so driving is exasperating. [64] [trend/development/principle/state] [wealth]

Over generations, there is an increasing use of social media to interact with luxury brands, bloggers or social media peers. [62] [trend/development/principle/state] [wealth]

21st century society has become accustomed to the newly-formed celebrities of emerging You Tube talent, Instagram "hotties" and blogging fashion and beauty mavens. Over the past several years, so-called "digital talent" have matured from being the millennial outliers of the media world to becoming part of daily life for middle America and the rest of the globe. [59] [trend/development/principle/state] [sociological/demographic]

Ephemeral content will keep gaining popularity and video content will dominate. [29] [trend/development/principle/state] [sociological/demographic]

Live Streaming Will Become the New Norm. [29] [trend/development/principle/state] [sociological/demographic]

There will be more congestion, sprawl, pollution, exhaustion of natural resources, and proliferation of megacities and vast urban conurbations unless governments intervene to plan and regulate city development far more strictly than they have ever done in the past. [28] [trend/development/principle/state] [demographic]

The continuous implementation of large numbers of small-scale projects that progressively improve the urban context looks more effective than relying upon massive urban renewal projects (Lerner, 2014). [28] [trend/development/principle/state] [demographic]

Virtually all demographers anticipate massive population growth and continuing urbanization—particularly in the third world. [28] [trend/development/principle/state] [demographic]

Large tech companies are (virtually) constructing and contributing to the development of smart cities. They do this as a means of exploration of, amongst others, (their own) technology, seamless mobility and sustainability. [63] [trend/development/principle/state] [demographic/technological]

There is no “one and only” global mobility concept: Instead, we expect to see different mobility concepts for urban and rural areas. [55] [trend/development/principle/state] [demographic]

Autonomous vehicle implementation is just one of many trends likely to affect future transport demands and impacts, and not necessarily the most important. [21] [trend/development/principle/state] [transport]

There is an ongoing decoupling of economies (intensified through the pandemic) and an increasing urge to act accordingly. [8] [trend/development/principle/state] [economical/demographical]

Humans have a basic need for contribution: a sense of service and focus on helping, giving to and supporting others. [15] [trend/development/principle/state] [psychological/health]

The more time people were confined to their home, the more serious the emotional and lifestyle problems. [16] [trend/development/principle/state] [psychological/health]

Self-driving vehicles can introduce new stresses and discomforts. Travelers may experience “access anxiety” if vehicles are sometimes unable to reach desired destinations, for example, due to heavy rain or snow, or if an area lacks the detailed maps required for autonomous operation (Grush 2016). [21] [trend/development/principle/state] [transport/psychological]

Autonomous vehicles can provide independent mobility for people who for any reason cannot or should not drive. [21] [trend/development/principle/state] [sociological/transport]

Technology is amoral; it will be put to good use and to evil use. [37] [trend/development/principle/state] [technological]

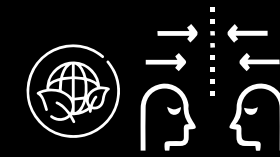
As chips replace personal computers and even mobile devices for receiving, processing, and disseminating data, the intrusion into personal space will increase, especially after the chips become organic and are implanted into the individual's neural system. [37] [trend/development/principle/state] [technological]

City type will replace country or region as the most relevant segmentation dimension that determines mobility behavior and, thus, the speed and scope of the automotive revolution. [49] [trend/development/principle/state] [demographic/transport]

The 17 Sustainable Development Goals and 169 targets seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet. [61] [trend/development/principle/state] [sociological/demographic]

CLUSTER V

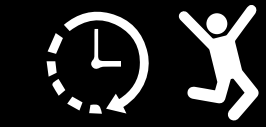
I CAN/SHALL/SHOULD BE THE VERY BEST VERSION OF ME



People are increasingly presented and confronted with what is good and what is bad, but also with other people who are doing/feeling good. Therefore, there is a social pressure on the importance of this attitude/lifestyle. It is not only great to feel good because of how you feel and feeling good being hip, feeling/doing/being good also provides an excellent showing-off opportunity. People also reward brands that are good (or less bad) for the environment. A brand's actions should, however, match their stated intentions; non-authenticity is not appreciated.



It doesn't stop with being and showing off your physical and mental health alone; this is also the case when people excel and keep learning throughout their whole life. Growing numbers of people have the luxury that they prioritise self-development, feeling good and being recognised for these achievements. The importance of a healthy mental state is not only acknowledged on an individual level, but more and more institutionally. A reinstated focus on the here and now can be seen (value the moment/memory in the making, don't spend all your time online).



In mobility, people want to be the best versions of themselves by also using their time efficiently, or to their liking. This doesn't mean that they want to be working or learning every available moment but it rather means that people like to be in control of what they want to do. Navigating through a congested city centre is definitely a waste of time, but a joyful attention-demanding yet mind clearing ride can be life enhancing. The opportunity to have a video meeting is great, but willingly choosing to take travelling as a moment for yourself and away from screens allows one to feel at ease. In this personal interior space, people will need to have the freedom to be in control and immerse in activities.

I CAN/SHALL/SHOULD BE THE VERY BEST VERSION OF ME

Humans have a basic need for certainty: assurance you can avoid pain and gain pleasure. [15] [trend/development/principle/state] [psychological/health]

Companies and people are redefining this exclusive idea of luxury into something more like the ancient Greek concept of kalokagathia—loosely translated as “what is beautiful and good”—both for people and the planet, in this case. [18] [trend/development/principle/state] [demographic/luxury/wealth]

Over generations, there is an increasing consideration of resale value when purchasing luxury goods. [62] [trend/development/principle/state] [wealth]

The circular economy offers an opportunity for companies to stimulate consumption. Research has shown how companies such as Apple become certified as ‘circular’ companies to brand themselves as ethical and environmentally responsible, so that consumers can enjoy guilt-free shopping while being encouraged to consume more. It goes hand-in-hand with another consumption-boosting strategy—planned obsolescence. [36] [trend/development/principle/state] [economical/psychological]

Professionalization of the trade channels/consumer preferences for shorter ownership and sustainability/broader access to iconic, scarce products/access to luxury products at better price/quality ratio all contribute to a faster growing 2nd hand luxury market than the overall personal luxury market. [62] [trend/development/principle/state] [wealth]

Prior generations were led to believe that driving was fun and a form of artistic expression. The latest drivers are more down-to-earth and see driving as perfunctory. Next to this, nowadays a car equates to numerous impracticalities, traffic is becoming increasingly worse, and so driving is exasperating. [64] [trend/development/principle/state] [wealth]

There is a nascent but growing backlash against designed obsolescence – the idea that you buy an Apple or Samsung phone, say, and expect to throw it away and get another in 12-18 months. [52] [trend/development/principle/state] [sociological]

Generation Z, born from the mid-1990s to the early 2010s, is maturing into a cohort of adults who will reward brands that have a positive impact on the environment and society, and disconnect from those that do the opposite; many older consumers are already leaning the same way. [18] [trend/development/principle/state] [cultural/demographic]

All human beings want to feel good, want to do good work and be recognized for it. [5] [trend/development/principle/state] [psychological/health]

People are less likely to stay in relationships that deplete or depress us, they’re falling in love with ourselves first, then finding someone who magnifies our strengths and has a vision that complements our own. Thus, there is a focus and prioritisation of the development of the individual. [6] [trend/development/principle/state] [sociological]

People want to use their skills and talents to make a difference to people’s lives (in other words; we want to be significant), and humans have a basic need for significance: feeling unique, important, special or needed. [6/15] [trend/development/principle/state] [psychological]

People are more and more taking education into their own hands. This way they can keep equipping themselves with the necessary skills and knowledge in today’s rapidly changing and evolving societies. [6] [trend/development/principle/state] [education]

Wearables and augmented humans. What started with fitness trackers has now exploded into a whole industry of wearable technology that will continue to improve human performance and help us live healthier, safer, more efficient lives. [9] [trend/development/principle/state] [wealth/leisure]

Physical interaction with plants and nature is proven to be beneficial for one’s health. [12] [trend/development/principle/state] [health/psychological]

Regular exercise can boost your self-esteem and can help you concentrate, sleep, and feel better. Exercise keeps the brain and your other vital organs healthy, and is also a significant benefit towards improving your mental health. [13] [trend/development/principle/state] [health/psychological]

A diet that’s good for your physical health is also good for your mental health. [13] [trend/development/principle/state] [health/psychological]

A change of scene or a change of pace is good for your mental health. [13] [trend/development/principle/state] [health/psychological]

Humans have a basic need for growth: an expansion of capacity, capability or understanding. [15] [trend/development/principle/state] [psychological/health]

From death comes a renewed understanding of both the fragility and beauty of life. Despite the pending economic uncertainty, the pandemic will birth a new generation of visionaries, artists and creative entrepreneurs. [17] [trend/development/principle/state] [psychological]

Gen Z wants a fully transparent and traceable supply chain, in order to consider whether to make a purchase or not. [18] [trend/development/principle/state] [economical]

Successful luxury brands have the ability to connect with Gen Zers in an authentic, relevant, insight-driven, and content-focused way. Those brands will have a very precise brand story that combines rational framing with an emotional core. If a brand story isn’t clear, sharply-defined, and highly-different in its positioning elements, then turning the brand expression into an experience will never work. It also won’t feel authentic because authenticity requires a strong connection to a brand’s purpose and values. Not enough clarity or definition in brand equity and brand storytelling is a major shortcoming for most luxury brands. [19/20] [trend/development/principle/state] [sociological/economical/luxury/wealth]

By 2030, healthcare will be centered on patients empowered to prevent diseases rather than seek treatment. They will receive personalized health solutions in ways that are integrated seamlessly into their daily lives. All of this will be enabled by data and algorithms and provided within a healthcare system that is organized and regulated in an entirely new way. [source] [trend/development/principle/state] [health]

It is likely that the future of healthcare will be people-driven (with individuals increasingly managing their health themselves), preventive, personalized, digital, integrated into daily life, and enabled by new regulatory, organizational, and business models. [source] [trend/development/principle/state] [health]

Social progress (the focus on human wellbeing with resources) looks like a more efficient way of reaching the UN Sustainability goals of 2030, than economic growth. [27] [trend/development/principle/state] [economical/sociological]

The changes in the perception of personal well-being that could take place in the next three decades, on a global level, depend much more on social factors than on economic ones. [32] [trend/development/principle/state] [economical/sociological]

The irony about trying (or forcing) to make memories is that we won’t know the value of a moment until it becomes a memory. [39] [trend/development/principle/state] [psychological]

According to Meik Wiking (author of The Art of Making Memories), happy memories are essential to our mental health. They strengthen our sense of identity and purpose and bond our relationships. Happy memories are an important ingredient in present happiness. [40] [trend/development/principle/state] [psychological/health]

Breathing clean air has proven to be beneficial to one’s health. It can improve concentration and productivity, help slow the process of skin aging, improve eczema and hives symptoms, alleviate allergies and asthma, and even improve your quality of sleep. [46] [trend/development/principle/state] [health/nature]

Demand for clinical and counseling psychologists will increase as people continue to turn to psychologists for help with their problems. Psychologists also will be needed to provide services to an aging population, helping people deal with the mental and physical changes that happen as they grow older. [47] [trend/development/principle/state] [psychological/sociological]

Consumers are placing more value on health and wellness than on material objects these days, and the definition of health and wellness has evolved. The phrase no longer refers simply to a lack of illness and disease, but to a more holistic state of being, where one’s mental, physical and emotional health are in sync, and millennials are driving this mindset’s growth. [60] [trend/development/principle/state] [sociological]

The concept of wellness as a luxury is about more than just being fit—it is also about feeling happy and indulging in experiences that promote well-being, and sharing those experiences with friends. [60] [trend/development/principle/state] [sociological]

CLUSTER VI

ESCAPING MODERN DAY'S HECTIC SOCIETY IS A MENTAL HEALTH NECESSITY



In modern day's hectic society, escaping from the daily grind and our ever blending and intertwining of work, activities and life, is a mental health necessity. Especially with a global pandemic stimulating confinement to- and working from home, emotional and lifestyle problems are becoming more prevalent. Luxury can and should offer an option for this necessary escape.



Though, with high demanding and specific luxury consumers and each individual having different needs for achieving a stable emotional state, there is no 'one solution fits all'. Spaces and moments to break up the day will be essential and micro moments shall need to be specifically tailored. There needs to be an increasing focus on how exactly emotions occur and how to facilitate these moments of escape.



A personal interior space can literally provide a physical escape to the real world but the seamless integration of technologies in mobility solutions again can provide undesired stimuli or distractions. Even when enabling 'do not disturb' modes or consciously going offline, people can very well experience a fear of missing out. It will remain a delicate question on how to facilitate the opportunity for the user to truly have the car interior as a means of escape.

Conflicts

ESCAPING MODERN DAY'S HECTIC SOCIETY IS A MENTAL HEALTH NECESSITY

Humans have a basic need for certainty: assurance you can avoid pain and gain pleasure. [15] [trend/development/principle/state] [psychological/health]

Luxury brands will need to create memorable experiences. [19] [trend/development/principle/state] [luxury/wealth]

Increased risk-taking. When travelers feel safer they tend to take additional risks, called offsetting behavior or risk compensation.

For example, autonomous vehicle passengers may reduce seatbelt use, and other road users may be less cautious (Millard-Ball 2016), described as "over-trusting" technology (Ackerman 2017). [21] [trend/development/principle/state] [psychological/transport]

Personal luxury reached 330 B€ in 2018 expected to grow in 2018-2025 at ~3%, driven by accessories and cosmetics, while experiential luxury reached 590 B€ in 2018, expected to grow faster at ~5%. [62] [trend/development/principle/state] [sociological/demographic]

Mass personalization versus micro-moments. Mass-personalization is, as you might expect, the ability to offer highly personalized products or services on a mass scale. Meanwhile, the term "micro-moments" essentially means responding to customer needs at the exact right moment. [9] [trend/development/principle/state] [economical/sociological]

In a world where pressure in the working environment is ever increasing, humor can be stress relieving. [5] [trend/development/principle/state] [psychological]

Millennials crave authenticity, and can smell BS from a mile away. [6] [trend/development/principle/state] [sociological]

With office and home merging together - and without the commute, the water cooler and the canteen - we need 'new' spaces to help break up the working day. [10] [trend/development/principle/state] [sociological/demographic]

Physical interaction with plants and nature is proven to be beneficial for one's health. [12] [trend/development/principle/state] [health/psychological]

Talking about your feelings can help you stay in good mental health and deal with times when you feel troubled. [13] [trend/development/principle/state] [health/psychological]

Enjoying yourself can help beat stress. Doing an activity you enjoy probably means you're good at it, and achieving something boosts your self-esteem. [13] [trend/development/principle/state] [health/psychological]

There is a current educational and political movement to recognize the importance of social and emotional skills for personal and collective well-being. [14] [trend/development/principle/state] [psychological/education/political]

Emotions play a primitive origin. Emotion and thinking are in constant interaction, and thinking is not naturally in control of emotion. [14] [trend/development/principle/state] [psychological]

Emotions play a crucial role in mental health and resilience. [14] [trend/development/principle/state] [psychological]

The more time people were confined to their home, the more serious the emotional and lifestyle problems. [16] [trend/development/principle/state] [psychological/health]

The new generation is the first one to experience a lifestyle that's about social currency, social scores, and social recognition.

This creates pressure and the desire to "escape," and the role of luxury is to offer escapes. [20] [trend/development/principle/state] [demographic/psychological/luxury]

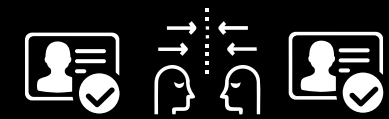
Funny how some things never seem to lose their excitement: walking, biking, cooking, drawing and growing plants. It makes perfect sense and reminds us of how our culture emerged out of a close relationship with nature. [33] [trend/development/principle/state] [health/nature]

The irony about trying (or forcing) to make memories is that we won't know the value of a moment until it becomes a memory. [39] [trend/development/principle/state] [psychological]

Demand for clinical and counseling psychologists will increase as people continue to turn to psychologists for help with their problems. Psychologists also will be needed to provide services to an aging population, helping people deal with the mental and physical changes that happen as they grow older. [47] [trend/development/principle/state] [psychological/sociological]

CLUSTER VII

FOLLOW THE CROWD... OR NOT/COMMUNITIES VS. CHASMS/DISTINGUISHING YOURSELF OR CONFIRMATION OF IDENTITY BECOMES INCREASINGLY HARDER



As people spend more and more time online, they are constantly exposed to other people's actions and behaviour. It is in human nature to compare ourselves to others and to do what others do as people are risk averse and want to feel part of a collective, but it subsequently results in that it becomes harder to confirm one's identity and distinguish oneself.



A car remains a possible means to express someone's identity, but with less distinction between cars, car manufacturers and car segments themselves this expression of identity via the car you buy and drive becomes increasingly harder. Furthermore, cars and car interiors are also not the easiest to (radically) customise, and it is unlikely that the likely/typical Mercedes customer will have the desire to customise a car themselves. However, differentiation from the factory or third parties could provide a great opportunity for distinguishing yourself (feeling special/unique) within the luxury segment.



With hyper competition everywhere it will remain clear that individuals will be responsible for their own development. Moreover, the increasing exposure to data creates not only communities but also chasms, in both the digital world and the physical world as one's actions, again in both worlds, will seldom go unnoticed/uncommented on. In conclusion; people want what others want (it is fine if we all have the same iPhone for example) but as long as they can distinguish themselves on a sufficient level in other ways. It must be said that in high-end luxury however, the customer will always demand a special outstanding service or product.

FOLLOW THE CROWD... OR NOT/COMMUNITIES VS. CHASMS/DISTINGUISHING YOURSELF OR CONFIRMATION OF IDENTITY BECOMES INCREASINGLY HARDER

Generation X is accustomed to a changing environment and generally better educated than their parents. [2] [trend/development/principle/state] [demographical]
 Generation Yers believe they must build strong resumes and become skilled to get on in life. They believe that success comes through hard work and this external drive is what motivates them, rather than inner ambitions. [3] [trend/development/principle/state] [sociological]
 Industry 4.0 is the bringing together of robots, interconnected devices and fast networks of data within a factory environment, basically to make the factory more productive and to execute the routine tasks that are best done by robots and not best done by humans. Industry 4.0 starts to move towards Industry 5.0 when you begin to allow customers to customise what they want. [54] [trend/development/principle/state] [sociological/technological]
 Over generations, there is an increasing interest in purchasing luxury items from collaborations. [62] [trend/development/principle/state] [wealth]
 Humans have the tendency to do (or believe) things because many other people do (or believe) the same. Related to groupthink and herd behavior. [31] [trend/development/principle/state] [sociological/psychological]
 Professionalization of the trade channels/consumer preferences for shorter ownership and sustainability/broader access to iconic, scarce products/access to luxury products at better price/quality ratio all contribute to a faster growing 2nd hand luxury market than the overall personal luxury market. [62] [trend/development/principle/state] [wealth]
 Given the tools at our disposal, smartphones, social media, and technology, we are free to create a digital narrative about who we are that might not match our physical world persona. [8] [trend/development/principle/state] [sociological]
 Many people like to validate their identity with a unique purchase. [66] [trend/development/principle/state] [sociologic]

21st century society has become accustomed to the newly-formed celebrities of emerging You Tube talent, Instagram "hotties" and blogging fashion and beauty mavens. Over the past several years, so-called "digital talent" have matured from being the millennial outliers of the media world to becoming part of daily life for middle America and the rest of the globe. [59] [trend/development/principle/state] [sociological/demographic]
 Ephemeral content will keep gaining popularity and video content will dominate. [29] [trend/development/principle/state] [sociological/demographic]
 Our body is physiologically rewarding us when talking about ourselves online. [26] [trend/development/principle/state] [sociological/psychological]
 Both Gen Y and Gen Z are hesitant against large corporations, a general increasing distrust against these institutes is likely. [3] [trend/development/principle/state] [sociological]
 As today's youth focuses more on 'who do you want to be' rather than 'what do you want to be', there is a shift in the core expression of individuals. [3] [trend/development/principle/state] [sociological]
 Millennials crave authenticity, and can smell BS from a mile away. [6] [trend/development/principle/state] [sociological]
 Most millennials value community, and love being a part of a team. [5, 6] [trend/development/principle/state] [sociological/psychological]
 People want to use their skills and talents to make a difference to people's lives (in other words; we want to be significant), and humans have a basic need for significance: feeling unique, important, special or needed. [6/15] [trend/development/principle/state] [psychological]
 People are more and more taking education into their own hands. This way they can keep equipping themselves with the necessary skills and knowledge in today's rapidly changing and evolving societies. [6] [trend/development/principle/state] [education]
 The echo chamber of social media will remain to create chasms instead of common ground. [8] [trend/development/principle/state] [sociological]
 Humans have a basic need for growth: an expansion of capacity, capability or understanding. [15] [trend/development/principle/state] [psychological/health]

It is likely that the future of healthcare will be people-driven (with individuals increasingly managing their health themselves), preventive, personalized, digital, integrated into daily life, and enabled by new regulatory, organizational, and business models. [source] [trend/development/principle/state] [health]
 Humans have a preference for reducing a small risk to zero over a greater reduction in a larger risk. [31] [trend/development/principle/state] [psychological]
 Over generations, there is a partial shift from spending on traditional luxury brands to premium, fast fashion, niche or sports brands. [62] [trend/development/principle/state] [wealth]

CLUSTER VIII

PEOPLE ARE CONVENIENCE ADDICTED AND DOPAMINE JUNKIES / AND WE EMPOWER BRANDS



People like to stand out, get positive reactions and feel valuable, but preferably, they need to be able to do this whilst feeling guilt-free. This creates a great opportunity for brands to approach consumers. When people are presented with the right information at the right time, actions/purchases are easily justified (even though sometimes people inherently know that for some reasons their actions are not totally desirable).



With demands being met increasingly rapidly, they are easy targets in a world where everything is connected and convenience driven. In mobility, it isn't any different. In seconds it is possible to take a shared 'green' electric scooter, order a meal via the interface of one's car or compensate for an aeroplane ticket with a rainforest fee.



It results in somewhat of a cycle or spiral, in which consumers are easily targeted and people further empower those brands, by giving them more room and data/information to implement. Herein, consumers are not always sure of the intentions of brands, so brands need to clearly and transparently communicate their mission/intentions and how they implement information of consumers.

PEOPLE ARE DOPAMINE JUNKIES/AND WE EMPOWER BRANDS

Mobility on Demand concepts are seen in both the premium and mass/volume segments, but much less so in the sports and luxury segment. [55] [trend/development/principle/state] [wealth]

Big philanthropy is likely to get bigger. Projections show us the very rich are likely to get even richer as their combined wealth assets increase annually. Big chunks of those assets are in the hands of philanthropists. [53] [trend/development/principle/state] [sociological/wealth]

The circular economy offers an opportunity for companies to stimulate consumption. Research has shown how companies such as Apple become certified as 'circular' companies to brand themselves as ethical and environmentally responsible, so that consumers can enjoy guilt-free shopping while being encouraged to consume more. It goes hand-in-hand with another consumption-boosting strategy—planned obsolescence. [36] [trend/development/principle/state] [economical/psychological]

Companies are now seeking to elicit a positive, emotional reaction (such as joy or excitement) through their loyalty programs and are offering rewards that customers feel are truly valuable. [60] [trend/development/principle/state] [sociological/demographic]

Increased risk-taking. When travelers feel safer they tend to take additional risks, called offsetting behavior or risk compensation. For example, autonomous vehicle passengers may reduce seatbelt use, and other road users may be less cautious (Millard-Ball 2016), described as "over-trusting" technology (Ackerman 2017). [21] [trend/development/principle/state] [psychological/transport]

Many people like to validate their identity with a unique purchase. [66] [trend/development/principle/state] [sociologic]

Live Streaming Will Become the New Norm. [29] [trend/development/principle/state] [sociological/demographic]

Social commerce will continue to expand. [29] [trend/development/principle/state] [economical]

Our body is physiologically rewarding us when talking about ourselves online. [26] [trend/development/principle/state] [sociological/psychological]

Generation Z, born from the mid-1990s to the early 2010s, is maturing into a cohort of adults who will reward brands that have a positive impact on the environment and society, and disconnect from those that do the opposite; many older consumers are already leaning the same way. [18] [trend/development/principle/state] [cultural/demographic]

Large tech companies are (virtually) constructing and contributing to the development of smart cities. They do this as a means of exploration of, amongst others, (their own) technology, seamless mobility and sustainability. [63] [trend/development/principle/state] [demographic/technological]

Mass personalization versus micro-moments. Mass-personalization is, as you might expect, the ability to offer highly personalized products or services on a mass scale. Meanwhile, the term "micro-moments" essentially means responding to customer needs at the exact right moment. [9] [trend/development/principle/state] [economical/sociological]

It's easy to conceive a future where brands, not governments, drive social policy. Consumers are determining the fate of brands with their purchases. In short, brand activism makes long-term commercial sense. [17] [trend/development/principle/state] [political/demographic]

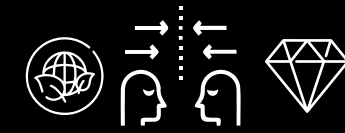
Because social media provides immediate reward with very little effort required, a high percentage of internet users are unable to control how much time they spend online. [26] [trend/development/principle/state] [sociological/psychological]

People (can) have many different psychological motives to consciously or unconsciously show off to others. These motives range amongst others from insecurity and self-doubt to the basic need for social acceptance. [50] [trend/development/principle/state] [sociological/psychological]

Because technology is so closely linked with social media, never before has it been easier to target any particular demographic or measure the direct success of any influencer-based marketing campaign. They are not only the media and entertainment "pitchmen" of the 21st century, but have the capability of becoming brands in and of themselves. [59] [trend/development/principle/state] [sociological/demographic]

Over generations, there is a partial shift from spending on traditional luxury brands to premium, fast fashion, niche or sports brands. [62] [trend/development/principle/state] [wealth]

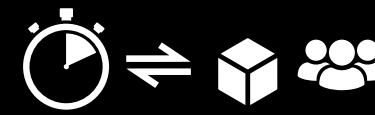
CLUSTER IX

THE RISE OF THE LITTLE PRINCESS, PRINCESSES
AND STATUS SEEKERS

In essence, luxury remains something that allows us to feel special and unique. In changing contexts, the way how we achieve these feelings subsequently also changes. Moreover, in the physical world, the days of showing off at the car park or showing off your big engine in the city are somewhat numbered, but there is still a sense of status in personally owning things. Actions in both the physical and digital world seldom go unnoticed/uncommented on. So, as mobility is largely tailored to the masses (public transport, sharing services), a personal luxury car has to fit in with the new idea of luxury (what's beautiful and good, cluster "my surroundings form me") for it to be a status symbol.



It is also apparent that people are becoming increasingly demanding, especially in a segment in which it is/consumers find it justifiable to expect something special for them for the high prices they pay. There is an increasing demand for more personalization and micro-moments/experiences, specifically tailored to the individual. This is partially why traditional luxury has shifted to a broader spectrum in which premium, fast fashion and niche sport brands, but also special collaborations between brands play a major role.



Finally, the interaction of shorter development times with a higher rate of renewed products, and with the demand to stand out and feel special and unique and oversaturated markets, the line between a 'too novel' or 'too familiar' product, becomes finer and finer.

THE RISE OF THE LITTLE PRINCESS AND PRINCESSES

In emerging markets, True- Luxury consumers are becoming less unsure and more sophisticated, reflected by a shrinking Classspirational segment. [62] [trend/development/principle/state] [wealth]

Mobility on Demand concepts are seen in both the premium and mass/volume segments, but much less so in the sports and luxury segment. [55] [trend/development/principle/state] [wealth]

Despite a shift toward shared mobility, vehicle unit sales will continue to grow, but likely at a lower rate of about 2 percent per year. Overall global car sales will continue to grow, but the annual growth rate is expected to drop from 3.6 percent over the last five years to around 2 percent by 2030. This drop will be largely driven by macroeconomic factors and the rise of new mobility services such as car sharing and e-hailing. [49] [trend/development/principle/state] [transport/economical]

Humans have a basic need for uncertainty/variety: the need for the unknown, change, new stimuli. [15] [trend/development/principle/state] [psychological/health]

Hyper-competition will be a big driver of this (the luxury brands) market. [19] [trend/development/principle/state] [economical]

One important aspect of Gen Zers is that luxury, in both expression and expectation, is a much more personal and unique affair for them than it was for previous generations. For example, a store can't just be a transaction place anymore. It has to create a unique experience to have relevance with young consumers, just like the sold product/service. [19] [trend/development/principle/state] [sociological/economical/luxury]

Luxury brands will need to create memorable experiences. [19] [trend/development/principle/state] [luxury/wealth]

Many people like to validate their identity with a unique purchase. [66] [trend/development/principle/state] [sociologic]

Millennials predicted to grow from ~32% to ~50% of the personal luxury market by 2025. 130% of 2018-25 market growth is expected to come from Millennials. Largest contributions to growth are coming from the Status Seeker, Little Prince and Fashionista segments, seeking extravagance, fun and new forms of creativity in products & brands (the new wave luxury-values). [62] [trend/development/principle/state] [wealth]

Personal luxury reached 330 B€ in 2018 expected to grow in 2018-2025 at ~3%, driven by accessories and cosmetics, while experiential luxury reached 590 B€ in 2018, expected to grow faster at ~5%. [62] [trend/development/principle/state] [sociological/demographic]

Social commerce will continue to expand. [29] [trend/development/principle/state] [economical]

The CMC's popularity and relationships are defined by their online status, not their "cool ride" and they make all of their connections online. [7] [trend/development/principle/state] [sociological]

Mass personalization versus micro-moments. Mass-personalization is, as you might expect, the ability to offer highly personalized products or services on a mass scale. Meanwhile, the term "micro-moments" essentially means responding to customer needs at the exact right moment. [9] [trend/development/principle/state] [economical/sociological]

People are less likely to stay in relationships that deplete or depress us, they're falling in love with ourselves first, then finding someone who magnifies our strengths and has a vision that complements our own. Thus, there is a focus and prioritisation of the development of the individual. [6] [trend/development/principle/state] [sociological]

The new generation is the first one to experience a lifestyle that's about social currency, social scores, and social recognition. This creates pressure and the desire to "escape," and the role of luxury is to offer escapes. [20] [trend/development/principle/state] [demographic/psychological/luxury]

Successful luxury brands have the ability to connect with Gen Zers in an authentic, relevant, insight-driven, and content-focused way. Those brands will have a very precise brand story that combines rational framing with an emotional core. If a brand story isn't clear, sharply-defined, and highly-different in its positioning elements, then turning the brand expression into an experience will never work. It also won't feel authentic because authenticity requires a strong connection to a brand's purpose and values. Not enough clarity or definition in brand equity and brand storytelling is a major shortcoming for most luxury brands. [19/20] [trend/development/principle/state] [sociological/economical/luxury/wealth]

Status. Many people take pride in their vehicles and driving ability, and so may prefer to own private vehicles that are capable of human operation. [21] [trend/development/principle/state] [sociological/transport]

People (can) have many different psychological motives to consciously or unconsciously show off to others. These motives range amongst others from insecurity and self-doubt to the basic need for social acceptance. [50] [trend/development/principle/state] [sociological/psychological]

Over generations, there is a partial shift from spending on traditional luxury brands to premium, fast fashion, niche or sports brands. [62] [trend/development/principle/state] [wealth]

