

RADICALLY

The Next Gen
Reckoning
for Brands



BBMG



GLOBESCAN

BETTER

FUTURE

Reckoning and Realization

Overwhelming. Stressful. Uncertain.
Scary. Divided. A raging dumpster fire.
Passion. Power. Faith. Hope. Change.

For a rising generation, the words used to describe 2020 reflect both profound challenge as well as powerful hope for change. The confluence of a global health pandemic, economic crisis, racial justice uprising, divisive politics and existential environmental threats has sparked a reckoning and a realization that it's time for deep listening, bold leadership and a radically better future.

As they navigate their own daily struggles and aspirational strivings, we asked more than 27,000 people across 27 international markets to share their experiences of the moment we're in and their desires for the future they want. With a sense of urgency, passion and purpose, they are calling out a broken status quo and calling on brands to lead the way forward.

In this new report, **“Radically Better Future: The Next Gen Reckoning for Brands,”** we detail the voices and visions of a new generation as we face what may be one of the most transformative years for humanity in the last century. Born of crisis and creativity, this is a story of optimism and outrage. A moment for reflection and renewal. An invitation to radical imagination and structural change for a world that works for all of us.



*"Although it's a tragedy that it took all of this unrest for it to happen, **people are becoming more passionate and more interested** in getting involved in finding ways to make our world a better place."*

Eric, 25, Medford, MA



*"We're living in a moment of reckoning and realization. A time to reflect on where we stand as a human race and where we want to go. There's a lot that we've been doing that's putting us on a trajectory for a place we don't want end up, and so **it's time to come to terms and really be bold in calling about a better reality.**"*

Jonathan, 23, New York, NY



*"I feel like a lot of issues are finally coming to the surface and a lot of people are getting to the point where they're just tired of how they're being treated and tired of seeing people suffering. **We're living through a societal shift,** and I feel like now is one of the most powerful times in history."*

Jakerya, 23, Baltimore, MD



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NEXT IS NOW



CHAPTER 1

The disruptive dynamics of 2020 have awakened a sense of urgency and a desire for structural change.

Radical Renewal

In the context of a global health pandemic and economic crisis, young people are looking for a reset rather than a return to the status quo.

60%

want the post-COVID recovery to **prioritize restructuring our economy to deal with inequality and climate change** rather than just getting back to normal as soon as possible.

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Six in ten next gen respondents globally say that in building the post-pandemic recovery, the priority should be on “restructuring our economy so it deals better with challenges like inequality and climate change,” rather than just “getting our economy back to normal as soon as possible,” compared to 53 percent of respondents over age 30.

And a similar majority (61%) strongly agrees that “we as a society should respond to climate change with the same urgency” as we have responded to the health pandemic, compared to 53 percent of respondents over age 30.

Global Differences

NEXT IS NOW

With the exception of Asia, a majority of young people across the globe are looking for structural changes to the economy as we look to the future.

The majority of people under 30 want the post-COVID recovery to prioritize **“restructuring our economy to deal with inequality and climate change,”** rather than just **“getting back to normal as soon as possible.”**



Power in Protest

In the wake of the murder of George Floyd and the rise of the Black Lives Matter movement, the next generation is raising their voices on the issues that matter.

73%

support using **public protests** to raise awareness of an issue.



1 in 5

young people in the USA have **protested publicly** at events and rallies in the past year.

Three-quarters (73%) of global respondents under age 30 globally support “using public protests to raise awareness of an issue,” compared to 65 percent of respondents over age 30, and 14 percent have personally protested publicly at events and rallies in the past year, compared to only 9 percent of respondents over age 30.

In the USA, three-fourths of people under 30 (75%) support using public protests to raise awareness of an issue, compared to

69% of those over 30. And one-in-five (20%) young people under 30 have protested publicly in the past year, compared to only one in 10 people over 30 (10%),

Gen Zers in the USA are also 2.5X more likely than Boomers to say they strongly support using public protests to raise awareness of an issue (49% to 19%, respectively) and 7.5X more likely than Boomers to have protested publicly in the past year (23% to 3%, respectively).



WE CAN'T GO BACK

"The world is kind of breaking down and falling apart. We can't go back to the old ways."

Ethan, 16, Los Angeles, CA



GIVING VOICE TO THE UNHEARD

"Public protests are a way to give voice to what the unheard have been feeling. Now more than ever, protests are showing that these issues are not going unheard and you will hear our voice."

Peter, 23, Tallahassee, FL



EQUAL RIGHTS AND FREEDOMS

"I joined in a peaceful protest when our LGBTQ community members were being attacked. I protested to say, 'Hey, we are here and we deserve all the rights and freedoms that anyone else does.'"

Lauren, 27, Orem, UT



OPTIMISM & OUTRAGE

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CHAPTER 2

Young people are more hopeful that the future can be better, but they are also more concerned about the increasing speed and scale of the world's challenges.

Belief in Better

Despite the significant challenges facing the world, young people are more optimistic about the future than older generations.

64%

in the USA believe our **children and grandchildren will have a higher quality of life than we do today.**



Six in ten next generation respondents globally believe “our children and grandchildren will have a higher quality of life than we do today,” compared to just over half of respondents over age 30 (61% to 54%, respectively).

In the USA, the gap in generational optimism is more than twice as large, with 64% of young people believing in a better future, compared to only 47% of those over age 30.



SEE THE BRIGHT SIDE

"It's really important to look on the bright side of things. We have to look for the light at the end of the tunnel and sometimes you have to make your own light. Once we figure out how to make the best out of it, we can do some pretty amazing things. I look at life with an open mind because if you shut yourself off, you're not going to be able to experience all the great things that life has to offer."

Avery, 17, Salinas, CA



HOPE FOR CHANGE

"The current state of our country has made me a little bit more cynical, yet I really hope that things will change in a positive way."

Gigi, 30, Oakland, CA



FAITH IN HUMANITY

"I have faith in humanity. You feel doubt and fear when you are alone. You believe when you are in community with others."

Jonathan, 23, New York, NY



BREAKING NORMS

"Traditional norms are starting to fade away. Young people are getting more power, and this generation is becoming leaders."

Colin, 22, New York, NY



MAKING THE BEST OF THE SITUATION

"2020 has been a lot, but I feel inspired to find solutions and try to make the best of the situation and make it better."

Peter, 23, Tallahassee, FL

'Very Serious' Global Problems, Under 30 vs. Over 30 Comparison

While COVID-19 is the most serious global problem for all, young people prioritize equality and mental health more than older generations.

While people across all generations name COVID-19, the spread of human diseases and climate change as the most serious global problems, respondents under age 30 are more likely to name the "unequal treatment of women," "mental health problems," "extreme poverty," "air pollution," and "unemployment" as very serious issues, compared to people over age 30.

In the USA, Gen Z respondents are 1.5X more likely to name "mental health problems" and 1.3X more likely to name the "unequal treatment of women" as very serious global problems than Boomers, (60% to 40%, and 55% to 41% respectively).

OPTIMISM & OUTRAGE

+12

Unequal treatment of women

+10

Mental health problems

+7

Air pollution

+7

Extreme poverty

+5

Unemployment

+4

Climate change

Next Gen Top 5 'Very Serious' Problems By Region

Under 30 Global

- 1** Coronavirus/COVID-19 **70%**
- 2** Spread of human diseases **65%**
- 3** Climate change or global warming **63%**
- 4** Extreme poverty in the world **62%**
- 5** The depletion of natural resources, such as forests, farmland and fish **62%**

North America

- 1** Extreme poverty in the world **63%**
- 2** The coronavirus/COVID-19 **61%**
- 3** Climate change or global warming **60%**
- 4** Air pollution **58%**
- 5** The depletion of natural resources **57%**

Europe

- 1** The depletion of natural resources **67%**
- 2** Climate change or global warming **66%**
- 3** Extreme poverty in the world **65%**
- 4** The loss of animal and plant species **63%**
- 5** Air pollution **62%**

Latin America

- 1** The depletion of natural resources **84%**
- 2** Extreme poverty in the world **83%**
- 3** The loss of animal and plant species **80%**
- 4** Air pollution **77%**
- 5** The spread of human diseases **76%**
Climate change or global warming **76%**

Asia

- 1** The coronavirus/COVID-19 **75%**
- 2** The spread of human diseases **60%**
- 3** Climate change or global warming **58%**
- 4** Air pollution **54%**
- 5** Single-use plastic waste in the environment **53%**

Africa

- 1** Unemployment **85%**
- 2** The coronavirus/COVID-19 **84%**
- 3** Extreme poverty in the world **79%**
- 4** The spread of human diseases **75%**
- 5** The depletion of natural resources **69%**



WEALTH AND PROSPERITY GAP

"It's just mind-blowing to me that we live in a country that's considered the wealthiest country in the world yet so many people live in poverty."

Eric, 25, Medford, MA



HUMANIZING BEING BLACK

"There's a stigma that is perpetuated through social media to just paint the way that Black people are portrayed in society, and these stereotypes are dangerous."

Peter, 23, Tallahassee, FL



EQUALITY AND EQUITY FOR EVERYONE

"I feel like there is so much fighting regarding LGBTQ people, Black Lives Matter, refugees, immigrants – people that are just unlike the 'normal American' even though America is literally a melting pot."

Lauren, 27, Orem, UT



HELPING PEOPLE FINANCIALLY THROUGH THE PANDEMIC

"I know several people who lost their jobs and I think it's important to provide financial assistance to make sure that everyone has what they need to survive this pandemic."

Avery, 17, Salinas, CA



BRING US TOGETHER TO SOLVE PROBLEMS

"I'm Black and I'm an immigrant so it would be easy for me to say that the issues that are most important to me are the ones of racial injustice and stereotypes against immigrants, but I think it's bigger than that. I just want us to focus on the things that make us one, not the things that divide us."

Jonathan, 23, New York, NY

Personal Impact of Climate Change

OPTIMISM & OUTRAGE

In the context of wildfires, storms and floods, young people are experiencing the impact of climate change in their daily lives and feeling pressure to act.

68%

of young people in the USA say they have been **greatly or moderately affected by climate change.**

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Gen Zers in the USA are

2X

more likely to say they personally have been greatly or moderately affected by climate change compared to Boomers.

Three-quarters (74%) of respondents under age 30 globally say they personally have been greatly or moderately "affected by climate change or global warming," compared to 69% of those over age 30.

to 47%, respectively). Similarly, nearly twice as many Gen Zers say they have been personally affected by climate change compared to Boomers (69% to 40%, respectively).

In the USA, people under age 30 are nearly 1.5X more likely to say they personally have been greatly or moderately "affected by climate change or global warming," compared to those over age 30 (68%



IT'S SCARY

"Climate change is becoming a problem at a pace so fast that it's actually scary. We need to be working every single day to get on it now and try to make a change."

Jakerya, 23, Baltimore, MD



LIVING COMFORTABLY AND RESPONSIBLY

"It's got to start with companies designing things so that we can live comfortably and live responsibly at the same time."

Jonathan, 23, New York, NY



A SUSTAINABLE FUTURE

"With the fires raging in California, the rivers drying and pollution being at an all-time high, what are we doing so that we can have a sustainable future for our kids?"

Gigi, 30, Oakland, CA



A POINT OF NO RETURN

"If we don't have a clean future for me, my family or any people on Earth, how are we going to deal with our other problems? I mean, if your house is on fire you're not really concerned about which tablecloth you have out."

Avery, 17, Salinas, CA



UNETHICAL TO HAVE KIDS?

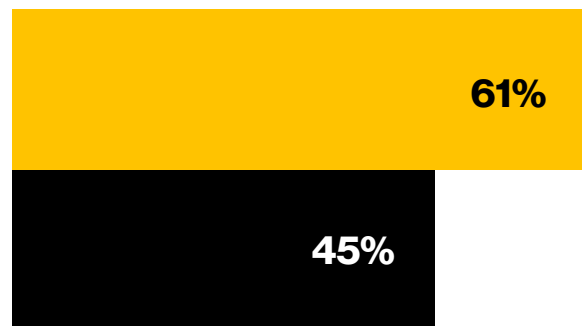
"The climate crisis is one of the things that scares me most. When I think about the future, I wonder if it is unethical to have kids because of that?"

Kat, 25, Los Angeles, CA

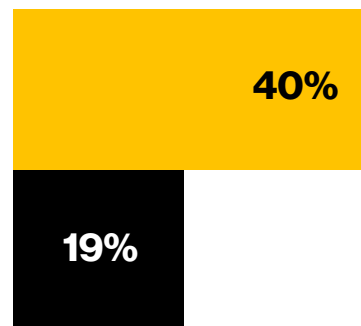
Climate Guilt & Shame

The scale and speed of climate change is raising profound questions about the future and inspiring feelings of guilt and shame on how to take action.

Guilt



Shame



■ USA under 30

■ USA over 30

Nearly two-thirds of next generation respondents globally (65%) say they “feel guilty about my negative impact on the environment,” compared to only half of older respondents (51%), and 44% say they have often “felt ashamed about living a lifestyle that is not environmentally-friendly” over the past year, compared to 26% of older respondents.

In the USA, young people are nearly 1.5X more likely to say they “feel guilty about my negative impact on the environment” (61% to 45%, respectively), and 2X more likely to say they have often “felt ashamed about living a lifestyle that is not environmentally-friendly” over the past year, compared to older generations (40% to 19%, respectively).

LEAD OR BE LEFT BEHIND



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CHAPTER 3

Young people are looking for bold leadership from brands to meet the challenges facing humanity. They will support brands – or reject them – based on whether and how they take action.

High Expectations of Brands

LEAD OR BE LEFT BEHIND

Young people strongly believe that brands are essential to meeting the challenges facing humanity – and they will reward meaningful action.

1/3

strongly believe that **companies and their brands are an essential part of the solution**

44%

strongly agree they try to **support companies and brands that have a purpose** of making a positive difference in society through their products, services and operations.



Eight in ten respondents across all generations in the study (81% under age 30, 79% over age 30) agree that “companies and their brands are an essential part of the solution for the challenges facing humanity today,” signaling high expectations for brand leadership. And the next generation believes this more strongly, with nearly one-third of those under 30 strongly agreeing in the essential role of brands to address humanity’s challenges, compared to one-fourth of those over age 30 (32% to 26%, respectively).

Young people under age 30 are also more likely to reward brands when they take meaningful action, with 44% strongly agreeing that they “try to support companies and brands that have a purpose of making a positive difference in society through their products, services and operations,” compared to 32% of those over age 30. Even more, Gen Zers are nearly 2X more likely than Boomers to strongly agree they try to support brands with purpose (45% to 25%, respectively).

Co-Creating Solutions

LEAD OR BE LEFT BEHIND

The next generation wants their voices and experiences to help brands create better solutions.

85%

say they are interested in **sharing my ideas with companies to help them develop better solutions to social and environmental problems.**



85 percent of people under age 30 say they are interested in “sharing my ideas and experiences with companies to help them develop better solutions to social and environmental problems,” compared to 77 percent of those over age 30.

And Gen Z is more than 2X as likely as Boomers to strongly agree they are interested in helping brands create better social and environmental solutions (46% to 20%, respectively).



ASK MORE, GET MORE

"I think brands should solicit feedback more honestly. We bring a diverse set of ideas and beliefs to help figure out better solutions. I'm all about making my voice known. I will do that when I can, but if companies would ask more, then I would also give more."

Lauren, 27, Orem, UT



AVOID PANDERING AND SHALLOW ACTIVISM

"I'm 19 so I may not be as experienced as some people and companies, but I can give them a more unique perspective of what people my age feel is truly helpful instead of just pandering or shallow activism."

Christina, 19, University Park, PA



LISTEN AND LEAD TOGETHER

"Companies need to listen more to the people that are affected by social and environmental problems. I would love to share my ideas and personal experiences to find sustainable solutions."

Gigi, 30, Oakland, CA



Employee Loyalty

LEAD OR BE LEFT BEHIND

Next gen employees are more motivated by – and loyal to – companies that take positive action.

59%

say they **strongly agree that the more socially and environmentally responsible my company becomes, the more motivated and loyal I become** (as an employee).

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Nearly six in ten respondents under age 30 (59%) who currently work for companies with more than 1,000 employees say they strongly agree that “the more socially and environmentally responsible my company becomes, the more motivated and loyal I become (as an employee),” compared to 53 percent of respondents over age 30. Gen Z employees are 1.3X more likely than Boomers to say responsible action drives their performance and loyalty at work (59% to 48%, respectively).

And Gen Zers who own shares are 2X more likely than Boomers to strongly agree that “companies that have a purpose of making a positive difference in society through their products, services and operations are more profitable than other companies” (44% to 22%, respectively).



PASSION TO LEAD MOVEMENTS

"Brands have the power because they have the money and they have the reach, too, so they can use their resources to work with those with the passion to rebuild our society and help humanity as a whole."

Ethan, 16, Los Angeles, CA



STAND UP FOR WHAT'S RIGHT

"Brands have the power to influence hundreds of thousands of people. With that comes a responsibility to stand up for what's right and to create positive change in the world."

Avery, 17, Salinas, CA



PRIDE IN PURPOSE

"I feel a sense of pride by being part of a company that is trying to push the envelope and be ahead of the game – or be even with the pack, let's be real. I don't like a company that is stagnant or doesn't care about anything other than themselves and making money."

Lauren, 27, Orem, UT



Supporting Boycotts

While young people support brands for taking positive action, they also back boycotts of brands they think are irresponsible.

Gen Zers in the USA are

2X

more likely than Boomers to strongly support organizing boycotts against companies they think are irresponsible.



LEAD OR BE LEFT BEHIND

Seven in ten respondents across generations globally say they support “organizing consumer boycotts against companies they think are irresponsible,” (70% under age 30, 69% over age 30).

In the USA, however, young people are more likely than older generations to strongly support boycotts

of irresponsible companies (32% to 24%, respectively), including nearly 2X as many Gen Zers as Boomers strongly supporting boycotts (38% to 21%, respectively).



TIME FOR ACTION

"Brands and corporations have a moral responsibility to act in the times that we are in now – especially considering their role in capitalism and how that impacts injustices in our society."

Gigi, 30, Los Angeles, CA



SET AN ETHICAL EXAMPLE

"People look to corporations as a litmus of what is socially acceptable right now. Brands have an obligation to act ethically and not cut corners even though it is financially difficult."

Christina, 19, University Park, PA

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TAKING ACCOUNTABILITY

"Change only happens when we hold everybody accountable: brands, the government, the people. We have to do everything in our power to clean up the messes that have been made, and move forward responsibly."

Jonathan, 23, New York, NY



WILLING TO SWITCH

"If I find out that brands may not share the same beliefs as me, or aren't really doing much to make a change, I would totally stop using them. I'd have no problem changing my routine if I have to. While a lot of brands I use make my life more comfortable, I'm okay with losing them if I have to."

Jakerya, 23, Baltimore, MD

REGENERATIVE

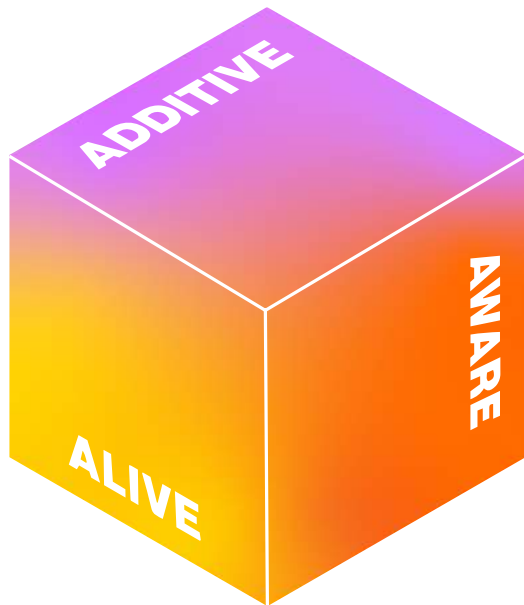
CHAPTER 4

Brands that are aware, additive and alive will thrive in an era of shifting paradigms.



BRANDS

Welcome to the Age of Regenerative Brands



The voices and values of a new generation reflect a desire for significant change. And for brand leaders, we are entering an era of shifting paradigms – not just shifting preferences. Today, marketers don't just have to build great, compelling brands that delight consumers, they also have to address the major reckonings of our time. But wrestling with global issues wasn't part of the training or job description. These used to be things that only issue experts and politicians had to worry about.

So, how do we lead with confidence when the playbook is out-of-date? It's time to think and act in new ways. **We believe it's time to become “Regenerative Brands.” Regenerative Brands are a necessary evolution of “sustainable” and “resilient” brands.** Sustainability and resilience are fine qualities, but they mean a continuation of the status quo and an ability to survive.

Regenerative Brands seek to create value for all beings for all time. They have higher aspirations to deliver more value, and they grow stronger by challenging the status quo and improving the system for all of us.

Regenerative Brands are designed for leadership by using what they're best at to fix problems beyond their own business, consumers and shareholders. They don't wait to take the lead on issues that can't wait.

There are three key qualities Regenerative Brands must cultivate to win in this new era. They need to be aware, additive and alive.

Aware: Sense and serve our deepest human needs

Regenerative Brands are aware of the tensions, challenges and aspirations in our lives.

They sense and serve deeper human needs by embracing the context and contradictions inherent in today's society. They honor the gap between brand promises and lived experiences by asking three key questions: What do people want? What does the world need? What does my brand uniquely offer?

And, by bringing empathy and awareness to the task of design, Regenerative Brands are better able to create new products, services, and experiences that deliver meaningful connection, brand loyalty and indispensable value in people's lives.

KEY SHIFTS



Listening to Sensing

Regenerative Brands move from passive listening to active sensing of the deeper human truths and dynamic tensions that define our real lives. They hear and honor the gap between brand promises and lived experiences.

Research to Reflection

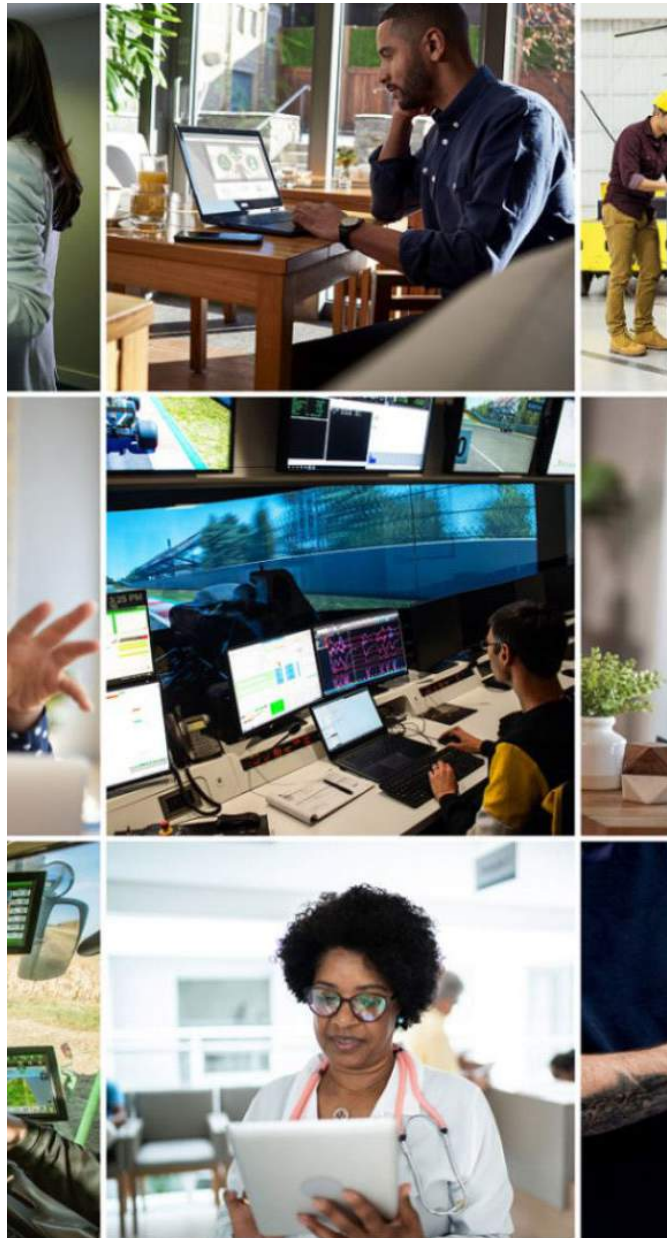
Regenerative Brands go beyond consumer research to reflect on the role they play in all of the lives they touch—and face the facts of how they impact societal and environmental challenges in their category, past and present.

Perspective Seeking to Perspective Taking

Regenerative Brands don't just observe the people they serve and the communities in which they operate, they see the world through their eyes and act in relationship to their truest needs, anxieties and aspirations.

Aware: Brand Leaders

From sport to apparel to technology, brands are showing up as active sensors of deeper human truths and designing for what their customers, communities and all stakeholders truly need.



Microsoft is upskilling 25 million diverse people with the digital skills needed for remote work during the COVID pandemic.

REGENERATIVE BRANDS

JanSport launched #LightenTheLoad to connect its Gen Z audience with resources to help them tackle the growing mental health challenges of anxiety, loneliness and depression that have been exacerbated by the health and economic crises this year – and destigmatize the topic.

IT'S OK
TO NOT
BE OK.



Aware: Brand Leaders



To develop her **IZ Adaptive** line, renowned Canadian fashion designer Izzy Camilleri listened closely to the stories, pain points and clothing needs of people with disabilities.

Facing the fact that only 9% of all plastic produced by humanity has been recycled, **Splosh** has empowered people in the UK to eliminate excess packaging with their circular cleaning products, delivering convenience, low cost and stylish design – without the waste.



Additive: Give More Than You Take

Regenerative Brands recognize our fundamental interdependence as part of a living ecosystem and create solutions that delight their customers and transform their categories.

They unite what's meaningful for consumers with what's material to the business to unleash shared value for all, and the long term. They bring an additive mindset and a “yes, *and*” approach to challenge conventional norms, spark innovation and drive change.

Regenerative Brands are committed to delivering more value, more positive impact and more enduring progress with and for all of their stakeholders, today and tomorrow.

KEY SHIFTS



Extract to Enrich

Regenerative Brands lead the change from extracting value by exploiting people and natural resources to creating value by enriching the lives and livelihoods of employees, communities, customers, partners, shareholders and the environment.

Hoarding Power to Sharing Power

Regenerative Brands understand that leadership isn't about holding power, but sharing, uplifting and giving more power and agency to others so we can all succeed together.

Individualism to Interconnection

Regenerative Brands go beyond individualism to interconnection and interdependence. They recognize that success depends on a broader ecosystem of life and act accordingly by prioritizing higher-level needs and long-term brand equity over short-term profits.

Additive: Brand Leaders



Starbucks has committed to become resource positive by storing more carbon than it emits, eliminating waste and providing more clean freshwater than it uses.

Dave's Killer Bread

is pioneering the practice of second chance employment and advocating for more equitable and inclusive hiring practices. Approximately one-third of the more than 300 employee-partners at the company's bakery have a criminal background.

Additive: Brand Leaders



General Mills will apply regenerative agriculture to 1 million acres by 2030—about a quarter of the land from which it sources ingredients in North America. This helps sequester carbon, build healthy soil and reduce reliance on fossil-fueled fertilizers.



Rede Asta in Brazil creates handmade gift items from discarded materials. Their model helps companies divert waste from landfills while also enabling women to enter the job market with wages that are 25% greater than artisans' average incomes.

Alive: Shape Who We Are and How We Live

As our culture and society are being radically transformed every day, Regenerative Brands adapt and evolve in creative relationship with the people and places they serve.

This symbiotic relationship allows them to continuously create energy, influence and momentum. To be alive, Regenerative Brands show up as an active, living, breathing and evolving part of our culture and the world. They are space holders, platform builders and co-creators of ideas and stories designed with – and not just for – their audiences. Being alive creates deeper, more personal relationships with the people brands want to reach and leads to more thoughtful and better-designed products, services and experiences.

KEY SHIFTS



Reactive to Adaptive

Regenerative Brands shift from reactive decisions limited by blind spots and insecurities to adaptive and dynamic strategies based on clear science, core values and collaborative practices that equip them for the leading edge.

Design For to Design With

Regenerative Brands design with the diverse passions, perspectives and participation of their stakeholders, not just design for them.

Perfection to Progress

Regenerative Brands move beyond the paralysis that comes from chasing perfection to the more fluid capacity to iterate, co-create and reinvent together in service of transparent, measurable and meaningful progress over time.

Alive: Brand Leaders

The most influential brands create energy, momentum and cultural currency to increase awareness and inspire participation at scale. From food to retail to entertainment, brands are raising the voices of their customers and partners, leveraging the power of story and co-designing cultural experiences together with the communities they serve.



British retailer **Marks & Spencer** has emerged as a leader in plant-based food innovation for the masses and recently launched a dedicated Innovation Hub to focus on sustainable packaging, nutrition and plant-based product innovation.



Target is consulting pro-bono with BIPOC-owned small businesses and launched a new badge that highlights Black-owned and Black-founded brands from The Honey Pot Company to BLK & Bold Coffee to SoapSox to foster racial equity.

Alive: Brand Leaders

The NBA and WNBA used their platforms to advance the Black Lives Matter movement and protect voting access to inspire more participation during the 2020 United States presidential election.



Bike-sharing company **Mobike** is transforming urban mobility in China with frictionless technologies like GPS, solar batteries and a smart lock system so commuters can choose healthier, more sustainable transport. They continue to evolve their product city-by-city based on localized transit habits and preferences.

WE WANT

THE FUTURE



CHAPTER 5

At a time of profound challenges and new possibilities, the next generation is looking for transformative brand leadership, co-created solutions and systemic change to realize a radically better future.

Looking Ahead

How we understand and act on the story of this moment will make all the difference in realizing who we are and what we can be together. For brands, this is a moment of truth and an opportunity for transformation.

As humanity looks to 2021, we are confronting the confluence of five crises that have never happened all at once before – a global health pandemic, economic crisis, racial justice reckoning, existential climate threat and a crisis of democracy driven by social media-powered disinformation, distrust and divisive tribalism. These intersecting crises are not merely temporary trends that can be waited away. These are fundamental challenges to a broken status quo that all of us have to face, reimagine and solve together.

By listening to the values, experiences and aspirations of a new generation of citizens, workers, designers, community leaders and culture creators, we find great reason for hope. The next generation is calling out business as usual, and they want brands to lead the way forward. With great urgency and passion, the next generation is hungry for change and eager to be part of the solution – whether that's by co-creating breakthrough ideas with you, or by taking to the streets and boycotting brands to right the wrongs they experience all around them every day.

Like never before, a new generation is ready to meet the moment we're in – and create the future they want.



**BUILDING EACH OTHER UP.
BRIDGING DIVIDES.**

"I want to see a future where our differences don't divide us and where we can focus on the things that unite us and bring us together – things that make us stronger as a whole. I want a future where people are building each other up, where people are recognizing the greatness within themselves and realizing the greatness in others as well."

Jonathan, 23, New York, NY



**SEE THE CONTENT
OF MY CHARACTER**

"Overall, I want my future to be prosperous and full of equal opportunity and success. As I continue my education, I want to be judged based off of the content of my character and the quality of my work."

Peter, 23, Tallahassee, FL



AN AUTHENTIC LIFE WITHOUT JUDGMENT

"I want a future without judgment. I feel like everyone should be able to live the life that they choose and believe in what they want to believe in without being crucified, disrespected and treated like trash. Everyone deserves to live their authentic life the way that they want to without feeling pressured to conform to societal norms. We need to be a freer society all around."

Jakerya, 23, Baltimore, MD



**LISTEN TO
UNDERSTAND**

"There's a saying now that people listen to respond instead of listening to understand. I want people to listen to each other more so we have less divisions."

Christina, 19, University Park, PA



A FULFILLING, FINANCIALLY REWARDING LIFE

"The future I want for myself is something that is fulfilling to me, and also that makes me really good money so that I don't have to worry as much. I know that money does not solve all problems, but that would be nice."

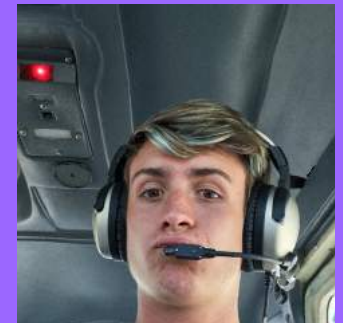
Lauren, 27, Orem, UT



EQUITABLE AND INCLUSIVE

"The future I want is equitable, inclusive and representative of all Americans – not just one demographic. I want there to be equal and equitable opportunities for everyone. Brands need to be socially aware and politics needs to be not corrupt."

Gigi, 30, Oakland, CA



LEARN ABOUT EACH OTHER

"I think we should become a world where groups, parties and bubbles are pretty much completely eradicated, so we're not so small-minded and from an early age it is expected that we grow up learning about each other."

Ethan, 16, Los Angeles, CA



QUESTIONS FOR



CHAPTER 6

Answer the 9 questions in our quick diagnostic test to learn how regenerative your brand is today and what you can do to improve.



BRAND

LEADERS

Regenerative Brands Self-Assessment

Part 1

Regenerative Brands are Aware, they sense and serve our deepest needs.

Does your brand **seek out and understand the aspirations, anxieties, and dynamic tensions that your consumers feel** and the trade-offs they make?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Does your brand understand and **address your role in the societal and environmental challenges** of your category, past and present?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Does your leadership step out of your brand bubble to **stand in other people's shoes, and see your brand and the world through their eyes?**

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Regenerative Brands Self-Assessment

Part 2

Regenerative Brands are Additive, they give more than they take.

Does your brand **actively create value by improving the wellbeing of all stakeholders** – employees, customers, partners, community members and the environment?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Does your brand **use its platform and resources to uplift and give agency** to other people, causes, and communities?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Does your brand **collaborate with peers and competitors to advance systemic solutions** to social or environmental issues?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Regenerative Brands Self-Assessment

Part 3

Regenerative Brands are Alive, they shape who we are and how we live.

Does your brand consistently **adapt to and lead the change on key issues** facing your category and society?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Do you actively **involve a diverse range of consumers and perspectives** in developing your products, services and experiences?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Is your leadership **comfortable publicly communicating the advances, setbacks and lessons on your journey** to greater positive impact?

- | | |
|---|---|
| <input type="checkbox"/> Always (3 pts) | <input type="checkbox"/> Sometimes (1 pt) |
| <input type="checkbox"/> Mostly (2 pts) | <input type="checkbox"/> Never (0 pts) |

Regenerative Brands Self-Assessment

Add up your points to gauge how well your brand is embodying the qualities Regenerative Brands must cultivate in order to win in this new era.

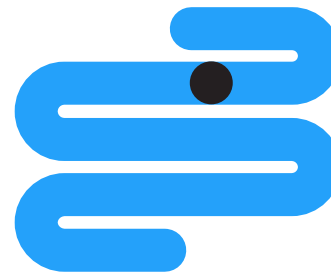


You scored 0—9

It's a Good Time to Start Listening

It looks like you need help if you want to become a Regenerative Brand. Your brand needs to adapt to this era of shifting paradigms.

To get started on building your awareness, BBMG and GlobeScan work with brands like yours to conduct research that digs deep into the need states of your key stakeholders so you can face the challenges of your category with courage and confidence.



You scored 10—17

On the Path to Change

You're on your way to becoming a Regenerative Brand! You're taking steps to position your brand for long-term success.

If you need help on your journey, BBMG and GlobeScan often work with clients to reveal how their brand DNA can help to shift the needle on human needs while creating a more sustainable and inclusive world. From research to workshops to strategic plans, this is work we love to do.



You scored 18—27

Leading the Way

Oh yeah, you have been doing some serious work! You're already a Regenerative Brand. But the work is never done...

Need help to bring your brand alive in culture? BBMG's creative design studio and strategy team has a breadth of expertise on issues and a diverse network of co-creation partners to help solve wild brand challenges. From strategy to storytelling to how brands show up in the world, we work with leaders who won't wait on things that can't wait.

Methodology and Credits

Methodology

Research findings are based on an online survey of approximately 1,000 adults per market in each of 27 international markets ($n=27,000$ weighted) in June 2020. The survey was conducted in native languages. In India, Kenya, Nigeria, and South Africa, the survey was conducted in English. Using stratified sampling from non-probability but managed online panels, samples are representative of the online population and weighted to the latest census data to be nationally representative. In some developing markets, the ability to weight to be nationally representative is limited by the extent of internet penetration (e.g., Kenya, Nigeria, Saudi Arabia, and Vietnam).

The online survey was complemented by ten in-depth ethnographies with people under age 30 across the United States in October 2020. Some statements have been edited for length and clarity.

To listen to voices of the next generation featured in this report, check out the companion podcast at bbmg.com/the-future-we-want.

About BBMG

BBMG is a brand and social impact consultancy dedicated to working with leaders who won't wait on the things that can't wait. With a team of strategic creatives and creative strategists, culture experts and design thinkers, we build Regenerative Brands that are aware, additive and alive to transform the world we're in and create the future we want. BBMG is a Certified B Corporation with teams in Brooklyn and San Francisco. [BBMG.com](https://bbmg.com)

About GlobeScan

GlobeScan is an insights and strategy consultancy, focused on helping clients build long-term trusting relationships with their stakeholders. Offering a suite of specialist research and advisory services, we partner with business, NGOs and governmental organizations to meet strategic objectives across reputation, sustainability and purpose. Established in 1987, we have offices in Cape Town, Hong Kong, London, Paris, San Francisco, São Paulo and Toronto. GlobeScan is a participant of the UN Global Compact and a Certified B Corporation. [GlobeScan.com](https://globescan.com)

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