



"Hong Kong needs to become more focused, more Chinese... and less a place where leisure is celebrated"

2. Facing reality and taking initiative
While we cannot live in the past five years, we have developed reality TV, and therefore, filled by apparently successful people - and it is the only industry with unexpected success. But it is not virtually any business that is more successful and richer in the illusion of reality. And where creativity never stops, it is not, artists, professors, actors, and

Natural disasters and eco-awareness

[illegible]

A rising north delta
 Another major factor threatening the
 security of the two food crops is
 the rising level of the sea. The
 delta of the river is rising at a rate
 of about 10 centimeters a year. This
 is due to the fact that the river
 is carrying more silt than it used to
 do. The silt is carried from the
 mountains of the north. The
 mountains are eroding at a rate
 of about 10 centimeters a year.
 This is due to the fact that the
 mountains are made of soft rock.
 The soft rock is being eroded by
 the rain. The rain is falling at a
 rate of about 10 centimeters a year.
 This is due to the fact that the
 mountains are in the path of the
 monsoon winds. The monsoon winds
 are blowing from the south. The
 south is the direction from which
 the monsoon winds blow. The
 monsoon winds are blowing from
 the south. The south is the direction
 from which the monsoon winds blow.

[illegible]

Questioning the cost of money, and the impact of a rising interest rate, have been the focus of much of the recent discussion in the bond market. But what about the impact of a rising interest rate on the stock market? Will it be a negative impact, as many investors believe, or will it be a positive impact, as some investors believe? The answer is not as simple as it seems. A rising interest rate can have both positive and negative impacts on the stock market, depending on the circumstances. On the one hand, a rising interest rate can lead to a higher discount rate, which can reduce the present value of future cash flows and thus lead to a lower stock price. On the other hand, a rising interest rate can also lead to a higher cost of capital, which can lead to a higher level of investment and thus lead to a higher stock price. The net impact of a rising interest rate on the stock market will depend on the balance of these two effects.

S
in backhand
signature ex-
hibited from a bird
in good condition
exhibited from
Holland?

INTERNET GURU PUTS SUCCESS DOWN TO CHANCE

Salzman says her brand's guru was enough times the press and gain she says. grew up York, about the first to travel, than to Europe

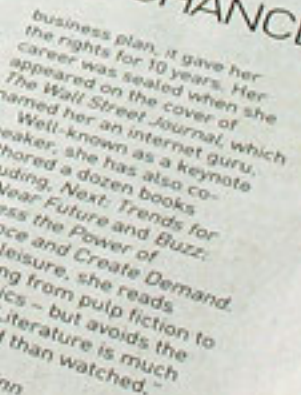
at Harvard but left before completing it. Her big break came while interviewing teenagers in a mid-western US town for a market research. The coolest kids, she found, were the "wiggers" - white urban kids who adopted black street styles. "It was a horrible word, but I was fascinated what it meant, how grandmothers and church-

er than the product. "I would buy anything up brands before they more choices and fewer reasons to prefer one brand over another. I improved information, which allows consumers to look behind the veneer of hype and packaging to see what's on offer."

standing opportunities for patholog- safe and all sorts," says Salzman. Who will be determining how much they willing to leave to chance.

To Global health fears
The biggest issue is the next pandemic. "It's not just the fear of 50 million people," Fooks's mobility provides huge of what's risky in 2006? Many people will be determining how much they willing to leave to chance.

business plan the night



A Rolling Stone magazine request for advice on the best online service to showcase its copy gave her the idea of creating an internet-based market research facility. Internet services giant AOL was so impressed with her

Well-known as a speaker, she has also authored a dozen books including, *Next: Trends the Near Future and Business the Power of Influence and Create Demand*. For leisure, she reads everything from pulp to the classics, watches movies, and

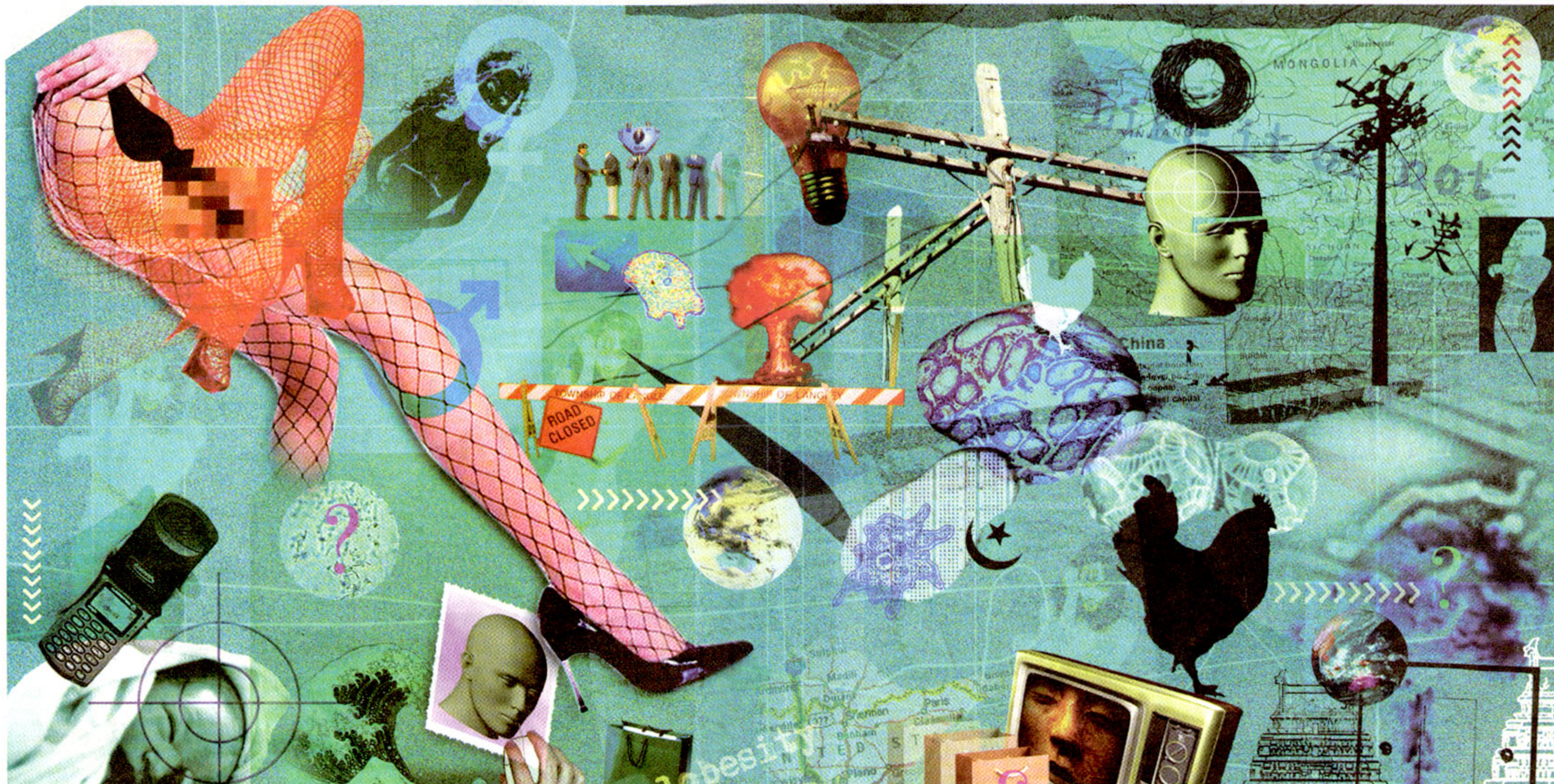
theReview

Sunday Morning Post

JANUARY 1, 2006

THIS IS THE MODERN WORLD
A contemporary Indian artist's
view of the twisted global order
Arts, Page 8

ILLUSTRATIONS: WILSON TSANG



From political landscapes to fashion, Marian Salzman can spot trends. She tells **Sheridan Winn** what's in store for 2006

RINGING THE CHANGES

SHE'S OFTEN CALLED a futurist, but Marian Salzman is better described as a trend-spotter. And she's among the world's best. Salzman foresaw, for instance, the rise of al-Qaeda and is credited with identifying such urban phenomena as metrosexuals and singletons before they became part of mainstream consciousness.

Now director of strategic content at advertising agency J Walter Thompson, the New Yorker also casts a sharp eye over societies such as Hong Kong, which she says needs to "reinvent its work ethic". Although the city has a valuable legacy in commerce, it has to "rid itself of its expat characteristics".

A high-pressure, workaholic lifestyle has long been the norm for many resi-

and the JWT team have identified 10 emerging trends in the next year as people try to find their place in a fast-moving and often confusing world.

1 Sexual fault lines

Whatever the moral issues, sex is one of the most powerful urges around and 2006 will see sexual behaviour at extremes: "It's real yin and yang," says Salzman.

Sexual attitudes are more open than ever. Pornography is easily available and discreet. It can be delivered wherever there's an internet connection. Recent JWT surveys show that women are becoming more sexually proactive and demanding. Celebrities' sexual antics cause amusement rather than disgrace. Even

ality – people famous for their jobs, achievements or birthright – celebrity these days just means familiarity. "We know too much about people. The 24-hour news media means there's no privacy," says Salzman.

Although the public appetite for manufactured reality and celebrity will continue, she says more people are looking for authenticity. Genuine personalities such as Kate Moss and Angelina Jolie will prove more enduring than "rent-a-smile" brand endorsers such as Catherine Zeta-Jones.

3 Timeout

China and India's emergence as global economic players has tended to eclipse some of the Asian giants' cultural assets – traditions such as yoga, tai chi, qigong and meditation that enable people to reconnect with themselves.

But Salzman says the ability leading-edge Indians and Chinese have to "step in" and "step out" of time through such practices gives them a competitive edge. "Switched-on people, who can alternate between high-paced, 24/7 living and balance it with serenity, will become prized as life continues to accelerate."

4 Disappearing downtime and down space

It used to be that when we were out of the office, we were out of reach. Today, modern economies' embrace of digital, mobile and interactive technologies means there's hardly time to draw breath. The 24/7 mindset gives little opportunity for downtime, but Salzman says people will begin to set their own boundaries. Hitting the "off" button will gain importance as people seek time and space that has neither purpose nor structure. "We will savour our time away, so will try to create boundaries to get there," she says.

Meanwhile, wilderness spaces that don't have a specific economic purpose continue to be lost to "development". "We're running out of places to go," she says. "Smelling the roses or just daydreaming will soon carry its own value."

5 Natural disasters and eco-awareness

The Asian tsunami and Hurricane Katrina have pushed natural disasters to the forefront of world consciousness, and spurred many to wonder how much of the damage was man-made. Some link the catastrophe of Katrina to global warming and poor environmental planning that rendered the US Gulf area more vulnerable to high waters – with impact exacerbated by inadequate government response. And while the tsunami was due to geological move-

ment, an early warning system might have saved thousands of lives. "Nobody knows whether 2006 will see more large-scale disasters – but there is more interest in the issue than a couple of years ago."

6 Living with Islam

Salzman says that coming to terms with multi-cultural living will become a matter of urgency. Even without al-Qaeda, the resurgence of stricter Islam would be an issue as it sits uneasily with the integration or multicultural policies of many non-Muslim countries.

"The rise of Islam will be tough on Europeans, who see themselves as open-minded and tolerant," she says. "Europe is a tinder-box."

The most explosive situations will be in second cities, where there are isolated, male Islamic communities, she says. "There are a lot of very angry people out there – but both sides are going to have to learn more respect for one another's way of living."

7 Personal-control freaks

People today have better health care, comfort, mobility, communications, entertainment and choices. But perhaps the biggest single change in modern society is people's mania for personal control, says Salzman. "We want complete control, to be able to manage everything our own way, when we want it, as we want it."

That means people will want more devices to enable such control. Already, there are TV remotes that allow viewers to

bypass unwanted commercials and channels; ATM machines that offer 24-hour banking, and WiFi to provide access the internet freely. "Technology gives us a faceless interface, which is, in some ways, empowering," says Salzman. "It's much tougher to have a conversation and look people in the eye."

8 Brand sluts – Open to the best offer

As product choices and competition increase, consumer loyalty to brands is eroded. With the exception of great brands such as Google, Apple and Manchester United, people are becoming incredibly fickle, says Salzman. "There is no reason to stay loyal."

Five major factors are driving consumer "promiscuity":

- Commoditisation, when companies quickly find ways to make and sell similar products for less. Commodities don't command loyalty.
- Outsourcing, which eats away at the personal connection. "When my bank is outsourced overseas, it no longer feels like my bank," says Salzman. "It's not like the bank I used to go to round the corner."
- Brand inflation, which arises when marketers dream up brands before they think of the product.
- Rapid innovation, being the norm rather than the exception, means there are more choices and fewer reasons to prefer one brand over another.
- Improved information, which allows consumers to look beyond the veneer of hype and packaging to see what's on offer.

Salzman says there's a backlash among confident consumers against copious and overt branding. Successful products must still have stature and name recognition, "but the modern consumer doesn't want to be a human billboard".

9 Questioning the cost of mobility

Freedom to travel is a tenet of modern democracy, and the car, airline and travel industries have been among major economic engines.

But having a car with a full tank of petrol no longer guarantees unlimited mobility. There's worsening traffic congestion, road tolls and air pollution. And although air travel is cheaper, there are longer security checks and more missed take-offs.

Increasingly, society is asking serious questions about the limits of personal mobility in its current form. Environmental costs are beginning to be factored in when working out how to get from A to B.

"They want small village lifestyles – to be in a place they feel safe," says Salzman. "People don't want to travel because of the angst it causes – for themselves, their loved ones and the environment."

10 Global health fears

The biggest issue is the next pandemic: Will bird flu kill only the frail or 50 million people? "Today's mobility provides outstanding opportunities for pathogenic bugs of all sorts," says Salzman. "What's safe and what's risky in 2006? Many people will be determining how much they're willing to leave to chance."

"Hong Kong needs to become more focused, more Chinese ... and less a place where leisure is celebrated"



dents, but Salzman says the community must push harder to distinguish itself. "Hong Kong needs to become more focused, more Chinese in intensity, and less a place – like any colony – where leisure is celebrated," she says. "Productivity and focus, ambition and success need more prominent places in the Hong Kong DNA. "The trend is moving towards extreme productivity or extreme leisure. Hong Kong's Chinese side makes it better placed as state-of-the-art workroom versus playpen."

Of its former colonial power, she says Britain has placed too much emphasis on young people and is about to undergo a traumatic revolution on ageing.

"Many of the ageing societies of Europe have made a serious miscalculation in pushing consumption messages towards the 15-to-25-year-old age group, when it's the older people (over 45) who have the time, money and large peer groups which share a capacity to embrace what is new."

Looking to the year ahead, Salzman

traditional media now carry once-taboo images and discussion.

At the same time, the new moralists are pushing back. In the US, the legislative tide has turned against the social liberalism that allowed abortion on demand. In Britain, one in six girls is chaste by choice, postponing sex until after school years. Virginity is being seen to be cool.

"There are more naked bodies around western cities than ever before," says Salzman. "Yet there are more people wrapped up, wanting to opt out of liberal sexual mores. There is real confusion."

2 Faking reality and faking celebrity

Who and what is real? In the past five years, viewers have lapped up reality TV, programmes filmed by apparently neutral observers, that seem to show ordinary people – and B-list celebrities – coping with unscripted situations. But in truth, virtually all broadcast is stage-managed and edited to give the illusion of reality.

And where celebrities were once actors, athletes, politicians, artists and roy-

Marian Salzman says her career as a trends guru was pure serendipity. "Once you are right enough times with predictions, they get noticed by the press and gain momentum," she says.

Salzman, 45, grew up in suburban New York. Constantly curious about the world, she became the first member of her family to travel, at the age of 11, and began to spend her summers in Europe on exchange programmes.

As a teenager, she was obsessed with information and read voraciously. She studied sociology at Brown University, then later began a doctorate

at Harvard but left before completing it.

Her big break came while interviewing teenagers in a mid-western US town for market research. The coolest kids, she found, were the "wiggers" – white urban kids who adopted black street styles. "It was a horrible word, but I was fascinated by what it meant: loving your grandmother, being involved in church, behaving like black kids who were cooler than white kids," she says.

The media zoomed in on the phenomenon. Salzman was bombarded with requests for television appearances.



A *Rolling Stone* magazine request for advice on the best online service to showcase its copy gave her the idea of creating an internet-based market research facility. Internet services giant AOL was so impressed with her

business plan, it gave her the rights for 10 years. Her career was sealed when she appeared on the cover of *The Wall Street Journal*, which named her an internet guru.

Well-known as a keynote speaker, she has also co-authored a dozen books including, *Next: Trends for the Near Future and Buzz: Harness the Power of Influence and Create Demand*.

For leisure, she reads everything from pulp fiction to the classics – but avoids the movies. "Literature is much better read than watched," she says. *Sheridan Winn*