

# CONTENTS

**PREFACE** **XIII**

**CHAPTER 1 FUTUREOLOGY: ANOTHER OF  
THE WORLD'S OLDEST PROFESSIONS** **1**

**CHAPTER 2 NEW MARKETING TRENDS  
GET THE RESULTS YOU WANT** **17**

Say Good-bye to How We Buy—*Low Platt, CEO, Hewlett Packard* • 19 •  
In Asia, It Helps to *Rock* for a Business to *Roll* • 21 • Sensory Assist (SA): What  
It Feels Like to Be the Customer—*Davis Masten, CEO, Cheskin and  
Masten* • 23 • Sengoku Jidai—New Societal Market Wars • 26 • Back to the  
Future—*Mitch Gooze, CEO, OMT Group* • 28 • Retail Revolution • 31 • Low  
Prices Are Here to Stay • 35 • Those with the Gold Rule—The Changing  
Consumer • 38 • Targeted Personal Advertising (TPA)—*Mitch Gooze, CEO,  
OMT Group* • 40 • It Pays to Be Nice or Cause Marketing • 44

### CHAPTER 3 GROWTH BUSINESSES FOR THE YEAR 2000 AND BEYOND 47

Anti-Aging Drugs—Six Score and 10—*Steven William Fowkes, executive director, Cognitive Enhancement Research Institute (CERI)* • 48 • Telecommunications—See It Coming • 50 • Gambling on the Entertainment Future • 52 • Multimedia Mania • 53 • The Big Fix—Repairing the Infrastructure • 57 • It's a Clear Winner—Liquid Crystal Displays (LCD) • 60 • Air Transportation and Distribution Takes Off • 61

### CHAPTER 4 THE MOST IMPORTANT FINANCIAL AND LEGAL TRENDS AND THEIR IMPLICATIONS 65

Financial Markets in 2020—*Charles S. Sanford, Jr., chairman and CEO, Bankers Trust Company* • 66 • Financial Engineering and Particle Finance—*Charles S. Sanford, Jr.* • 68 • Just Lawyers—*Connie Bagley, Stanford University Graduate School of Business* • 71 • Blurred Vision—Negotiating with Third World Governments • 74 • Globalization of the Financial Information Infrastructure—*Bernard Fleitman, vice president, Dow Jones Telerate* • 76 • The New Owners Are Big and Worldly • 79 • Don't Bank on It • 81 • World Markets—Where the Action Is • 84 • Why Start-ups Can't Get Started • 86

### CHAPTER 5 GLOBAL TRENDS THAT WILL SHAPE THE NEXT CENTURY 89

Enhanced Communication—The Key to Global Markets—*Lou Platt, CEO, Hewlett Packard* • 90 • Going Global to Find Growth—*Jack Welch, CEO and chairman, General Electric Company* • 92 • Veggie Power—*Roger Kilburn, former president, Protein Division, Archer Daniel Midland* • 93 • China—Watch Out When a Giant Sneezes • 96 • China Can Break (Wild Card)—*Dr. Anthony J. Finizza, chief economist, ARCO Corporation* • 99 • An Unhealthy Environment • 100 • Multinational Corporations (MNCs)—One Company, One World • 102 • The Bridge over the Cultural Gap • 104 • Partnering—Forming Alliances • 105

**CHAPTER 6 DEMOGRAPHIC AND LIFESTYLE TRENDS  
IN THE YEAR 2000 109**

Population Balloons and Pops • 110 • The Fountain of Third World Youth Saturates the Old West • 112 • The Sun Belt Bursts Open • 116 • Watch Your WAY (Wild Alienated Youth) • 119 • The Post-Nuclear Family • 122 • Give Me a Break • 125 • When Will We Learn? • 126 • A Healthy Outlook • 128 • Tech Sweet Home • 130 • A Bushel of "Big Apples" • 131

**CHAPTER 7 HOT TECHNOLOGICAL TRENDS 135**

Understanding How We Think—Smart Drugs—*Steven William Fowkes, managing director, Cognitive Enhancement Research Institute (CERI)* • 136 • Brain on a Chip—Very Small Will Be Very Big Business • 139 • Solar-Powered Satellites (SPS) Provide Clean, Abundant Energy (Wild Card) • 142 • Robotics—Real Expert Systems • 143 • Speech Technology—Switch On the Next Century • 145 • Optical Technologies—See Us Through • 147 • Connectivists—Mapmakers Locating a Healthy Future • 150 • Ceramic and Cogeneration Technology Power Our Future—*Richard Carlson, futurist* • 152 • Technology and People • 154 • Will Software Get Soft? • 156 • The Ceramic Car (Wild Card)—*Richard Carlson* • 158 • Biotech Breaks (Up) Through • 159

**CHAPTER 8 HOW WE WILL MANAGE ORGANIZATIONS IN  
THE YEAR 2000 161**

Tools for Knowledge Workers • 162 • The Diverse Workforce—*Lou Platt, CEO, Hewlett Packard* • 165 • Manage Change or Change Management • 167 • Short Sights Take Aim at Long-Term Research and Development (R&D) • 168 • Power-Sharing Managing and Motivating Workers—*Dr. Willis Harman, futurist and CEO, Noetic Institute* • 170 • Will Paralysis by Analysis be Replaced by Extinction by Instinct?—*Dr. Hewitt Crane, SRI International* • 172 • The Company General Is a Generalist • 174 • How Top Executives Will Get Paid • 177 • Sharp Eyes and Fast Feet • 178 • Remaking Manufacturing • 181 • Welcome Back Manufacturing—*Vic Para, consultant and retired Tandem Computer executive, and Dr. Charles Turk, president of OAI* • 183

**CHAPTER 9 RETHINKING ROLES AND RESOURCES 185**

Women's Work • 186 • Which "Who" To Know—Those with *Guanxi* • 187 • Management Education in a Changing World—*Dr. David Palmer, OMT Group* • 188 • I'd Rather Do It Myself • 190 • Leveraging Knowledge—*Tom Peters* • 192 • The Superstar Effect • 195 • The New Entrepreneur • 196 • The Age of Clones • 197 • They're All So SMUG (Smart, Mobile, Upward, Global)—*Dr. Ken Colmen, vice president, SRI International* • 198 • Energy Is Power • 201 • Watch How They Play—The New Energy Partnership—*Dr. Anthony J. Finizza, chief economist, ARCO Corporation* • 203

**CHAPTER 10 THE MOST IMPORTANT ECONOMIC TRENDS 205**

Steady Ahead for the U.S. Economy and Defense Sector—*Bernard Schwartz, CEO, Loral Corporation* • 206 • The Globe Tilts toward Asia • 208 • The Global Trade Web • 210 • The Decline and Transformation of the Modern World—*Dr. Willis Harman, futurist and CEO, Noetic Institute* • 212 • Age of Retrenchment—Small Isn't So Beautiful • 216 • S'no Jobs • 218 • The Rich Get Richer and the Poor Get Poorer • 220 • The Underground Economy Surfaces • 222 • Japan Sunsets • 224 • India Is Up and Around • 225

**CHAPTER 11 HOW POLITICAL TRENDS WILL  
IMPACT BUSINESS 227**

The Pivotal Politicals • 228 • Is Political Correctness, Correct? • 230 • Regulating Regulators • 231 • Growing Federal and Local Tensions • 233 • Private—Come In • 234 • Revolt Against the Political Status Quo • 235 • External Menace, Internal Explosions • 238 • Small Wars—*Tom Mandel, futurist, SRI International* • 240 • Communication Revolution Will Overthrow the Republican Form of Government (Wild Card)—*Dr. Anthony J. Finizza, chief economist, ARCO Corporation* • 242 • Internet—The Techno-Political Weapon of Choice—*Patricia Singer, consultant* • 243 • Capitalism and Western Democracy Is Not for Everyone • 245

**AFTERWORD 247****INDEX 249**