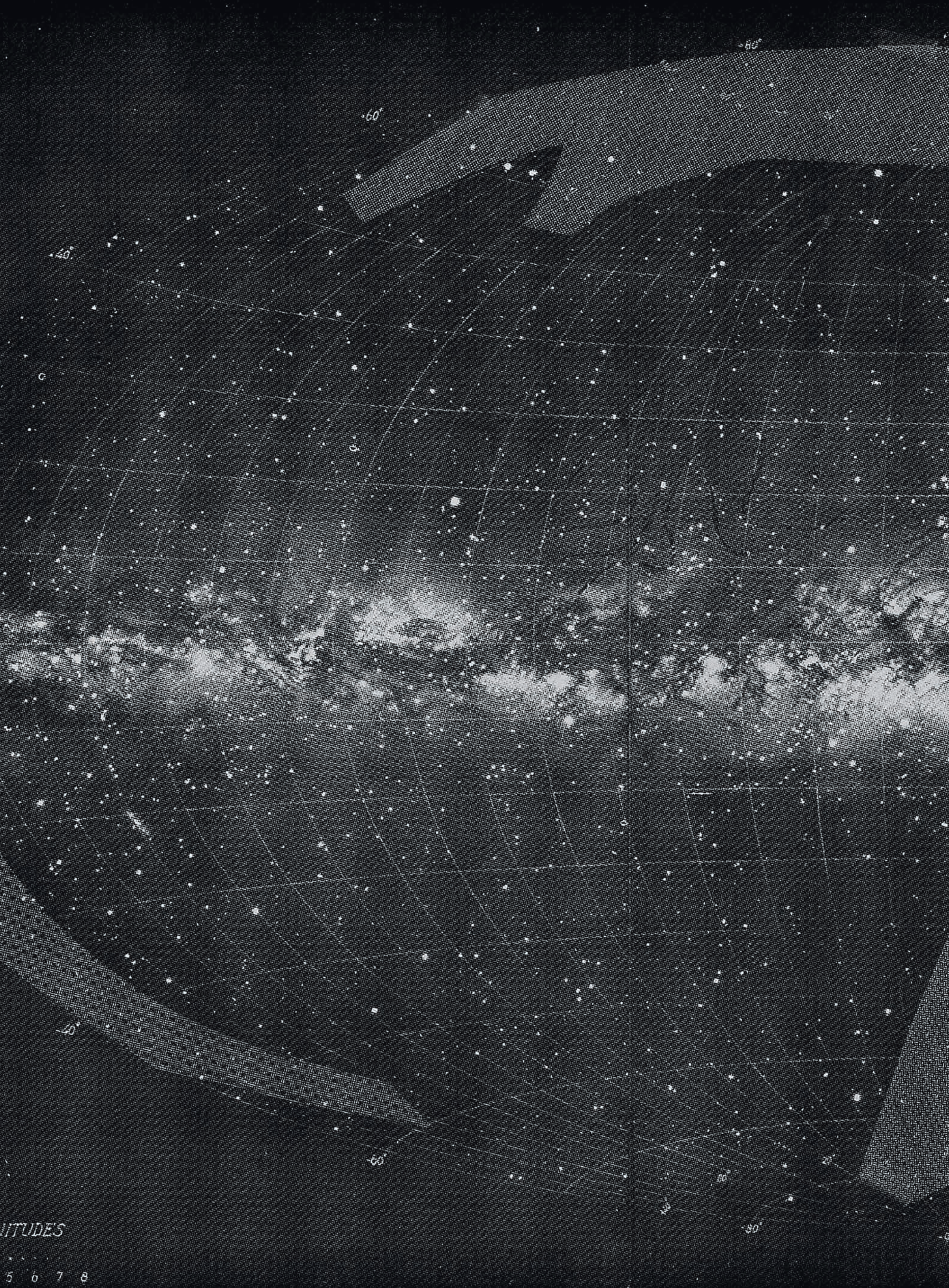




MULTIPLE X NO 3

FUTURE





FUTURE

## *When does the future arrive?*

We're all working towards the future, right?  
The trouble is, we can only work in the present  
because the future never actually arrives.  
So plan accordingly.

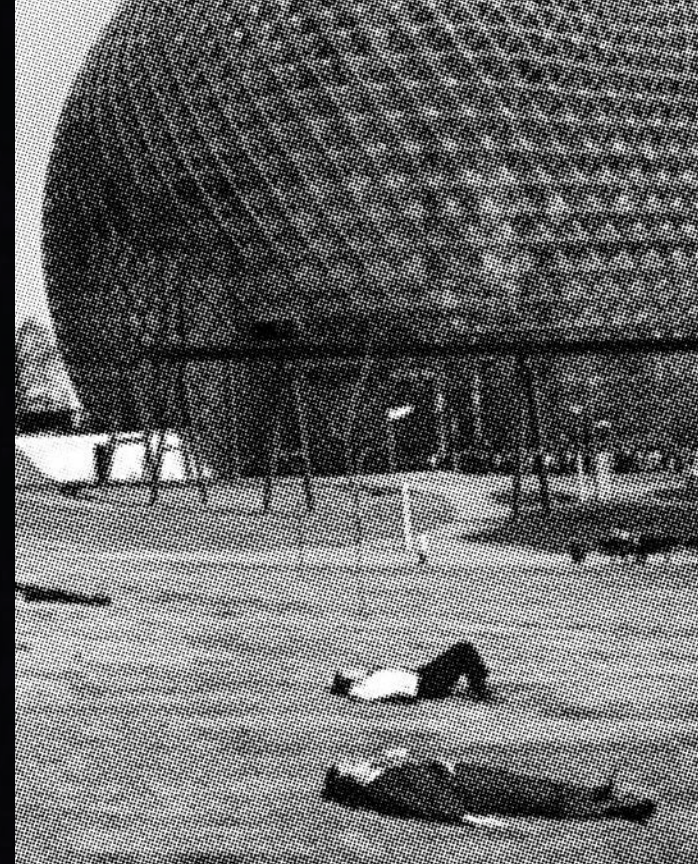
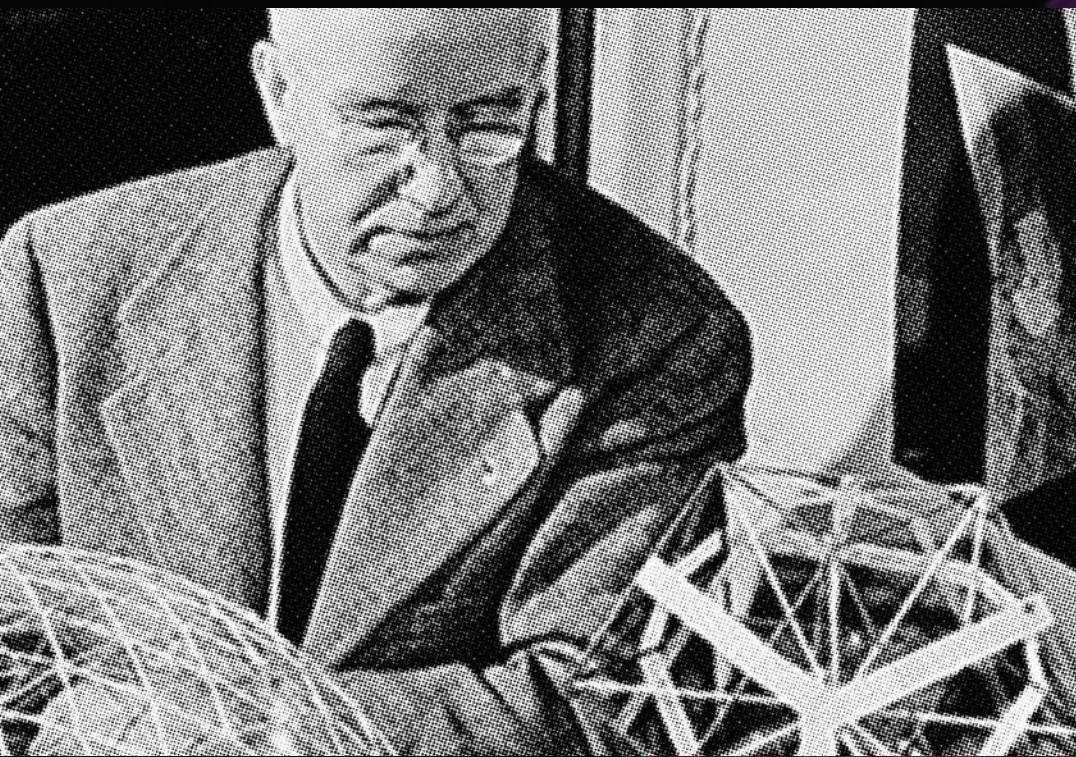


We are called  
to be architects  
of the future,  
not its victims.

BUCKMINSTER FULLER

VISION

MULTIPLE X FUTURE





D × V × F > R

It’s probably fair to say that most people love life. It’s probably also fair to say that life is change. So you might think it’s fair to say that most people love change. Wrong.

It seems that most people hate change, or at least dislike it. A lot. In fact, human beings are pretty much genetically change-averse, conditioned by millions of years of history to favor the known over the unknown. We’ve got the idioms to prove it. ‘Better the devil you know than the devil you don’t.’

Those words of wisdom—passed down through countless generations by well-meaning people—are telling us loud and clear that it’s probably better to stick with a less-than-ideal relationship, product, service, job, whatever than to abandon it and try to find or create something better.

On the other hand, when life is callous—say, for example, you need to spend 93.45% of your time just trying not to die of starvation, exposure, disease, or slaughter by your neighbors—a little innovation is just the ticket. So we’ve also got an idiom or two about that. ‘Necessity is the mother of invention.’

But innovation demands change. Innovation demands examining the known, finding it wanting, and then creating the previously unknown. It demands all kinds of behavior that’s contrary to the basic human instinct to cling to the ‘now’ in case the ‘whatever’s next’ is way, way worse.

Over time we’ve gotten better at making change happen, but at heart, most of us are still nagged by that whole ‘devil you know’ thing. Change is still hard.

Change or be changed.

Whether you’re a leader in business, government, or education, making change happen is the name of the game. The alternative—having change forced upon you—pretty much sucks, so it’s more important than ever for leaders to find ways to overcome the instinctive resistance people feel when it comes to letting go of what they know and moving toward what they don’t know. Luckily, there’s this:

**D × V × F > R**

The Formula for Change, also known as Gleicher’s Formula, is a succinct way of breaking down the process of organizational change into its key elements.

**D = DISSATISFACTION WITH THE STATUS QUO**  
Somebody has to be unhappy with the way things are. If that somebody happens to be the CEO or Chancellor or President, that’s helpful. But that somebody can also be a kid trying to buy a concert ticket or a mom in line at a grocery store who sees opportunity in frustration.

**V = VISION OF WHAT MIGHT BE POSSIBLE**  
Having a vision for a better [ \_\_\_\_\_ ] is what got us from dying old at 30 to die young at 90. Imagination and the ability to articulate it is bigger than big.

**F = FIRST, ACHIEVABLE STEPS TOWARD CHANGE**  
Big change that happens all at once tends to scare the crap out of people. For example, if you want to

get your employees rallied around your vision for a new organization, standing up at the company picnic and yelling out, “Hey, everyone! We’re no longer the thing we’ve been for the last 40 years, and everything you know and feel comfortable with is changing tomorrow!” might freak some people out. Providing them with a path to change that explains why it’s necessary, acknowledges their fears, respects their interests and motivates their positive contributions is the way to go.

**R = RESISTANCE TO CHANGE**  
People resist change for a lot of reasons. They push back when they don’t understand (or don’t agree with) why change is necessary, feel disenfranchised from the decision-making process or feel change is being forced upon them. They feel threatened when they think that change might negatively impact their established patterns of behavior, working relationships, status, or power. And they resist change when the perceived benefits of making it are seen as insufficient relative to the amount of effort it might require.

So the formula for change, simple as it may seem, is complicated to enact in real life. Because D, V, and F must be multiplied to create one product and one force to act against R, if one or more of those essential elements are not present at all or is present in an insufficient quantity, overcoming R (resistance) is likely impossible.

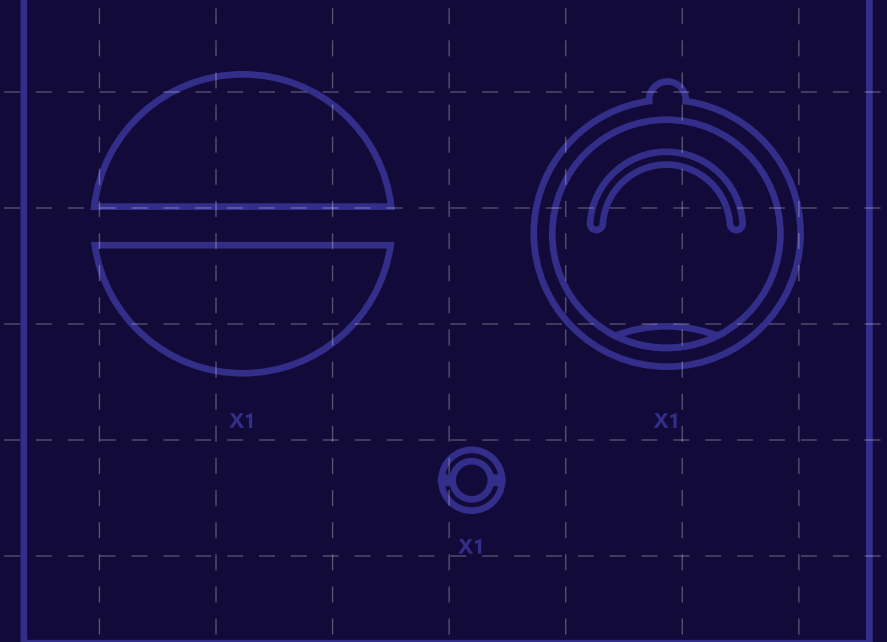
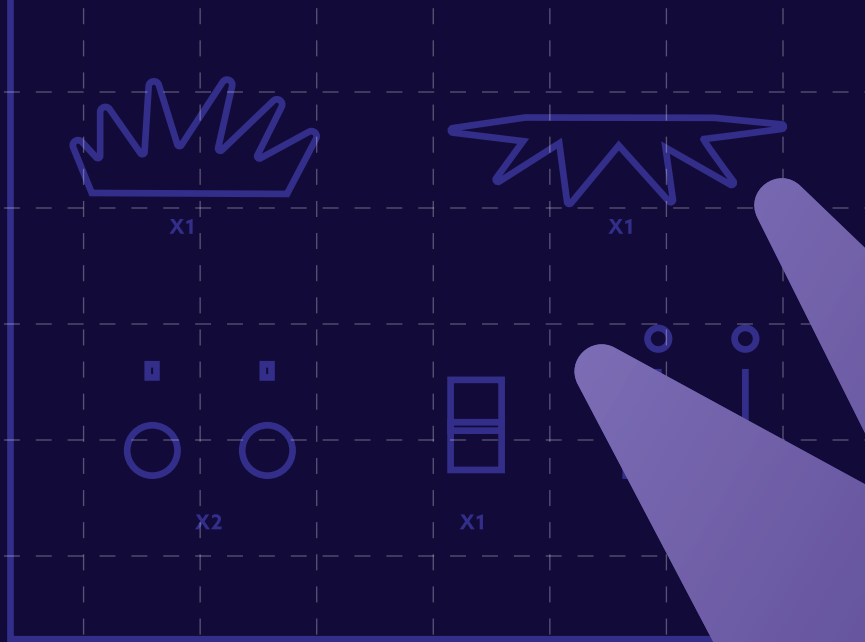
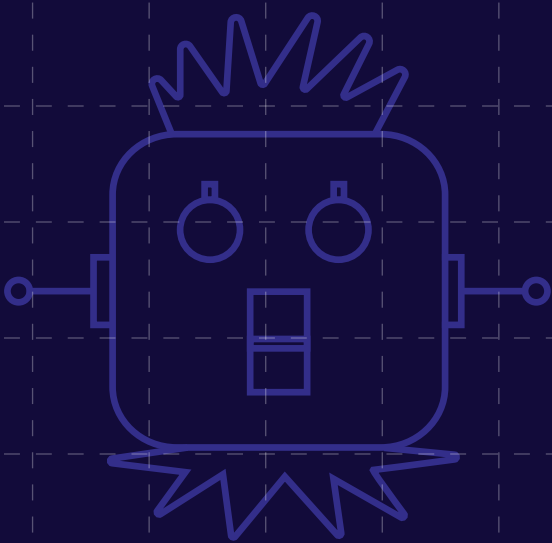
**We’re in the change business.**

We work with people who have D. They want to change something about their organizations, products, or services because they know in their hearts that those things can be more than they are. And they have V. They can see potential and can imagine creating new solutions to existing problems. We help articulate V and apply strategic design to provide F.

The ‘things’ we create—names, visual identities, videos, events, websites, and communication vehicles—are indicators. They’re visible, often tangible or experiential evidence that the transformation an organization is undergoing is intentional and controlled. They represent the first, achievable steps toward a designed future.

The process through which we execute that work—inclusive, engaging, collaborative and consultative—communicates to the people involved that their thoughts and opinions not only count but can be invaluable in moving change forward, which also helps overcome resistance.

Virtually every organization and everyone wants to change something for the better: a product or service, a reputation, market share, a way of thinking or working, an outlook, or a bottom line. Or all of the above. And that includes us. Because strategically designing change is way more fun than being unstrategically redesigned by it.



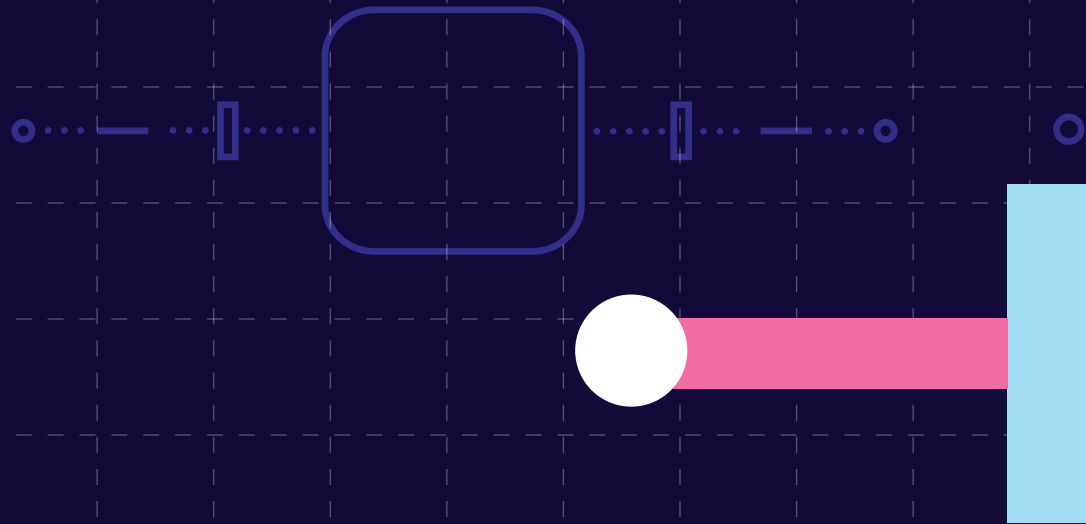
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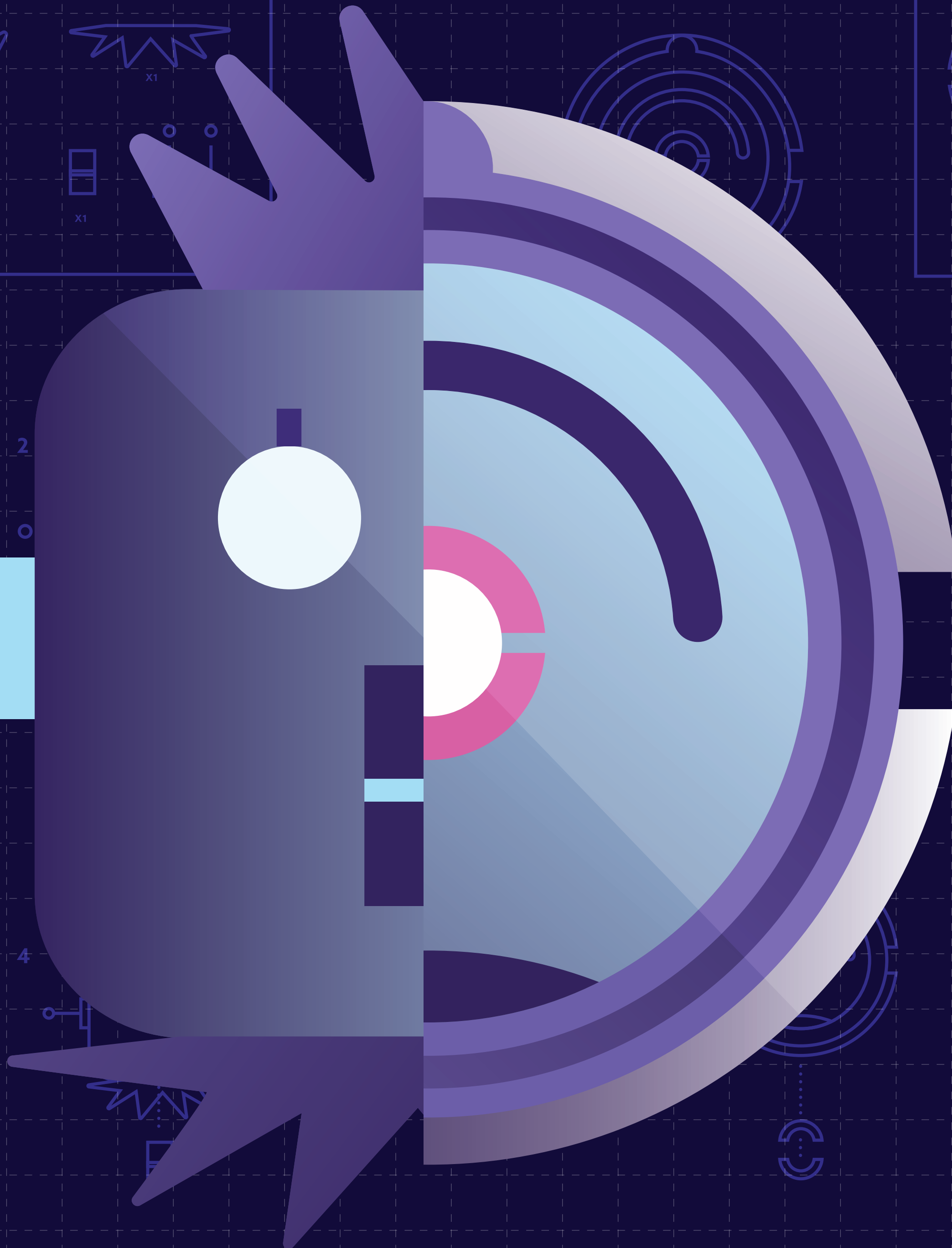
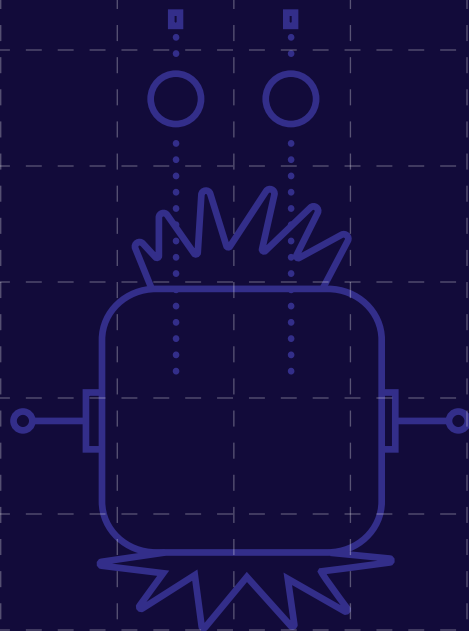
ROBOTS



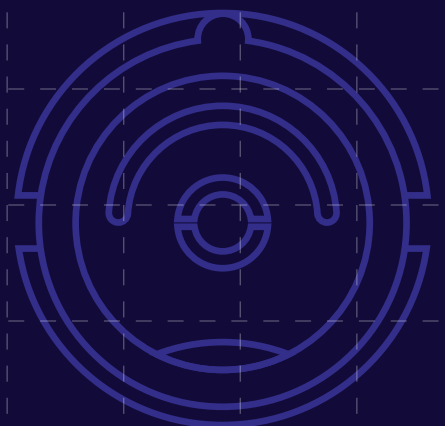
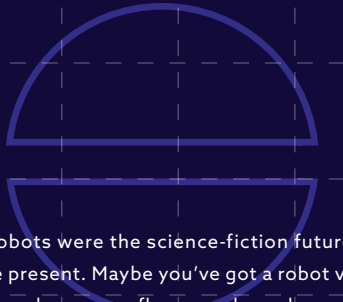
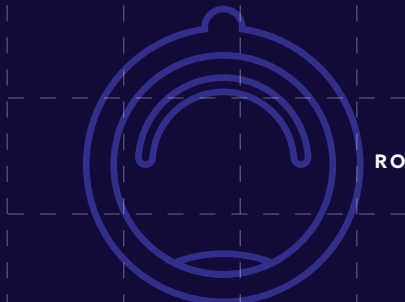
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4

4



Not that long ago, robots were the science-fiction future. Now they're the mundane present. Maybe you've got a robot vacuum cleaner? Designed to clean your floors and maybe entertain your cat while you do something else, iRobot's Roomba was first introduced way back in 2002. Featuring technology that enables it to autonomously navigate and clean the floor area of a home, Roomba can detect obstacles, find dirty spots on your floor, and sense steep drops to keep it from falling down your stairs. And this little robot has helped its creators do big things: iRobot Corporation (IRBT) trades on NASDAQ, boasting a current market cap north of \$1.6 billion. But as the company advances into new home-focused robots, who knows what its future might bring?





“We choose to go to  
~~the Moon~~ <sup>MARS?</sup> in this decade  
and do the other things,  
not because they are  
easy, but because they  
are hard...”



MULTIPLE X FUTURE

SPACE

Rendering of the Dragon Rocket courtesy of SpaceX.

Not so long ago, Americans rallied behind the words of President John F. Kennedy, and ultimately realized the dream of putting a human being on the moon. Fifty years later, some of us are dreaming a new dream—of stepping onto the surface of Mars. But will that dream come true any time soon?



MULTIPLE X FUTURE



# WHAT DOES THE FUTURE HOLD?

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A FOOL'S JOURNEY

We're cautioned to 'live in the moment', but most of us no doubt spend a significant portion of our lives imagining, thinking about, and planning for a future over which we'll ultimately have very little actual control.

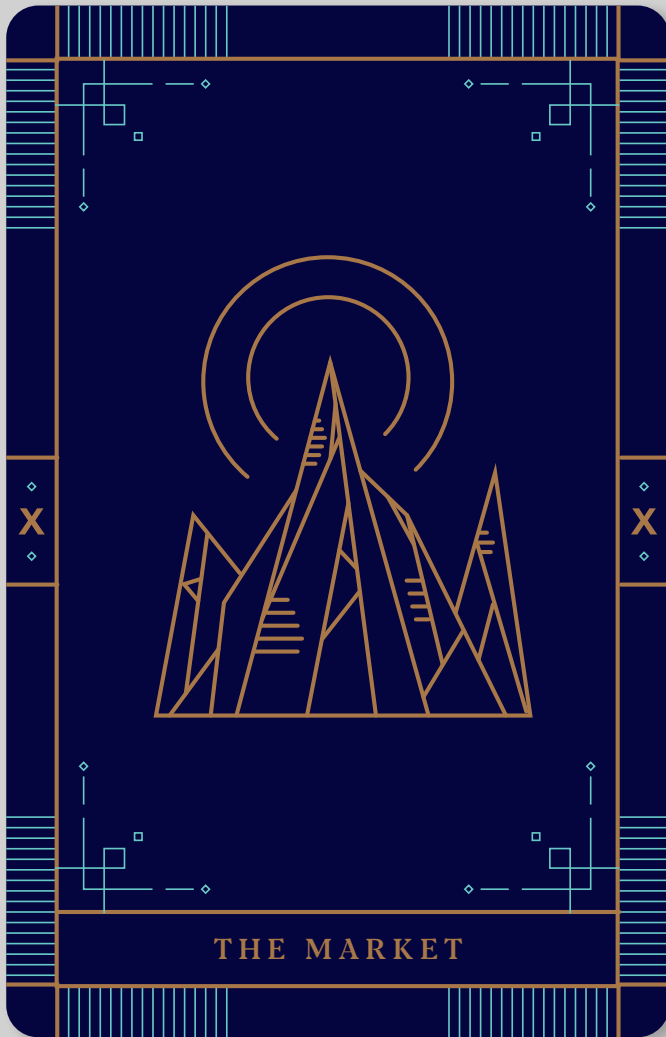
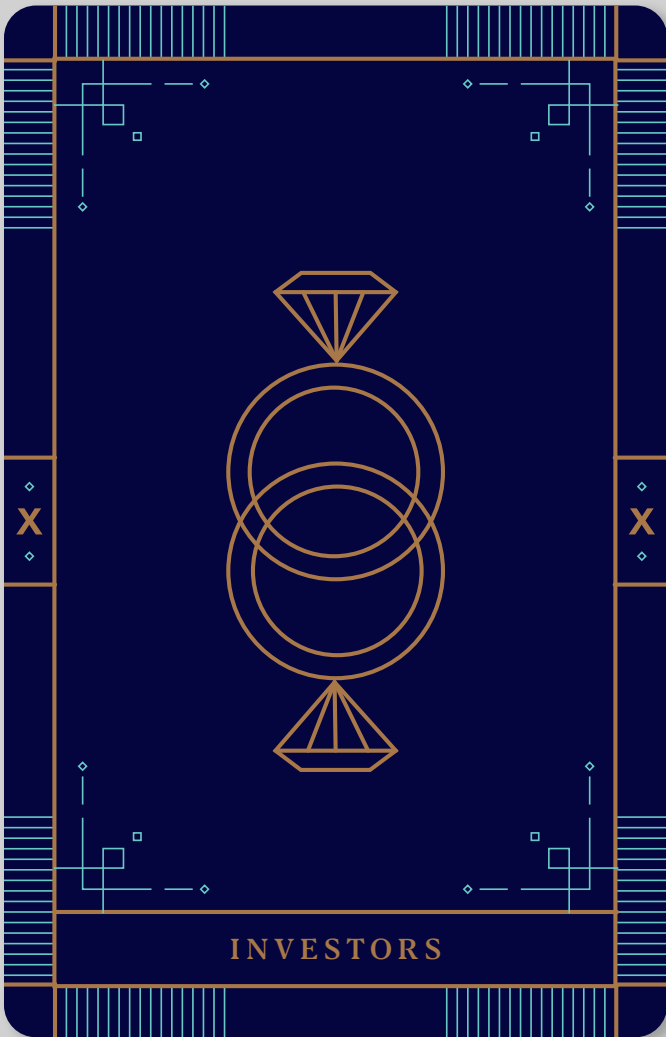
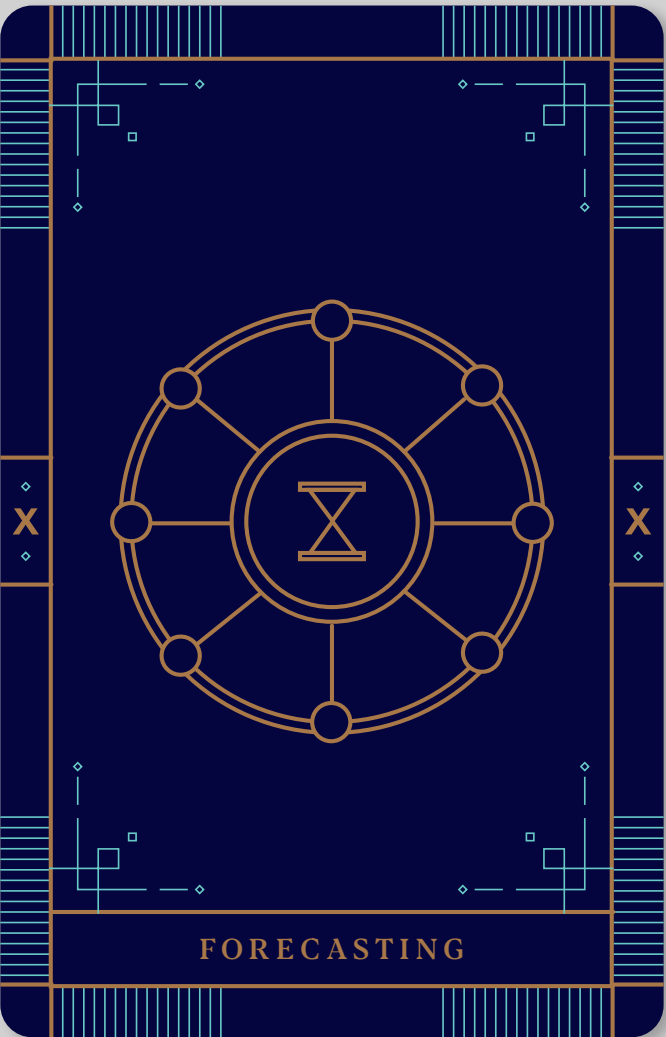
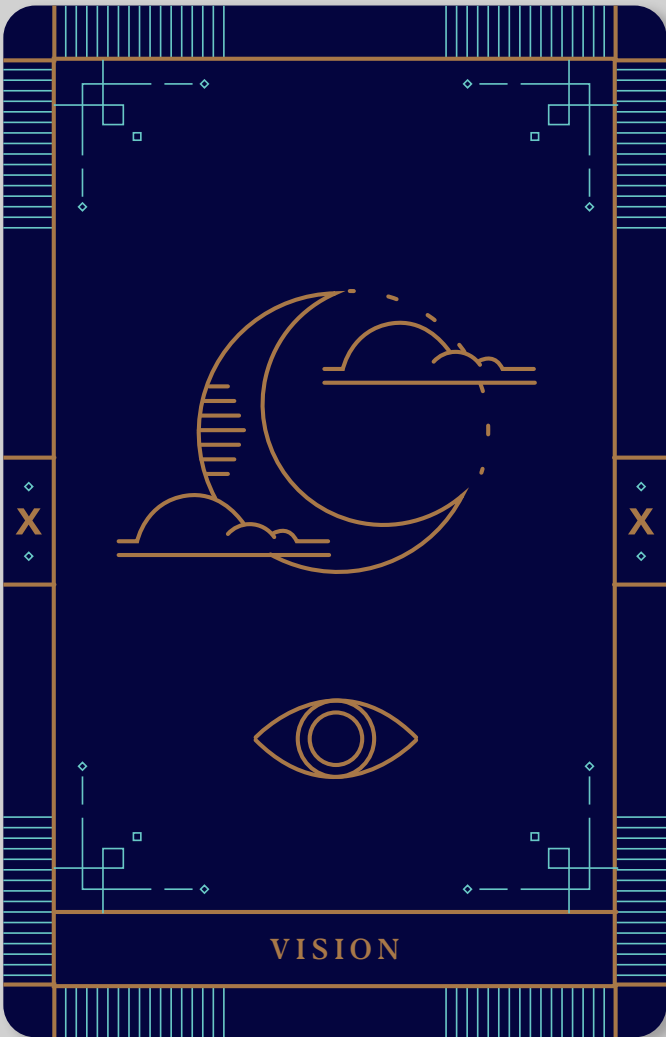
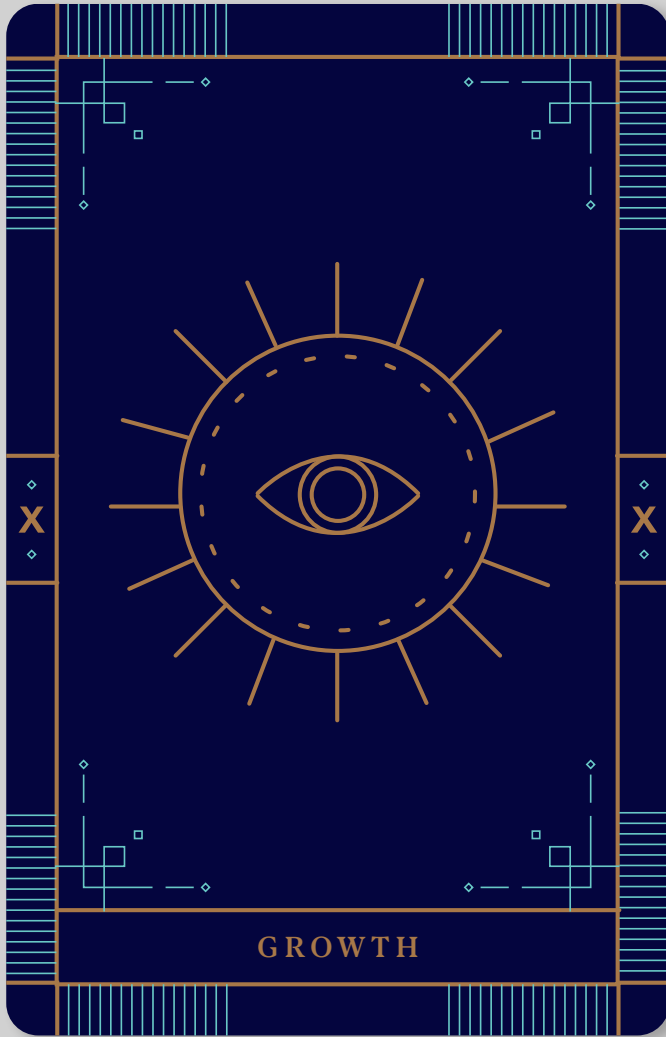
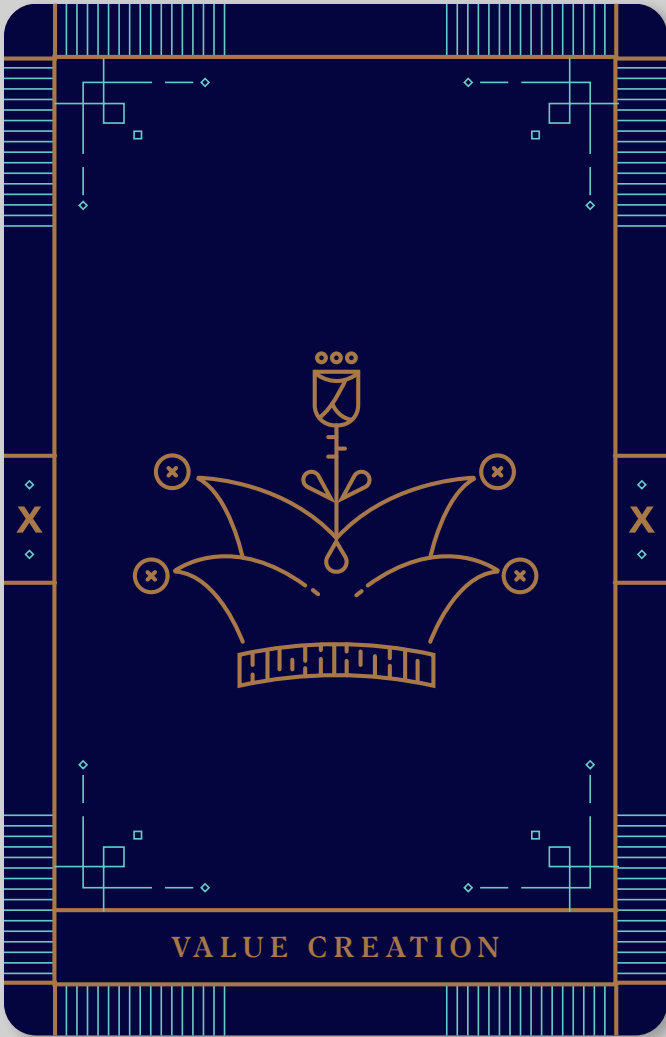
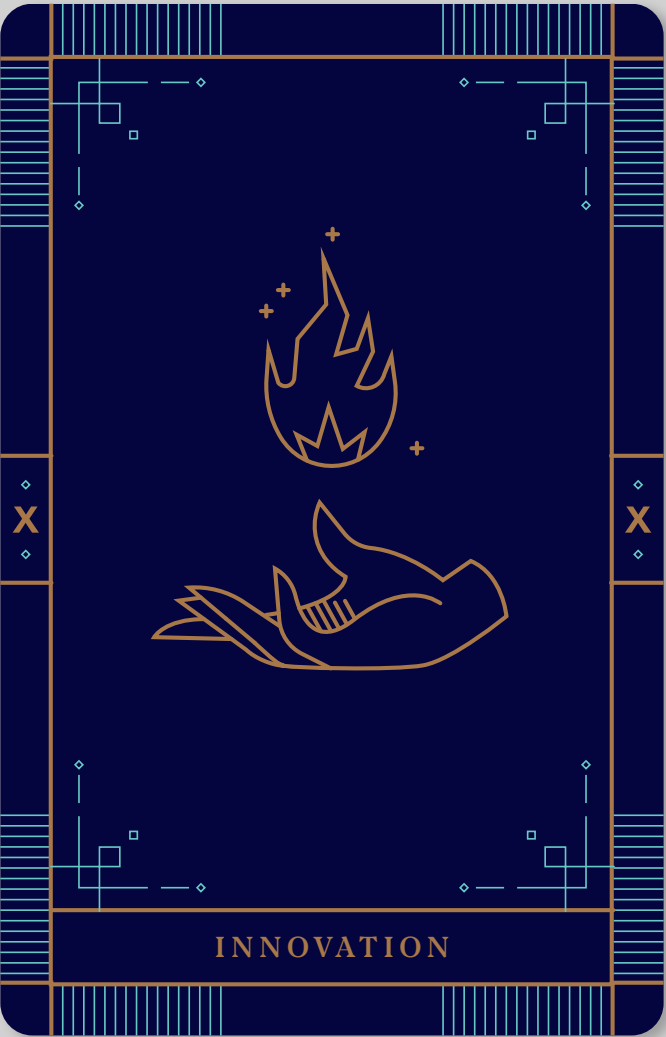
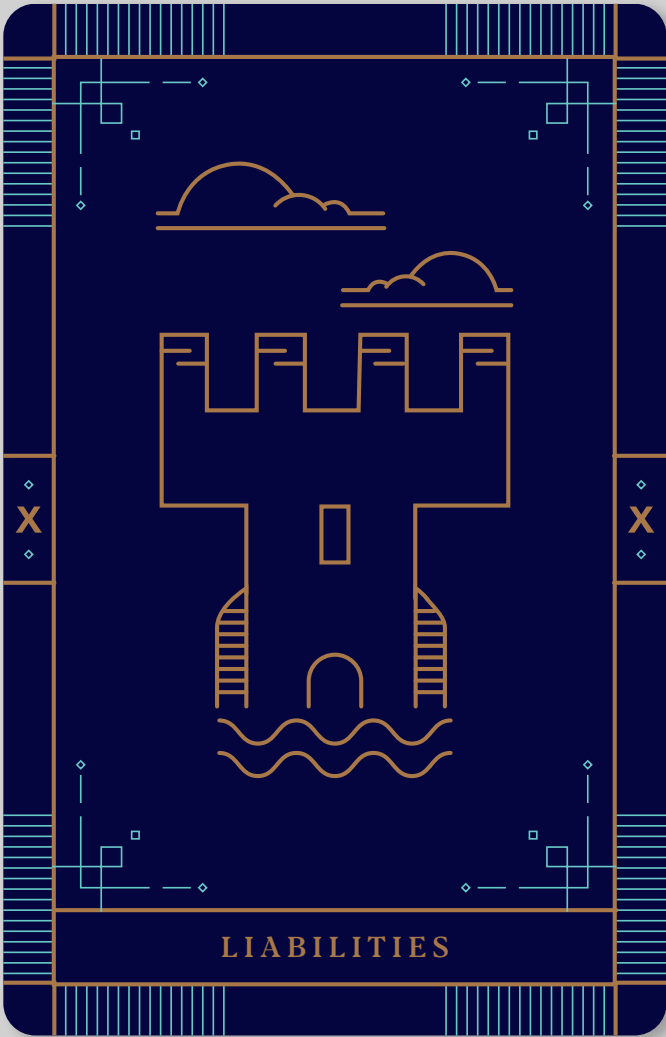
So it's no surprise that since the beginning of time, people have been trying to find ways to see into the future. From crystal balls, to tarot cards, to time machines, to predictive analytics, we're obsessed with trying to know what lies ahead.

But seriously, would you really want to know? Would you want to replace all of life's surprises and discoveries with the knowledge of events yet to come? And even if you could know some of the things that were going to happen, couldn't millions and millions of other things that you didn't know about potentially change the course of everything? And would you want others to know the future too? Wouldn't that just cancel everything out?

Man, the future is complicated!

Who knows? Maybe one day, we'll find out that the present was really the place to be.

Prediction is hard. Especially when it's about the future.





## Connecting the dots

Originality. It's quite a concept. When we sit down to create the future, there's no way we can't be influenced by the past. Filmmaker and Cusp Conference 2011 presenter Kirby Ferguson explored this phenomenon in his highly engaging and entertaining film series, *Everything is a Remix*.

From Stairway to Heaven to the Apple Macintosh, he connects the dots that prove that in reality, 'remixing' is the essence of creativity. Combining two or more things that previously didn't exist together has consistently given us innovations and inventions that have created the 'future' we now live in.

Where do we go from here? Let's put two and two together and figure that out.

This data visualization highlights the top five most sampled tracks, charting out the five most popular recordings in which these sampled tracks appear. Yes, we know it's debatable, but you can take it up with [WhoSampled.com](http://WhoSampled.com).

- **Amen, Brother, The Winstons, 1969**  
Sampled: 3466 times
- **Change the Beat (Female Version), Beside, 1982**  
Sampled: 2343 times
- **Think (About It) - Lyn Collins, 1972**  
Sampled: 2325 times
- **Funky Drummer, James Brown, 1970**  
Sampled: 1536 times
- **La Di Da Di, Doug E. Fresh and Slick Rick, 1985**  
Sampled: 975 times





The Future of the Beverage Industry

Over the years, we’ve most definitely worked with some future-focused clients. They’ve taken risks, stretched boundaries, and charged ahead when it might have been easier just to stick with the known world. It’s incredibly energizing to be around people who can look at what is and not only imagine, but create, what’s next.

MULTIPLE X FUTURE

NEXT

Constellation Brands

2019 COMPANY PROFILE

WORTH REACHING FOR

DISRUPTIVE

ICONIC

At Constellation Brands, our mission is to build brands that people love because we believe sharing a toast, unwinding after a day, celebrating milestones, and helping people connect is worth reaching for.

Every day, people reach for our iconic brands, brands that have stood the test of time, such as Corona Extra (the #1 most loved beer among general market and Hispanic consumers), and Modelo Especial (the fastest growing, major beer in the industry). Combined, these two brands account for almost 40 percent of total category growth.

A constellation is, by definition, a group of related Brands, that concept holds 100% true. We are contributing to the strength, resilience, and being made stronger by the diversity of thinking and breadth and depth of our brands, by the strategic innovations we create, and by the investment makes us strong enough to create the future worth reach for the stars because we are making

Constellation Brands

WORTH REACHING FOR

SVEDKA

VODKA

ENTREPRENEURIAL

Company profile designed for Constellation Brands Inc. and Canopy Growth.



MULTIPLE X FUTURE

UNINTENDED CONSEQUENCES



The future is complicated. Not just because of the new but because of the old.

When new technologies and capabilities are created, there's often a period of adjustment as understanding about their unintended consequences and potential societal implications become clear. From nuclear power to social media to artificial intelligence, the 'new' ultimately forces us to ask and answer difficult questions. What's right? Wrong? Ethical? Moral? Legal?

Luckily, we have science fiction writers to help us pre-explore some of the technologically driven scenarios that we might soon face.

The incredible minds that brought us the imaginary futures of George Orwell's *1984*, Daniel Keyes' *Flowers for Algernon*, Arthur C. Clarke's *2001 A Space Odyssey*, and Philip K. Dick's *Do Androids Dream of Electric Sheep* (*Blade Runner*) not only pre-conceived some of the technologies that currently exist, but also asked us to pre-consider and wrestle with some of the moral and ethical questions that we face today.



# The Future of Civilization

While it's been long theorized that Mars may be able to sustain life, no proof or plan has been put into place to put humans on the planet until recently. SpaceX not only plans to visit, but to start a functioning civilization on the red planet by 2050. At its closest distance, Mars is 54.6 million kilometers—6 to 8 months travel—from Earth. Due to individual orbits, however, the two planets are only aligned every two years, which only adds to the complexity of Elon Musk's promise to put a human on Mars in the next two decades.

2019

SpaceX is set to hold the first “hop tests” for its Mars-bound Starship this year, seeing if the rocket can jump a few hundred kilometers.

2020

This year's tests cover the booster, as well as high altitude, high-velocity flights. An orbital Starship could make its flight debut at this time.

2021

The Starship is set to embark on its first commercial flight. The Starship's first voyage could see it send a commercial satellite into space for one of three telecoms firms.

2022

This could be the first year that SpaceX reaches Mars. The two planets will be at an ideal point to send a rocket in 2022, a phenomenon that occurs roughly every two years.

2023

This is the year when SpaceX is expected to send Japanese billionaire Yukazu Maezawa, alongside six to eight artists, on a trip around the moon using the Starship.

2024

The next time that the Earth and Mars are suitably aligned to send a rocket. This will be the next ideal moment that SpaceX can send the cargo ships and lay the groundwork for a further mission. The plan is to send two cargo ships, alongside two crew ships taking the first people to Mars.

2025

This is the earliest point at which SpaceX thinks a Mars colony could take shape. This will expand on the work left behind by the first humans. According to Elon Musk, “the idea would be to expand out, start off not just with an outpost, but grow into a larger base, not just like there are in Antarctica, but really a village, a town, growing into a city and then multiple cities on Mars.”

2026

This could be the next time that SpaceX sends more ships to Mars.

2050

SpaceX could use 10 orbital synchronizations to complete a city by the year 2050.

MULTIPLE X FUTURE

EXPLORATION

This image shows the Milky Way as seen from the solar system. The shaded regions are those scanned by the Skylab experiment Galactic X-Ray Mapping (S150). The galactic center is approximately at the center of the map. The three overlapping rectangles illustrate the fields of view of the three collimators in one instant of time.

NASA, 1970-01-01

MULTIPLE CHICAGO | ATLANTA | VANCOUVER

We're a strategic design firm. We help people imagine, name, visualize, establish, position, market, energize and grow their businesses, organizations, products and services. Our clients look to us for creative brand communication solutions that project their strongest attributes and competitive advantages and differentiate and distance them from competitors and imitators. In short, we help our clients create the future.

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