



# Trends 2024




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DDB LATINA

# Content

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# Class of 2024



We were not mistaken last year when we discussed that solutions based on strength would continue to gain ground in the world and that citizens' reaction to uncertainty would be disenchantment and evasion. And because of this, social networks, led by TikTok, would transform information into entertainment. We highlighted the importance of expressing emotions and saw celebrities and leaders speaking from the heart, thus challenging more traditional stances.

Also, a year ago we mentioned the emergence of new leaderships. OpenAI may be the clearest example because of the influential space it has secured in the future of the technology industry. We talked about the power of generative artificial intelligence and the natural questions that would arise about its ability to replace humans.

For this coming year, artificial intelligence impact is not limited to a single trend, instead, its impact can be felt across all eight trends.

Just as the COVID-19 pandemic nearly four years ago accelerated all trends, artificial intelligence is impacting the world of politics, economics, artistic creation, and entertainment. And with it, the field of marketing and brand communication.

2024 is a year in human history when more people than ever (over 50% of the world's population) will go to the polls. As many point out, this does not necessarily mean that all will be truly democratic processes. But it does mean that we are in a year when there could be changes in direction that will significantly impact the coming decades. Just as we said last year, uncertainty will continue to be our travel companion.

We hope that 2024 brings us much inspiration and good ideas to turn that uncertainty into a creative and transformative force of our own reality.


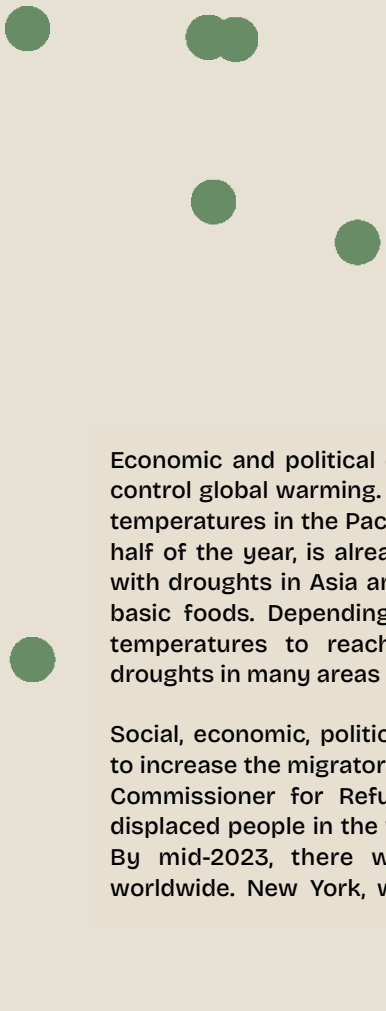
# 01 THIS IS POLYCRISIS

We have discussed political polarization, authoritarianism, and its capacity to generate or revive bloody wars and conflicts. We have talked about how food shortages or inflation have put the food security of millions of families at risk. We have talked about global warming and the impact of refugees and migrants in many geographical regions. Also, we have talked about the mental health crisis. In 2024, we will continue to understand that these are not independent issues, but that they feed on each other and are more interconnected than we ever imagined. That's why what we are living through will not be called a crisis. We will call it polycrisis.

Professor Adam Tooze of Columbia University has popularized the term 'polycrisis' in recent months to explain that this is not just a situation where we face multiple crises, but where the whole is even more dangerous than the sum of the parts. These are not crises with a delimited effect but rather have complex connections amongst themselves. The clearest case we have seen in recent months is due to the Palestinian conflict, which has generated a migratory crisis, has deepened political polarization in many geographies, has impacted the price of oil and food, and could escalate to motivate greater geopolitical conflicts.

Polycrisis feeds and is nourished by the shifts in power axes in the world. The block created more than ten years ago as opposition to the G7 and called the BRICS (Brazil, Russia, India, China, and South Africa), begins the year with new members. Now Egypt, Ethiopia, Iran, Saudi Arabia, and the United Arab Emirates are part of it. The Russian foreign minister has said that another 30 nations have expressed their interest in establishing links with this global alliance and participating in the summit to be held in Russia in October.

Analysts argue that China will continue to seek to undermine the legitimacy of the United States and sell the idea that Western democracy does not work. Allies like Russia or Iran, from whom it buys oil, are interested in integrating with the technology that China can provide. Russia has bought Iranian drones for the war in Ukraine and, under Chinese leadership, has managed to trade in yuan instead of dollars, bypassing the financial system traditionally controlled by the West. Some speak of a world returning to the bipolarity that ended in the 1990s, and others of a 'multipolar disorder'.




FOR BRANDS: The first thing that brands need to understand about the polycrisis is that it will be the constant in which we will live. That's why brands must think long term and not stop. It's true that economic changes have become increasingly unpredictable but that's exactly why future agendas cannot be abandoned. Brands will have to balance very precisely the resources that will give them survival in the short term with those that will allow them to exist in the future. Today we know with ample evidence that brand building generates sales both in the short and the long term. In the end, brands are perhaps the only asset that companies have to generate growth while navigating a world of polycrisis.

Economic and political crises will continue to delay actions to control global warming. The El Niño phenomenon, which affects temperatures in the Pacific Ocean and will last much of the first half of the year, is already causing a domino effect worldwide with droughts in Asia and the consequent increase in prices of basic foods. Depending on its strength, El Niño could cause temperatures to reach new records, generating floods or droughts in many areas of the planet.

Social, economic, political, and environmental factors combine to increase the migratory phenomenon. The United Nations High Commissioner for Refugees announced that the number of displaced people in the world had already exceeded 100 million. By mid-2023, there were more than 30 million refugees worldwide. New York, which has received more than 150,000

migrants in the last two years and has spent more than two billion dollars to care for them, is a sign that the problem has completely gotten out of control.

Political polarization will be fueled by citizens' sense of polycrisis. Many leaders will seek to push authoritarian ideas and propose solutions that sound easy and quick to complex problems. The citizen, influenced by social media algorithms or by speeches personalized with artificial intelligence, will be more unprotected than ever. According to a Pew Research Center study, 65% of Americans feel exhausted and 55% angry about politics. Many candidates in all latitudes will seek to channel that frustration and turn it into votes.



# 02 COLLAPSING TRUTH

Technology has made us rethink what truth really means in the face of citizens who find it increasingly difficult to discern whether something is true or false. At the same time, a citizenry that trusts traditional media less and less and informs themselves through social networks. In 2024, we will talk a lot about authenticity. We will debate to what extent social media platforms can prevent misinformation, or whether, on the contrary, they will be limiting freedom of expression.

According to the Merriam-Webster dictionary, the word of the year is 'authentic,' and for the Cambridge dictionary, it is 'hallucination' (the reaction of generative artificial intelligence when it produces a text with false information). It is at least curious that both dictionaries have coincided in pointing out the two sides of the same coin: the lie that hallucination implies, and the truth represented in authenticity. As the Merriam-Webster press release says, authentic is "something we're thinking about, writing about, aspiring to, and judging more than ever".

Although we have heard the concept of post-truth for years, today the alarms about the danger that truth is at risk continue to ring. Tom Hanks, in a recent commencement ceremony at Harvard reminded of the risks of a society in which truth is malleable. Perhaps it is the growth of social networks, the changes in information consumption, the dangers of artificial intelligence, or the fact that we are facing an election year in countries like the United States, Mexico, Russia, or Venezuela that have made us think more than ever about the risks that truth faces. In fact, searches including "do not trust" have increased by more than 20% in the last year.

Technological advances will increasingly lead us to question the value of truth. According to a Hootsuite study, 85% of companies acknowledge that they use artificial intelligence to generate texts from scratch. In the same study, two out of three respondents recognized that it's hard to tell what information is real or fake, as well as what images are real or created using AI.



FOR BRANDS: Faced with citizens who do not know what is authentic and what is not, we will see the emergence of tools that can detect what has been generated or altered with artificial intelligence. An example is GPTZero, a tool that promises to be more than a generative AI detector and instead “preserve what’s human”. The best recommendation for brands in 2024 is to take an active role and legitimately help consumers discern what is authentic. But, above all, ensure that the value of truth and humanity continues to prevail in marketing and in the connection of consumers with brands.

Google's Pixel 8 Pro phone has generated controversy for the ease of adding and removing elements in photos and even altering facial expressions. Computer-generated images in public spaces have become increasingly popular on social networks, generating controversy about their veracity, The North Face activation over the Big Ben in London recently being a case in point.

In 2024, we will continue to see a drop in the credibility of the media. According to a study by Global Web Index, the number of citizens in the United States who do not trust the media has grown by 24% since 2020. Various studies show that the consumption of traditional media such as the press or local news continues to decline while those who claim to inform themselves of the news through TikTok has doubled in the last three years.

In 2023, we will permanently debate the concept of freedom of expression and question the extent to which social media platforms will be able to delete user posts or limit access to a user based on their ideological positions. States like Florida and Texas have sought to create regulations in this regard.

This year, 76 countries around the world will go to the polls. The Economist says that only in 43 of them will the elections be really free and transparent. The very concept of democracy is perhaps the most affected by the collapse of truth. In an interview for Time magazine, Sheikh Hasina, Prime Minister of Bangladesh said, "democracy has a different definition that varies country to country." It makes us wonder if many political leaders today think that truth should have a different definition according to each one's vested interests.

# 03 DELIRIUM INDULGENCE


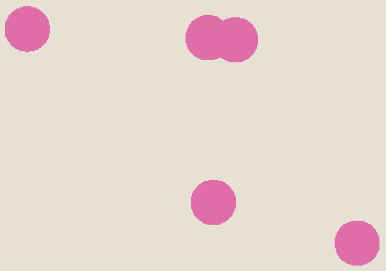
Faced with a world whose reality is overwhelming, citizens' response is to indulge and seek forms of entertainment that allow for an escape. This trend is not far from the evasive disenchantment we spoke of a year ago. Fantasy will be an escape for citizens who will find indulgence and pleasure despite budgetary limitations.

In his presentation of predictions for 2024, Professor Scott Galloway joked about the technology that would dominate the new year. It won't be any GPT, he said, but rather, GLP-1, referring to the name of the molecule present in Ozempic, the drug created for diabetes that has become the most popular way to lose weight with more than 9 million prescriptions and a growth of 300% in the last two years. The drug, which is already a social and public health phenomenon, is the best way to portray the trend that points to pragmatism and indulgence. Far from balanced nutrition or exercise as a vehicle to control weight, it represents the search for magical formulas in our contemporary society. Ozempic will split the history of the meaning of the term 'healthy' in two.

Euromonitor talks about Wellness Pragmatists as the trend describing consumers who today prefer quick, effective solutions that require little effort and that they are willing to try despite risks to their health. This has a lot to do with the weight of generations like Gen Z, who as they enter the labor market, are becoming increasingly influential in the adoption of new uses and trends. As we have always known, they are individuals characterized by their pragmatism but they have a permanent internal debate about visions of an idealized future and the reality of a world that has so far only shown them the worst (recession, pandemic, inflation...).


Molly Barth from Sparks & Honey says that younger generations are reconfiguring their relationship with money and well-being, including practices like 'radical rest,' which redefines the definition of success to prioritize self-care. The same is true for Generation Alpha.





FOR BRANDS: The trend portal The Future Laboratory says that consumers who will continue to live under the pressure of tight budgets will be even more careful in choosing what provides them with real happiness and fulfillment. But it will be a more pragmatic consumer who will evaluate very carefully the value that products and services deliver and what they really contribute to the consumer's life. However, brands that can feed their fantasies and reinforce their self-esteem will be able to connect on a superior level. The same is true for those brands that offer solutions that give better results or that minimize required effort. Innovation based on solutions that allow consumers to automate tasks will be more relevant than ever.



The reality is that growing up nowadays is harder than ever, paraphrasing the title used by Time magazine in one of its issues last October where it showed how levels of anxiety, depression, profound sadness, or despair have alarmingly grown amongst the youngest.



The answer to the anxiety produced by such a chaotic world is to escape and fantasy can be the answer. The hashtag #delulu (delusional), which has been used more than 4 billion times on TikTok, speaks of manifesting what one wants, however outlandish it may sound. What other generations called "positive thinking" is today the act of convincing oneself that something impossible can be achieved. An Oliver Wyman study revealed that in the last three years, belief in the "power of manifestation" grew by 138% among Generation Z. For

some, it is a way to feed self-confidence but also a tool to manage the frustration of a generation that has many limitations in achieving its dreams.

Time magazine recently reflected on how the stories we are seeing in cinema or television this decade are full of a "wholesome romance" that helps us escape from reality. A fantastic and idyllic vision can make 2024 the year of magical realism. Ten years after his death, an unpublished novel by García Márquez (Until August) will be published, and it is most likely that Netflix will finally launch the series One Hundred Years of Solitude. Interactive spaces like museums or those that simply allow us to escape from reality, like musicals, says The Economist, will help people lift their spirits.



# 04 ALL ARE CREATORS

2024 will be a year where we'll talk a lot about creators and their business models. We'll see those who make their lives a constant exhibition but also a consumer increasingly interested in consuming their content and connecting with brands or events through them. Creators will consolidate as a kind of a social class, admired and respected, capable of doing much more with the help of technology and migrating into the world of entrepreneurship.

In the last year, we have seen how social networks are strengthening and redesigning payment systems for creators. TikTok changed its Creator Fund to a Creativity Program to increase rewards. Platforms like Twitch, Instagram, TikTok, or YouTube allow users to pay direct tips to creators. It is a system that reminds us, in some way, of the business model popularized by OnlyFans.

In previous years we have talked about the relevance of creators over companies or traditional media. The trend continues to strengthen: we like to have a direct connection with talent and want to ensure that our payment goes, at least for the most part, to the creator. Last November, what could represent the biggest transformation in the monetization of talent was announced. OpenAI now allows users to create their personalized chatbot. Without programming related knowledge, they can train the tool to be their own online version and charge others for its use. Imagine a chef who can create their own chatbot with recipes and their own cooking style, offering access in what could become like an app market.

It's not an exaggeration to say that in 2024 we will see the true democratization of creators who will become a kind of a social class. A few months ago, *Wired* magazine reported on those who are streaming their life 24/7 on TikTok. We will continue to see those who have made the public exposure of their private lives into business opportunities.



FOR BRANDS: For some time now, we've been discussing the creator economy, where brands increasingly empower creators. The best way to understand the power of creators will continue to depend on the brands' ability to put them in the driver's seat. In its most recent trend report, Trendwatching talks about 'Remix Brands' and challenges brands by saying, 'It's time to equip consumers with the tools they need to hack your brand.' In 2024, user-generated content (UGC) will reach a new dimension with the addition of more tools that facilitate capturing, editing and using special effects. The role of brands is to open the door, let go of control, learn from creators and allow them to intervene in the brand.

It's a phenomenon we've seen in the past on platforms like Twitch, but it has become sophisticated, with cameras installed throughout the house so fans can follow the creator's life from all angles. Of course, it's a practice that makes us think about risks to physical and mental health. Scott Lyons, a psychologist, author of the book "Addicted to Drama," warns about how our culture is increasingly performative to get attention all the time.

Creators have a closeness to the consumer that brands need. In fact, many traditional media will increasingly require the oxygen of creators. In a study conducted by Ipsos for YouTube, it was concluded that 54% of users claimed that they prefer to see the creators' comments on events like the Oscars or Grammys more than watching the event itself. There will be more spaces, even physical ones, where creators will move out of the phone to be present in the real world.

While creators have long demonstrated that it is possible to make money with their personal brand, we will see even more cases where they channel their fame into valuable ventures. Creators are a quarry of future companies that many investors are discovering. An interesting case is Chamberlain Coffee, created by Emma Chamberlain, a YouTuber who began to promote her own brand of coffee drinks. Last year it received \$7 million dollars of investment and its products are sold today in Walmart.

All this may give us many clues about brand building in the future. While before companies had products and then sought to create the brand through advertising, the process towards the future could be the reverse: already having the brand, now the creator has the opportunity to develop the product and be very successful. The preponderance that creators will increasingly gain is undeniable. Not all will be, but in some way, everyone will be aspiring to be one.


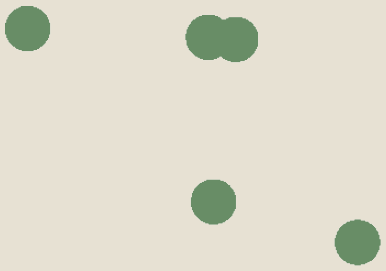
# 05 CONTROVERSIAL INTELLIGENCE

In the last year, we have witnessed the rapid evolution of generative artificial intelligence and its impact in many areas, including the reactions it has aroused amongst professional creators' guilds and the philosophical implications for the future of humanity. In 2024, the race to bring technology to our brains will accelerate along with the debate on how to maintain autonomy and freedom of thought in human beings.


Recently, The Economist highlighted that the concept of a ghostwriter should now have a new dimension considering that on Amazon there are more than 3,000 books mentioning ChatGPT as the author or co-author of the work. By 2025, it is estimated that 90% of all online content will be generated by artificial intelligence, which will necessarily lead to debates on whether the correct thing will be to declare it or not, just as is done with ingredients on a food label.

The ability of artificial intelligence to generate stories or narratives could put many creators' work at risk. Let's not forget that the Hollywood writers' strike, which captured countless headlines last year, was about ensuring that artists' images or voices could not be used to create dialogues or new scenes without consent or appropriate compensation. The reality is that artificial intelligence already intervenes in special effects, editing, or dubbing of content. So, in 2024, the debate over the limits of automated creation, as well as the intellectual property of the content used to train artificial intelligence models, will occupy many headlines.

Also surrounded by controversy will be the results made public about Elon Musk's Neuralink brain implants, which began recruiting volunteers for clinical trials of the devices last September. The idea is that BCIs (brain-computer interfaces) collect electrical activity from neurons and use it to control an external device. Musk himself has said that his goal ultimately will be to merge humans with artificial intelligence.




FOR BRANDS: The use of artificial intelligence tools will allow brands to develop increasingly contextual campaigns to target the right consumer at the right time with the right product. The best example is the revolution we are seeing with Retail Media Networks, the advertising platforms of retail chains made available to advertisers to promote their products. The potential is such that within five years, Walmart will earn more money as an advertising medium than as a store. The end of cookies means that it is the brands, and particularly businesses with an online presence regardless of their size, that have the most relevant data. Many are beginning to see themselves as a medium, which means viewing the future of their business through an entirely new lens.



Although so far the focus of companies working in this field, such as Precision Neuroscience, has been on people suffering from cerebral palsy, experimentation will increasingly broaden. This company has advanced tests in which devices have been implanted in the brains of patients for about 15 minutes while undergoing brain tumor surgery, to see if it is possible to read, record, and map the brain's electrical activity. Therapeutic use for cognitive conditions or depressive disorders is anticipated, for example. Even with much less invasive devices, MIT's Media Lab is conducting experiments with devices that support the memory of people with Alzheimer's or dementia.

Last July, UNESCO convened various experts to debate the development of neurotechnology and respect for human



rights. Professor Miguel Yuste from Columbia University says that concepts such as mental privacy, personal identity, or free will are at stake. These technologies have to do with the possibility of erasing memories or thoughts. The debate on neuro-rights will gain space in the social and political agenda. Experts hope that debates and legislation will not come much later, as has happened with social networks or artificial intelligence.

Advances will come with countless questions. Data, which is the basis for the advancement of artificial intelligence, will often compromise user privacy or the limits of ethics. As innovations become smarter, they will be less exempt from sharp questioning.



# 06 AGE TENSION

We've been discussing for years the cold war between the younger generations and the older ones. The generations need each other, sometimes complementing each other, other times marking distances, even geographical ones. The reality is that, in the vast majority of countries, the young are not represented by the political class and are increasingly realizing that they will never have the opportunities that the older ones had in their time. In 2024 age tensions may rise again with events such as the elections in the United States. Regardless, many opportunities will arise from understanding the dynamics of this love-hate relationship.

Perhaps the most interesting lesson from the analysis of opinion studies has to do with forgetting that old cliché that more conservative governments are supported by the older people and, instead, left-wing governments are supported by the younger ones. In recent electoral processes around the world, young people voted for the far right. Analysts think that they don't necessarily share the ideology on issues like xenophobia, for example, but rather this is a generation that lives more precariously, without access to their own housing or the income levels their parents had. Many right-wing candidates have promised more austerity and economic development opportunities for citizens, which sounds very hopeful to the new generations of voters.

The truth is that most of those who govern in the world do not represent their populations. As suggested by research published by the University of Cambridge, the feeling of not being represented in politics will fuel the emergence of new candidacies as well as the creation of independent political parties not controlled by the older generations. Just as the representation of women in legislative bodies and ministerial cabinets has been promoted in recent years, similar movements seeking the representation of the younger people will grow.

It is in the economy where lies the real origin of the contrasting visions. Generation Z is the one that would like to retire younger, but they also know that they will face the most adverse conditions. A study published by USA Today revealed that 65% of Gen Z and 74% of millennials believe they are starting further behind financially than earlier generations at their age.



FOR BRANDS: Many brands have seen in the values of a particular generation an opportunity to build their 'equity'. But for most brands, it's not about identifying with a specific generation and running the risk of being stigmatized by the others. It's more about finding points of convergence. A topic that can be very inspiring is nostalgia. It is said that Generation Z is the first to not have nostalgia for the decade in which it grew up but instead lives a 'learned nostalgia'. According to a study by Global Web Index, 21% of them feel nostalgic for the 80s and 12% for the 70s. Movies, series, or music inspired by previous decades can be an opportunity for brands to seek spaces of connection and value generation.

However, in 2024 there will be much talk of what is considered the largest wealth transfer in history. Fifteen percent of millennials in the United States will receive inheritances from their parents and grandparents worth 73 trillion dollars over the next ten years, with implications in terms of work priorities, consumption, investment, or social inequality.

But beyond the political or economic sphere, the reconfiguration of cities after the pandemic is helping to accentuate the generational chasm. In the United States, the population of Gen Z is increasing in New York, Los Angeles, Chicago, Houston, or Philadelphia, while the other age groups never returned or are fleeing the big cities. We will see the character of the cities transform as the younger ones mark it as their territory.

Finally, the great division between generations is given by mental health, a topic that will continue to be present in the headlines and on the citizens' agenda. While younger people today are much more open when talking about the issue, the impact of depression and anxiety hits them much harder.

According to a recent study by Gallup in the United States, more than half of the members of Generation Z (54%) reported having felt anxious a lot of the prior day, compared to 33% of those over 60 years old. The view on money, politics, or values will show us in 2024 that we are facing a generational tension that will impact the configuration of societies and their values.

# 07 REAL-TIME PERSONALIZATION


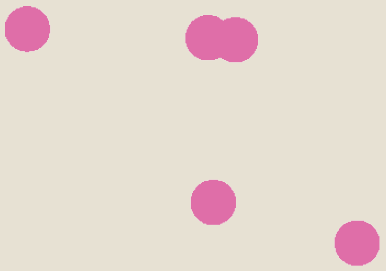
In 2024, we will realize that it is possible to fulfill the promise that reality can be molded to each individual. We will live tailor-made experiences which will adapt to tastes or interests in real-time. New and very aggressive players in various categories will have a competitive advantage based on the understanding that every consumer wants their version tailored to them. Brands will have to invest in technology and data, but above all, they will have to understand that personalization is above all an exercise in empathy.

Despite criticism from many angles, one brand grew in popularity in 2023 far beyond what was imagined. Shein has become the global leader in the competitive world of 'fast fashion'. Its success is a mixture of many factors, ranging from the use of social networks to the ability to offer lower prices. However, experts explain that the use of data and algorithms to follow trends, as well as the speed of production, are the basis of its uncontrolled growth. Zara and H&M revolutionized the world of fashion in their time due to the speed of producing runway-inspired models. But Shein is on another level. Those who have studied the phenomenon from academia estimate that it can offer more than one million different kinds of products per year, which is far from traditional competitors.

Shein, and other new Chinese e-commerce players like Temu or Halara, give us clues about what might be the business models that best connect with consumers in the future: the possibility of having a catalog so extensive that each consumer feels they are buying something tailor-made for them. But, above all, a shopping experience based on surprising consumers with content generated by influencers in spaces like live shopping, a practice that will become more popular in the West.


Personalization and real-time have a lot to do with the future of technology. At a forum organized by The New York Times, Jensen Huang, founder of Nvidia, the leading semiconductor brand in the United States, said that one of the biggest changes in computing in the future is that it will be a mix of retrieving and generating. That is,






FOR BRANDS: The key for brands to incorporate real-time personalization into their business model lies in technology and the data they obtain from their consumers. But it is not far-fetched to think that it is first and foremost the result of empathy. That is, the ability they have to understand the circumstances of each individual. A world in which consumers expect tailor-made experiences cannot be limited to a monologue in which brands guess what the user is looking for. The value of real-time and the importance of personalization should also be an opportunity for consumers to express themselves, to state their needs, interests, and opinions. Thus, the commitment of brands to personalization should also be interpreted as a moment of empathic listening.

today when we search for information on the internet, what the system does is retrieve a file and bring it to our device. In the future, however, it will be a mix of retrieval and generation. That is, part of that response will be generated in real-time and tailored to the individual.




Personalization is ultimately a recognition of diversity because it understands that each individual has different needs. In 2024, we will see more examples of brands that create products that meet the needs of minorities. Time magazine in its selection of the Best Inventions of 2023 highlighted several products created to facilitate the life or integration of people with disabilities, from the world of video games to oral health. This is not new but surely we will see more companies approaching personalization in this way,



demonstrating that they can adapt their products or services to traditionally ignored groups. FastCompany magazine in its selection of the world's most innovative companies highlighted in 2023 the pharmaceutical company Bristol Myers Squibb for its initiative to include people of different races or disabilities in the clinical trials of its medicines.

In 2024, we will continue to see the growing interest of citizens in permanently measuring the functioning of their body: the insulin reaction to each meal, changes in metabolism through their breath, or the recording of everything they eat. This is the case with CoDiet, a wearable camera that attaches to the user's ears, collecting data on their dietary intake, seeking to generate personalized nutritional recommendations.





# 08 NEO- SYNDICALISM

A year ago, we talked about decentralization as one of the essential characteristics of Web3, including the shift of the power axis towards people. What we are seeing today is that the sense of collectivity is permeating many areas of society. In 2024 we will attend many debates on the meaning of work, presence, dignity, or the defense of human creativity. We will debate between the importance of purpose and the attraction that money generates for us. It is not something new, but the novelty will be that we will seek answers with a collective mentality because today it seems that we all are part of some union.

In late September, Nicholas Kristof, columnist for The New York Times, strongly advocated for labor unions and their importance in generating equality. Miquel Echarri, in the Spanish newspaper El País, acknowledged that after having disappeared or lost much of their influence at the end of the last century, unions are trending again in this post-pandemic world. The case that comes to mind is the 145-day Hollywood writers' strike, but there are many forms of union or association for the defense of interests that are emerging in the world. This happens, among other reasons, due to the impact of generative artificial intelligence on many jobs. The Financial Times recently presented research concluding that since the launch of ChatGPT in late 2022, offers for freelance employees, as well as their incomes, have fallen considerably.

In 2024, we will debate a lot about the precariousness of work. MIT professor Zeynep Ton published the book *The Case for Good Jobs* that talks about the meaning of good work and the impact it has on companies that understand the value of dignity, fair pay, and purpose. It is estimated that employee activism in the United States has increased by 40% after the pandemic. Therefore, we will see more employees protesting their companies' decisions, as occurred some time ago at Google against the development of technology that would be used in drones for war. In the past year, we saw protests among Amazon employees for greater environmental commitment, lack of credibility of its leaders, and return-to-office policies.



FOR BRANDS: A recent Gallup study revealed that consumers' interest in brands that speak out on issues has declined compared to the previous year in all age groups. One might assume that a syndicalist attitude would applaud brands that strengthen their role as activists for social or political causes. But today, citizens do not want brave speeches but real actions that represent a positive impact on society. There are two issues in particular that they expect from companies: fair wages for their employees and operating in an environmentally sustainable way. So rather than being one more member who joins the citizens to raise their voice against controversial issues, the great opportunity for brands is to demonstrate their commitment with facts, particularly in those two aspects.

This issue of remote work will continue to be critical in the relationship between employees and employers in many countries. It is estimated that today 60% of companies allow their employees to work partially or entirely from home. According to an analysis published by The Economist, no one is expecting or even looking for a return to five days a week. In all the analyzed countries, it is most likely that a middle ground can be found between the requirements of employers and the desire of workers. In countries where unemployment rates continue to be low, it is very possible that companies, due to the lack of talent, will keep using the card of remote work to incentivize or attract employees.

The syndicalism of the 21st century will also bring us unions of citizens to express rejection of causes as diverse as foreign policy or the defense of small shops against the invasion of large chains. In recent years, the union of communities have

managed to stop the opening of more than 70 dollar store chains in the United States. Citizens are looking for legal resources to defend small businesses against the commercial aggression of the giants.

Both inside and outside companies, the trigger for discussions will be the weight of economic benefits versus purpose. At the end of the last year, we saw Sam Altman fired by the board of directors of OpenAI and then rehired over a weekend. Journalists who investigated what happened agree that, at heart, it was a confrontation between the original purpose of OpenAI (to build artificial intelligence beneficial to humanity) and the need to continue growing as a business. The latter won. It will not be an issue exclusive to tech companies but of many companies that live, in one way or another, the same debate.

# References



The compilation of the trends included in this report is the result of a process of capturing, filtering, and evaluating many direct and indirect sources. The references cited in the text can be further consulted in the following links:

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# Juan Isaza



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He was selected as one of the top 50 honorees by Adweek Magazine in 2021 and recognized by the New York Festivals in 2023 as 'Person of the Year' for his work in favor of diversity, equity, and inclusion.