

# Generation Z – challenge or opportunity for Marketers?

Webinar  
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## ANDERS PARMENT ORDINERAR: 6 SAKER ATT BÖRJA GÖRA REDAN IDAG! (OM DU VILL BLI EN BÄTTRE BILATERFÖRSÄLJARE)



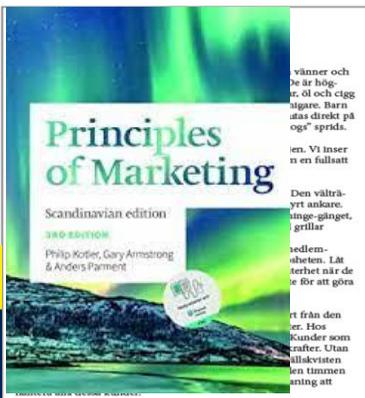
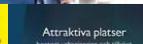
### 3. ALLA SKA FÅ BELÖNING OM DE SÄLJER BIL

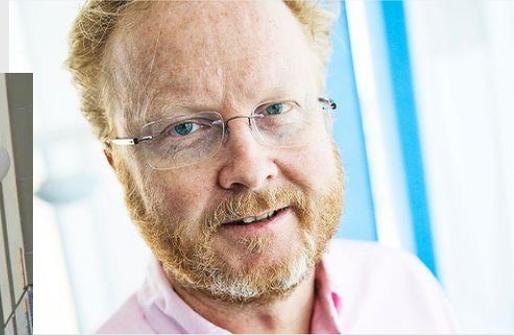
Tjejen i receptionen, killen på verkstaden eller städaren - den som säljer en bil ska få belöning. Verkstadspersonalen ska få en belöning om de säljer en bil, och försäljningsavdelningen ska få en belöning om de säljer till exempel ett serviceavtal.

### 4. TÄNK HELHET NÄR DET GÄLL

Var smart! Hälften av pengarna ni lägg bilhallen, kan ni till exempel ge bort g bilköpet. Kanske marknadsföringsper Investment) med däckhotell än i loka

### 5. JORRA MED EVENTS OCH AKT





**INNOVATIONS YOU DIDN'T KNOW WERE SWEDISH**

Credit Suisse Research Institute

**CREDIT SUISSE**

**Global Wealth Report 2022**

Leading perspectives to navigate the future

<p><b>Sweden</b></p> <p>#1 in Quality of Life #5 in Best Countries Overall</p> <p>The Kingdom of Sweden, flanked by Norway to the west and the Baltic Sea to the east, expands across much of the...</p>	<p>gdp \$627 billion</p> <p>gdp per capita, \$99 \$59,324</p> <p>population 10.4 million</p>
<p><b>Denmark</b></p> <p>#2 in Quality of Life #10 in Best Countries Overall</p> <p>The Kingdom of Denmark emerged in the 10th century and includes two North-Atlantic island nations, the...</p>	<p>gdp \$397 billion</p> <p>gdp per capita, \$99 \$64,051</p> <p>population 5.86 million</p>
<p><b>Canada</b></p> <p>#3 in Quality of Life #3 in Best Countries Overall</p> <p>Canada takes up about two-fifths of the North American continent, making it the second-largest country...</p>	<p>gdp \$1.99 trillion</p> <p>gdp per capita, \$99 \$52,085</p> <p>population 38.2 million</p>
<p><b>Switzerland</b></p> <p>#4 in Quality of Life #1 in Best Countries Overall</p> <p>Switzerland, officially called the Swiss Confederation, is a small country in Central Europe made up of 26...</p>	<p>gdp \$813 billion</p> <p>gdp per capita, \$99 \$77,334</p> <p>population 8.70 million</p>
<p><b>Norway</b></p> <p>#5 in Quality of Life #12 in Best Countries Overall</p> <p>The Kingdom of Norway is the westernmost country in the Scandinavian region, made up mostly of mo...</p>	<p>gdp \$482 billion</p> <p>gdp per capita, \$99 \$79,201</p> <p>population 5.41 million</p>
<p><b>Finland</b></p> <p>#6 in Quality of Life #15 in Best Countries Overall</p> <p>Geography defines the history and culture of Nordic Finland, one of the most northern-reaching countries in the...</p>	<p>gdp \$299 billion</p> <p>gdp per capita, \$99 \$55,007</p> <p>population 5.64 million</p>



It's time to learn to  
know Gen Z  
– at four levels



WELT+ BAERBOCK-BILANZ

### Annalena Klartext

Deutliche Worte statt diplomatischer Floskeln. Diesen Ruf hat Bundesaußenministerin Annalena Baerbock international. China, Russland, Türkei – die Grünen-Politikerin zeigt ihren Gesprächspartnern rote Linien auf. Eine Strategie, mit der sie mehrere Ziele verfolgt.

Hans von der Burchard 173



- Understanding new generations helps us understand society – and individuals

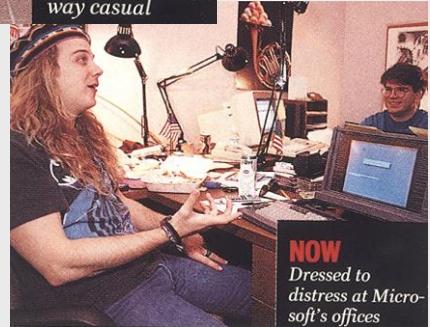
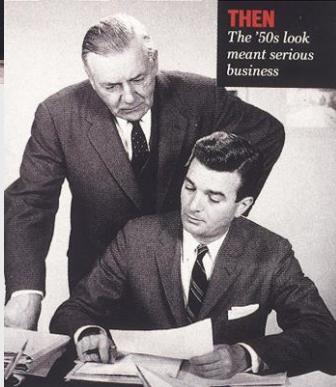
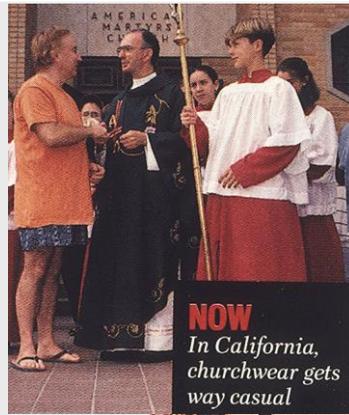
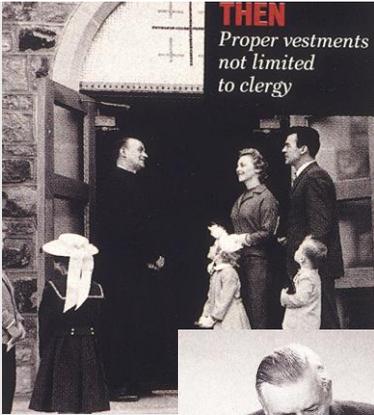


Da weiß man,  
was man hat.



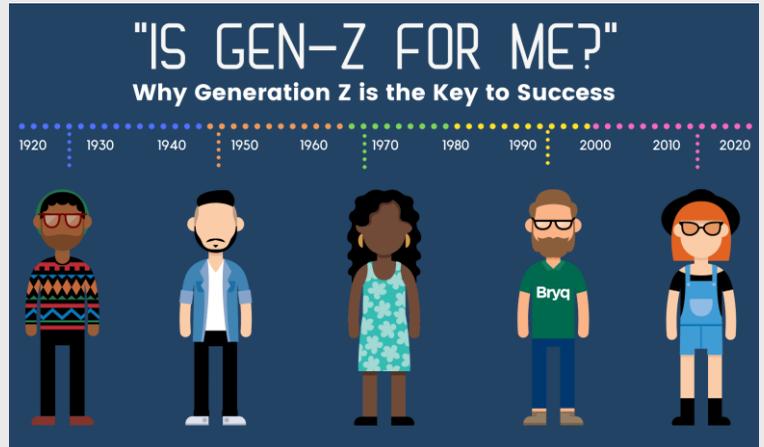
Standardkort för bensin		Tjänste	Bensin	Bensin			
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432 00 VARBERG		Registreringar COD 932 4	Bensin	Bensin			
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			10 liter	10 liter			
Inköpskortet eller mot inköpskupong förvärd vara får ej förvaras hos säljaren.							
Lös kupong gäller ej.							
<b>MISSBRUK MEDFÖR STRAFFPÅFÖLJD</b>							
Bensin	Bensin	Bensin	Bensin	Bensin	Bensin	Bensin	Bensin
<b>8</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
10 liter	10 liter	10 liter	10 liter	10 liter	10 liter	10 liter	10 liter



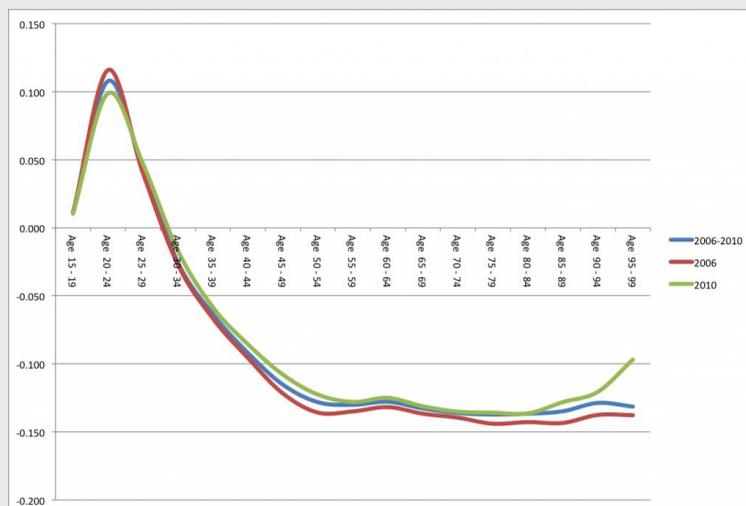


## Why Study Generations?

- Learn to know contemporary society and how it shapes values and preferences
- Be better prepared to understand individuals – generational cohort is one of many dimensions
- Be better prepared to integrate cohorts by understanding strengths and challenges
- 16 to 24 years: coming-of-age



## At what age do most people move?



## Collective memories when coming of age influence cohort members' beliefs, values, attitudes and behaviour for a life-time

- Baby boomers:
  - Functional and consensus-oriented
  - Contribute to society (collectivist ideal)
  - Work as duty
  - Take care of your belongings, avoid overconsumption
  - Don't confess they make emotional decisions

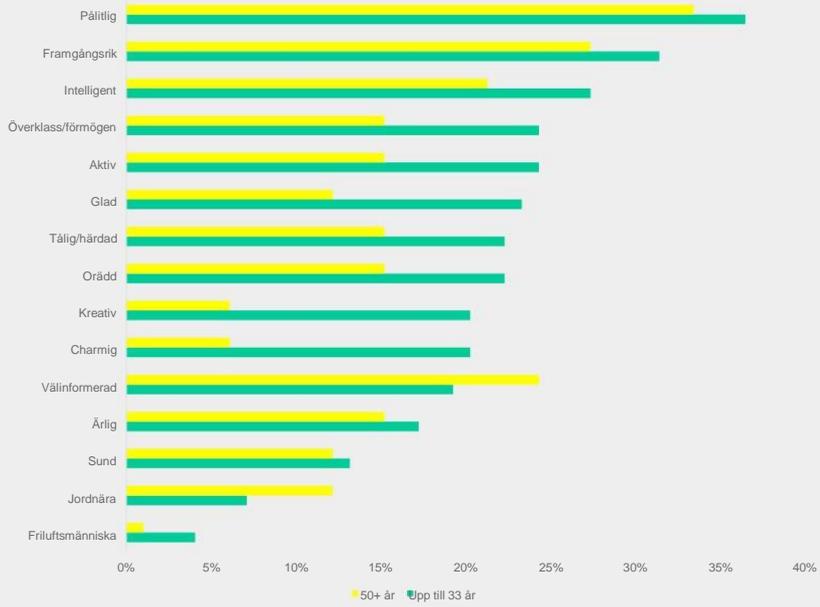
### ▶ Boomer about young colleagues:

"When I was young I used to work 100 hours a week, while partners were quite regularly on the golf course. I still work 100 hours a week, and now the 90s youngsters are playing golf."

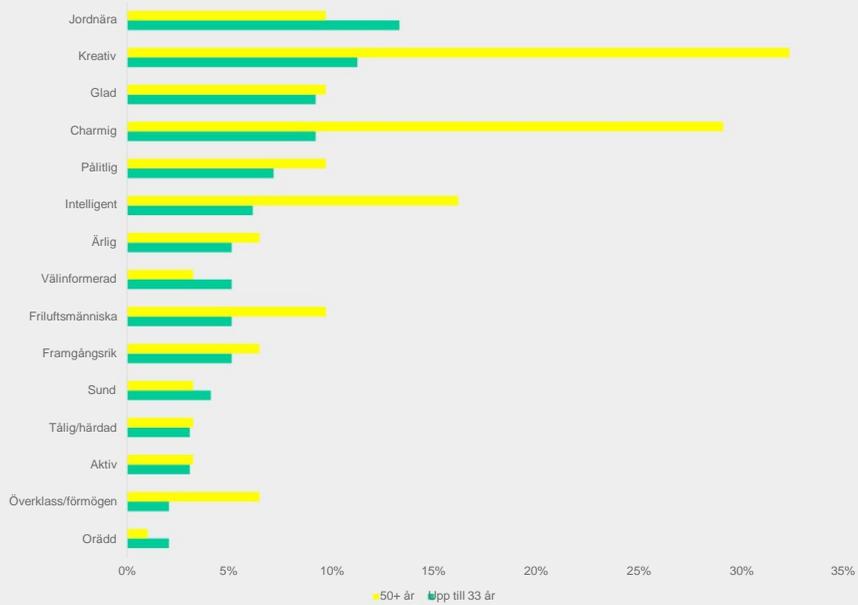
### ▶ Coming-of-age and nostalgia



### Audi



### Citroën



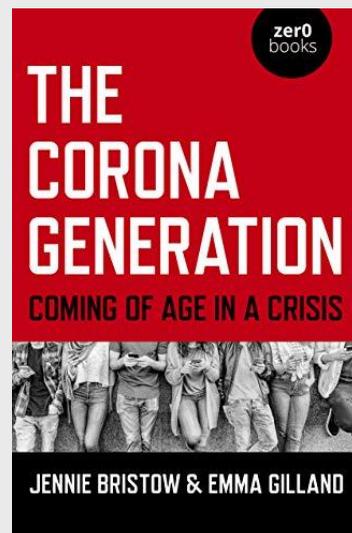
- ▶ The generational cohort perspective is one among many aspects that shape a person. It teaches us how to analyze variations across individuals more systematically – and how the contemporary society shapes young people





## The Pandemic hit young hard

- Worry more about the future
- Life is lonely and boring – 57 % (22%)
- One third has changed plans for the future
- More focus on sustainability – 44 % think more about it, 5 % less
  - ▶ This all happen during the coming of age years and is likely to influence values for a lifetime
  - ▶ The pandemic has hit younger hardest – plans for the future and mental health
  - ▶ Direct and indirect effects on the labour market





**B BREITBART**

TRENDING: 2020 RESULTS FIGHT CHINA VIRUS MASTERS OF THE UNIVERSE DEMOCRAT CITY U

**POLL: 79% OF TRUMP VOTERS BELIEVE 'ELECTION WAS STOLEN THROUGH ILLEGAL VOTING AND FRAUD'**

f 292 EMAIL PARLER TWEET



## *Trump Had More Than 300 Classified Documents at Mar-a-Lago*

The National Archives found more than 150 sensitive documents when it got a first batch of material from the former president in January, helping to explain the Justice Department's urgent response.



ASIA

## North Korea Leads the World in Human Rights, Says Report by North Korea

By Samuel Oakford

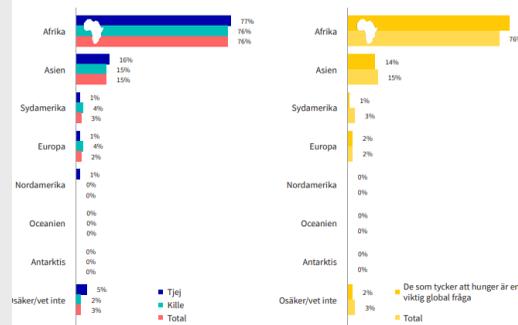


We all suffer from unbalanced news flows

## I vilken världsdel tror du att flest människor lever i hunger?

SWEDEN

**Tre av fyra** tror att Afrika är den världsdel i vilken flest människor lever i hunger, något ännu fler unga som anser att hungerfrågan är en viktig global fråga instämmer i. Detta är den kunskapsrelaterade fråga som ungdomar verkar vara säkrast på. I detta fall har de dock fel – flest antal människor i hunger lever i Asien. Däremot har Afrika den största andelen människor i som lever i hunger. Ungdomarnas svar tyder dock på en generell bild av att människor i Afrika har det sämre ställt än människor i övriga världen.



**RÄTT SVAR:**  
381 miljoner människor, dvs. cirka 55 procent, av de som lever i hunger bor i **Asien**. Näst flest människor som lever i hunger bor i Afrika – där befinner sig 250 miljoner människor i hunger. Afrika är också den kontinent där störst andel av befolkningen lever i hunger. Var femte afrikan lever i hunger, jämfört med cirka var elfte asiat. (FAO, IFAD, UNICEF, WFP & WHO, 2020, "State of Food Security and Nutrition in the World")

## Polarized society – students have diversified values and preferences

- Matching the university's strengths with student segments' preferences
- Segmentation may contribute to polarization as it puts labels on people
- The role of a university is to counteract polarization

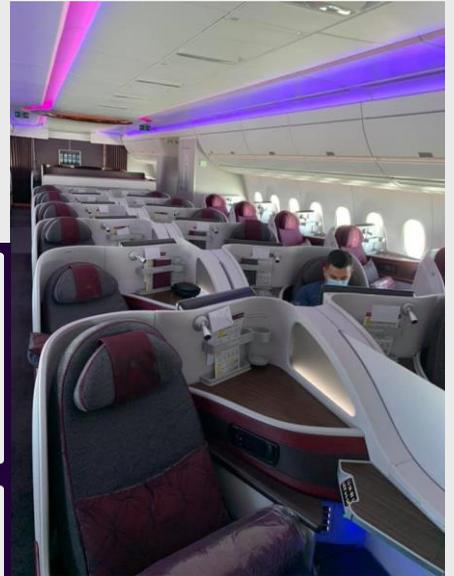


Solution? Discover the world, respect others and be open-minded



► Read consultancy reports – but be careful with the conclusions and recommendations





Bäst	Billigast				
<input type="checkbox"/>		<b>20:45 – 22:50</b> NYO Stockholm ... - VIE Wien	direkt	2t 05m	<b>87 kr</b> Standard Ticket <a href="#">Visa erbjudande</a>
<input type="checkbox"/>		<b>06:20 – 08:25</b> VIE Wien - NYO Stockholm ...	direkt	2t 05m	
Ryanair <span style="float: right;">Boka din flight med Travellink.se</span>					
113 kr lastminute.com		143 kr Supersavertravel		12 fler	

<input type="checkbox"/>		<b>14:50 – 16:50</b> NYO Stockholm ... - VIE Wien	direkt	2t 00m	<b>168 kr</b> Standard Kiwi.com <a href="#">Visa erbjudande</a>
<input type="checkbox"/>		<b>06:20 – 08:25</b> VIE Wien - NYO Stockholm ...	direkt	2t 05m	
Wizz Air, Ryanair					



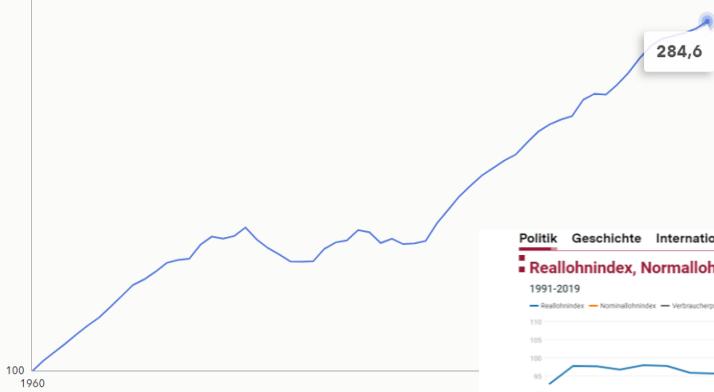
► Generation Z – used to high living standards





### Real löneutveckling

Index, 1960 = 100, eller enligt val



Källa: Medlingsinstitutet, SCB samt vissa beräkningar av Ekonomifakta

### Volvo truck sales plunge 99.7%

By THIS IS MONEY  
UPDATED: 09:01 GMT, 11 November 2008



View comments

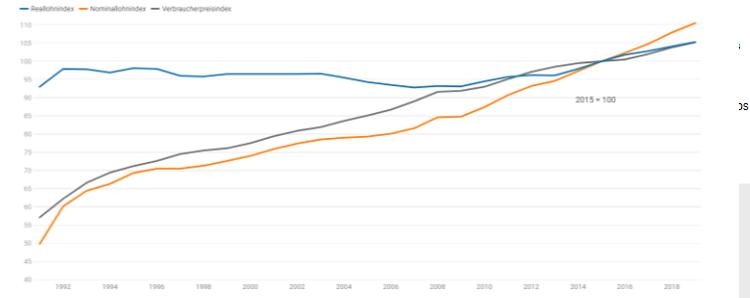
The depth of the recession was revealed today as truckmaker Volvo admitted demand across the Continent has crashed by 99.7% as it took orders for just 115 new lorries in the last three months.

That compares to orders totalling 41,970 in the third quarter of 2007. Global orders for Volvo slumped 55% in the last three months while rival Scania said its western Europe truck orders

Politik Geschichte Internationales

### Reallohnindex, Normallohnindex und Verbraucherpreisindex in Deutschland

1991-2019



Quelle: Statistisches Bundesamt (Destatis): RealLöhne und Nettoverdienste - Daten



POLICY PAPERS

JULY 20, 2022

## BIDENINFLATION ADDS UP

f share t tweet e email p print

### KEY TAKEAWAYS

- Inflation has soared to a level not seen in four decades, as Americans are paying for bigger-ticket things.
- With inflation surging and wages not keeping up, it's no wonder people have soured on Biden. His approval has plummeted and stands 37% lower than one year ago.
- Democrats' excessive spending helped fuel inflation, and now, despite growing fear, they are pushing through more reckless spending and tax hikes that would make things worse.

Source: <https://www.newsweek.com/inflation-reagan-trump-vs-carter-biden-opinion-1720030>



their policies are terrible.

ffering from rising prices and the highest inflation in 40 years need  
e results Presidents Ronald Reagan and Donald Trump gave  
ect the policy failures of Presidents Jimmy Carter and Joe Biden.

conomic outcomes is not theory, or an ideological or political position.  
yday pocketbook results is purely historical fact.

lists (as I outline in my new book, *Defeating Big Government*  
reality deniers. As Theodore White warned back in 1972, liberal  
a liberal theology. Ideologies can evolve. Theologies must be

ited a healthier economy from President Barack Obama than  
n Carter, but Trump promptly improved on Obama's record. Inflation  
17, 2.1% in 2018, 2.2% in 2019, and 1.7% in 2020.

conomic growth, supply-side policies were reinforced by an  
pendence drive, which dramatically increased American oil and gas  
ght the price of gasoline down to \$2.11/gallon during the week of

y in and promptly gave up on all the policies that had worked. Big  
n is anti-energy, anti-sound money, anti-small business, anti-  
ob creation. The Left's words may sound good, but the results of

Electrolux SPARA 800,- STAMMIS pris 999,-/st DAMMSUGARE  
Electrolux EDP716. Smart Performance VIL. 70dB. Räckvidd 12 meter. 600 W. Ord pris 1799,-/st.

ICA Hemma Electrolux Dammsugare Classic Silence ZCS2100WEL 999,-  
ICA Hemma Electrolux Dammsugare Classic Silence 999,-  
Original pris 1099,-  
SPARA 1000,-

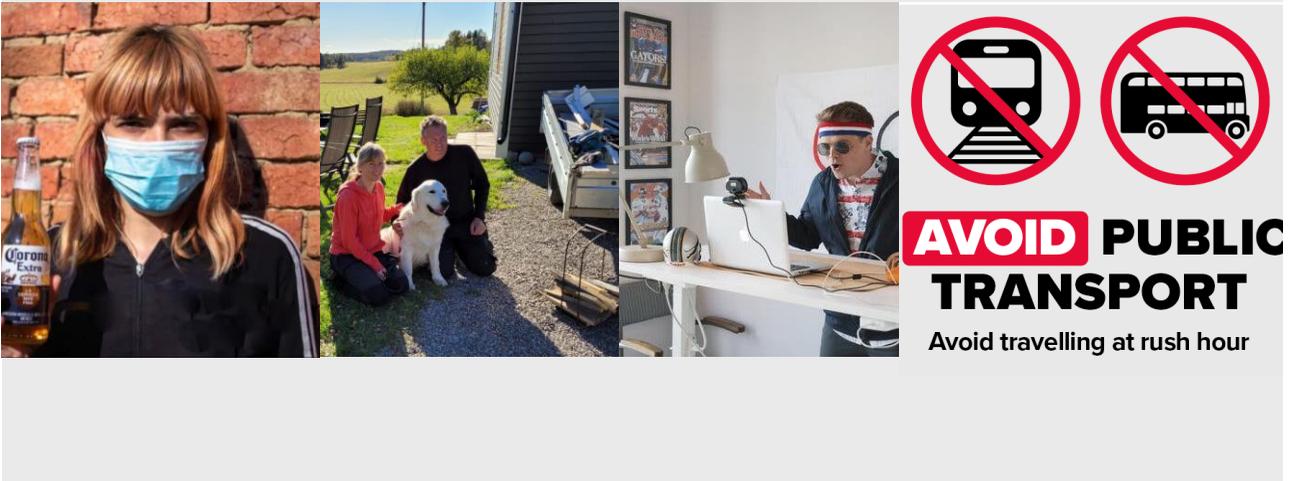
MAXI KLIPP! SPARA 800,- STAMMIS pris 999,-/st DAMMSUGARE  
MAXI KLIPP! SPARA 800,- STAMMIS pris 999,-/st DAMMSUGARE  
KLIPP! PRIST 20% BAKVÄRT! 999,-/st DAMMSUGARE  
Original pris 1099,-  
SPARA 1000,-

ICA Supermarket Kvarnen 23 maj 2018. ☺  
Budgivning! En Electrolux Classic silence dammsugare värde 999,- (kostar just nu 999,- på icahemma.se).  
Högst bud imorgon torsdag klockan 12 vinner budgivningen.  
Budet startar på 100 kronor! Kommentera ditt bud i kommentarsfältet.

Electrolux Dammsugare Classic Silence ZCS2100W 999,-  
Original pris 1099,-  
SPARA 1000,-

SPARA 800,- 999,-/st DAMMSUGARE  
Electrolux EUSC62-IW. Ultra Silencer. 68 dB. Räckvidd 12 meter. 600 W. Ord pris 1799,-/st.

► We need a Big State – and Each Other



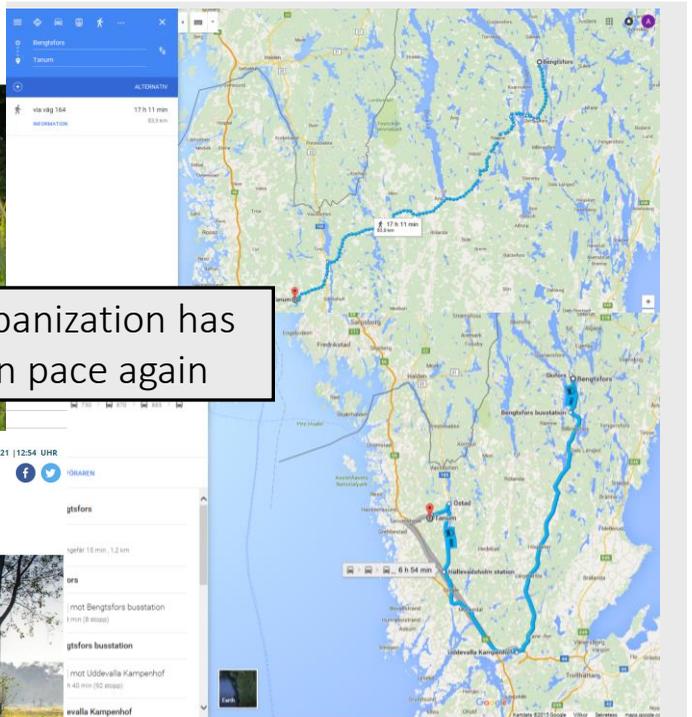
► Tea Party is dead



## Escape to the country: how Covid is driving an exodus from Britain's cities



▶ Urbanization has taken pace again



SUBURBANISIERUNG

### Stadt, Land, Flucht: der Trend zur neuen Natürlichkeit

21. MAI 2021 | 12:54 UHR

Die Immobilienpreise in der Stadt gehen durch die Decke. Homeoffice und neue Arbeitszeitmodelle machen das Landleben plötzlich konkurrenzfähig: Folgt auf die Landflucht jetzt die Stadtlucht?



Who wants to have vacation on an eight-lane highway?

Home > Driving News > New York City: Lessons from car-free Times Square, 10 years later

### 🔗 New York City: Lessons from car-free Times Square, 10 years later

June 5, 2019

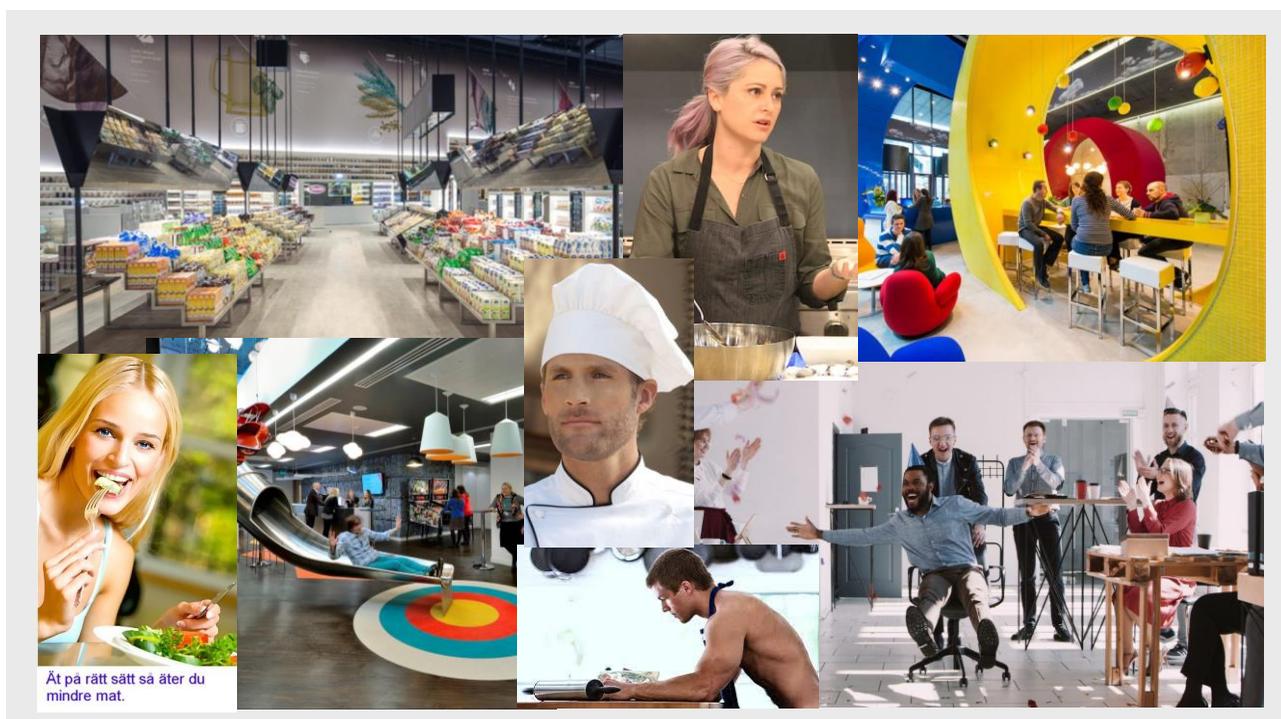
David Letterman called it a "petting zoo." Donald Trump deemed it "awful."

Now, 10 years since cars were first banned from sections of Times Square, most consider the experiment an unmitigated success. And on Tuesday, Bloomberg-era officials joined the de Blasio administration and politicians at the "Crossroads of the World" to celebrate the 10-year anniversary of the pedestrianizing of the space.

"Times Square showed that streets that work better for people aren't just amenities — they're an investment in the quality and livability of the city; they're an investment in its people," said Janette Sadik-Khan, the city's then transportation commissioner, who noted her and the former mayor were considered crazy at the time to push the concept.



Copyright (c) 2019, Gali Technology, Inc. www.wallpaperworld.com

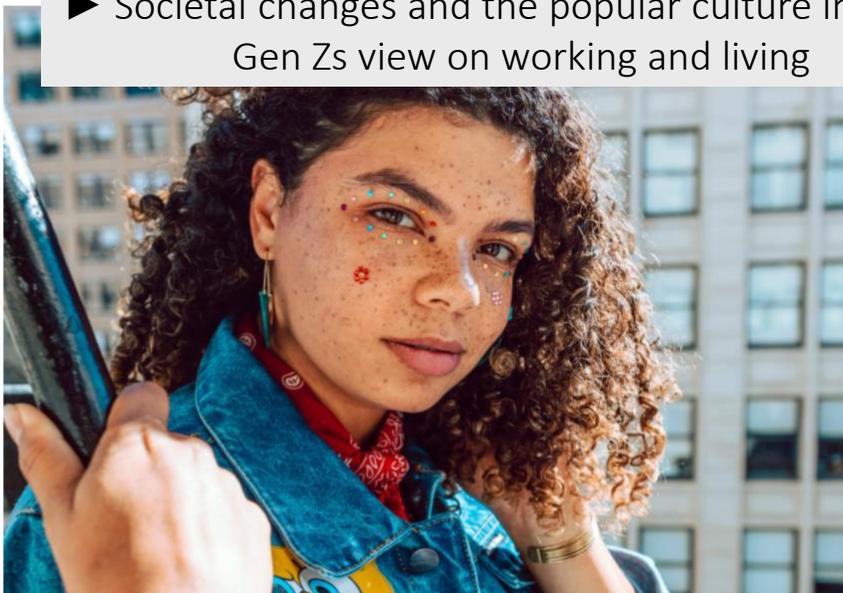


► The Gen Z Labour market



## What Gen Z Wants from Employers

► Societal changes and the popular culture influence Gen Zs view on working and living



How Best  
workplaces Winner  
Ro is Supporting  
their Working  
Parents  
written by Kalia Simms

New Study Reveals  
How Best  
Workplaces are  
Keeping Their  
Working Parents  
from Joining the  
Great Resignation  
written by Kalia Simms

Companies Gen Z  
Wants to Work For

- ▶ The economic climate will influence Gen Z's choices regarding studies and career – polarization and more market forces



## Rewards in the labour market

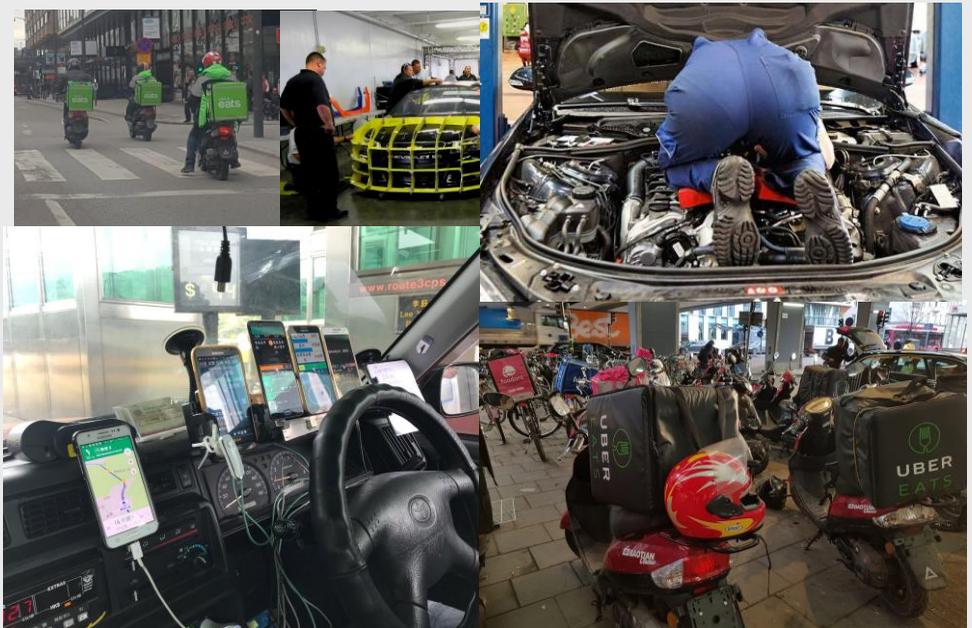
- Year-in-office → Future performance
- Accurate → Flexible
- Past performance → Expectations of the future
- Age → Market value
- The threshold for changing jobs is lower

## Why are social networks important...?

"If my boss asks me how things are going, it will not make any practical difference if I answer yes or no, but she may sleep better if I say yes. If I say that it's going bananas with the business model, she can't really help me anyway, she is not competent in those areas, I'll ask people I know.

- ▶ Loyalty might be different – there are social networks, alumni clubs, friends and more, which might be sources of knowledge and solutions
- ▶ What about integrity?
- ▶ Recruiting someone means hiring a person including his/her social network

▶ Digitization, less loyalty and transparency all strengthen well-positioned professions and employers, but the gig economy contributes to labour market polarization



## ► The Labour Market in the Future



## 101 endangered jobs by 2030 (2014 forecast by Thomas Frey, futurist researcher)

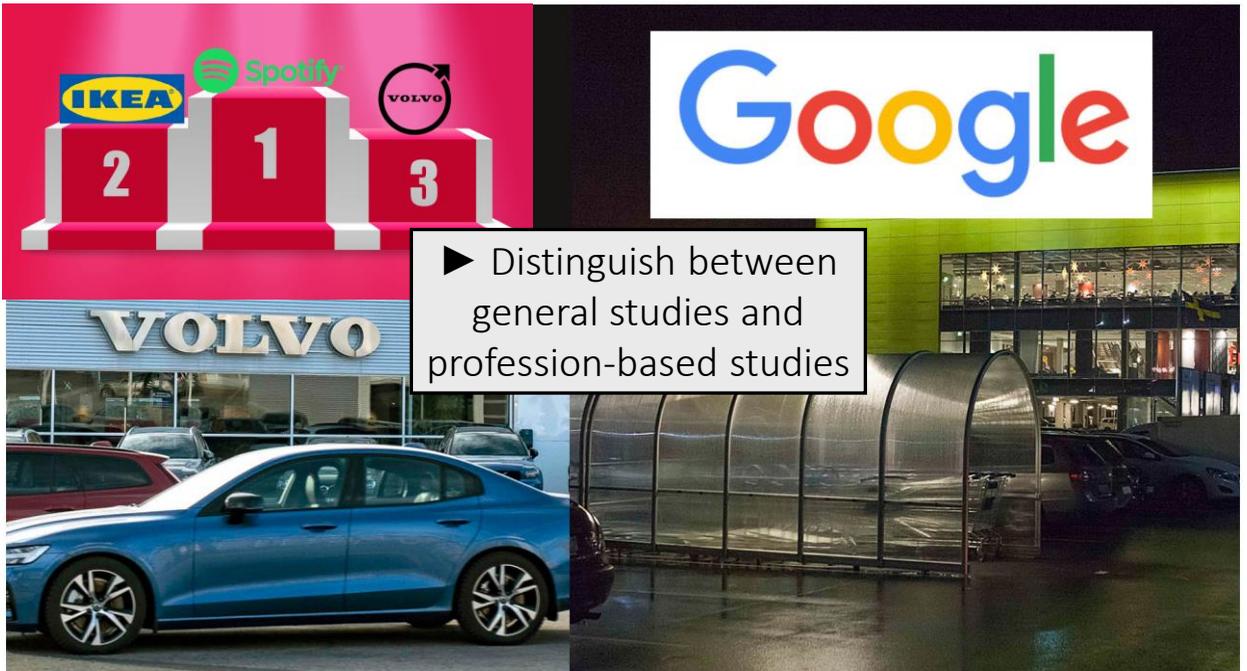
- |                                 |                                |                                |                                 |                                    |
|---------------------------------|--------------------------------|--------------------------------|---------------------------------|------------------------------------|
| 1. Taxi Driver                  | 21. Spraying services          | 41. Carpenters                 | 61. Counselors/psychologists    | 81. Miners                         |
| 2. Limo driver                  | 22. Shepherds                  | 42. Concrete workers           | 62. Financial planners/advisors | 82. Oil well drillers, roughnecks, |
| 3. Bus drivers                  | 23. Wranglers/herders          | 43. Home remodeling            | 63. Accountants                 | 83. Geologists                     |
| 4. Rental car personnel         | 24. Varmint exterminators      | 44. City planners              | 64. Tax advisors                | 84. Meter readers                  |
| 5. Truck drivers                | 25. Land and field surveyors   | 45. Homeowner insurance agents | 65. Auditors                    | 85. Gas/propane delivery           |
| 6. Mail carriers                | 26. Environmental engineers    | 46. Real estate agents         | 66. Bookkeepers                 | 86. Retail clerks                  |
| 7. Traffic cops                 | 27. Geologists                 | 47. News reporters             | 67. Lawyers                     | 87. Checkout clerks                |
| 8. Meter maids                  | 28. Emergency response teams   | 48. Sports reporters           | 68. Compliance officers/workers | 88. Stockers                       |
| 9. Traffic court judges         | 29. Search and rescue teams    | 49. Wall street reporters      | 69. Bill collectors             | 89. Inventory controllers          |
| 10. Traffic court lawyers       | 30. Firefighters               | 50. Journalists                | 70. Meeting/event planners      | 90. Sign spinners                  |
| 11. Traffic court DAs           | 31. Mobile news trucks         | 51. Authors                    | 71. Cost estimators             | 91. Surgeons                       |
| 12. Traffic court support staff | 32. Construction site monitors | 52. Military planners          | 72. Fitness coaches             | 92. Home healthcare                |
| 13. Parking lot attendants      | 33. Building inspectors        | 53. Cryptographers             | 73. Logisticians                | 93. Pharmacists                    |
| 14. Valet attendants            | 34. Security guards            | 54. Dietitians                 | 74. Interpreters/translators    | 94. Veterinarians                  |
| 15. Car wash workers            | 35. Parole officers            | 55. Nutritionists              | 75. Customer service reps       | 95. Painters                       |
| 16. Courier service             | 36. Plastic press operators    | 56. Doctors                    | 76. Teachers                    | 96. Janitors                       |
| 17. Food delivery               | 37. Machinists                 | 57. Sonographers               | 77. Energy planners             | 97. Landscapers                    |
| 18. Pizza delivery              | 38. Shipping & receiving       | 58. Phlebotomists              | 78. Environmental designers     | 98. Pool cleaners                  |
| 19. Postal delivery             | 39. Union representatives      | 59. Radiologists               | 79. Energy auditors             | 99. Grounds keepers                |
| 20. Crop monitors/consultants   | 40. Warehouse workers          | 60. Psychotherapists           | 80. Power plant operators       | 100. Exterminators                 |
|                                 |                                |                                |                                 | 101. Lumberjacks                   |

## Self-Driving?



- Which professions will be attractive in the future?

1. Fotomodeller **98%** (79)
2. Bokförings- och redovisningsassistenter **97%** (48 875)
3. Maskinoperatörer, trävaruindustri **97%** (10 184)
4. Biblioteksassistenter m.fl. **96,60%** (3 305)
5. Kassapersonal m.fl. **95,30%** (21 425)
6. Medhjälpare inom jordbruk, trädgård, skogsbruk och fiske **95%** (3 137)
7. Maskinoperatörer och montörer **94,80%** (28 583)
8. Försäljare, detaljhandel; demonstratörer **94,40%** (Ingen uppgift)
9. Torg- och marknadsförsäljare **94%** (230)
10. Kontorspersonal **94%** (81 244)
11. Renhållnings- och återvinningsarbetare **93%** (8 898)
12. Kontorssekreterare och dataregistrerare **92,20%** (27 054)
13. Montörer **91,40%** (Ingen uppgift)
14. Maskinförare **90,20%** (31 882)
15. Maskinoperatörer, gummi- och plastindustri **89,80%** (9 871)
16. Lokförare m.fl. **89,60%** (4 895)
17. Redovisningsekonomer, administrativa assistenter m.fl. **89,30%** (66 723)
18. Processoperatörer vid stål- o metallverk **89,00%** (10 214)
19. Köks- och restaurangbiträden **88,60%** (57 165)
20. Storhushålls- och restaurangpersonal **88,40%** (52 947)
21. Möbelsnickare, modellsnickare **87,90%** (1 646)
22. Slaktare, bagare, konditorer m.fl. **87,10%** (7 497)
23. Smeder, verktygsmakare m.fl. **87,10%** (7 519)
24. Malmförädlingsoperatörer, brunnborrare m.fl. **86,80%** (1 490)
25. Maskinoperatörer, kemisk-teknisk industri **86,20%** (7 313)
26. Grovarbetare inom bygg och anläggning **84,80%** (4 344)



## Generation Z Employer Criteria

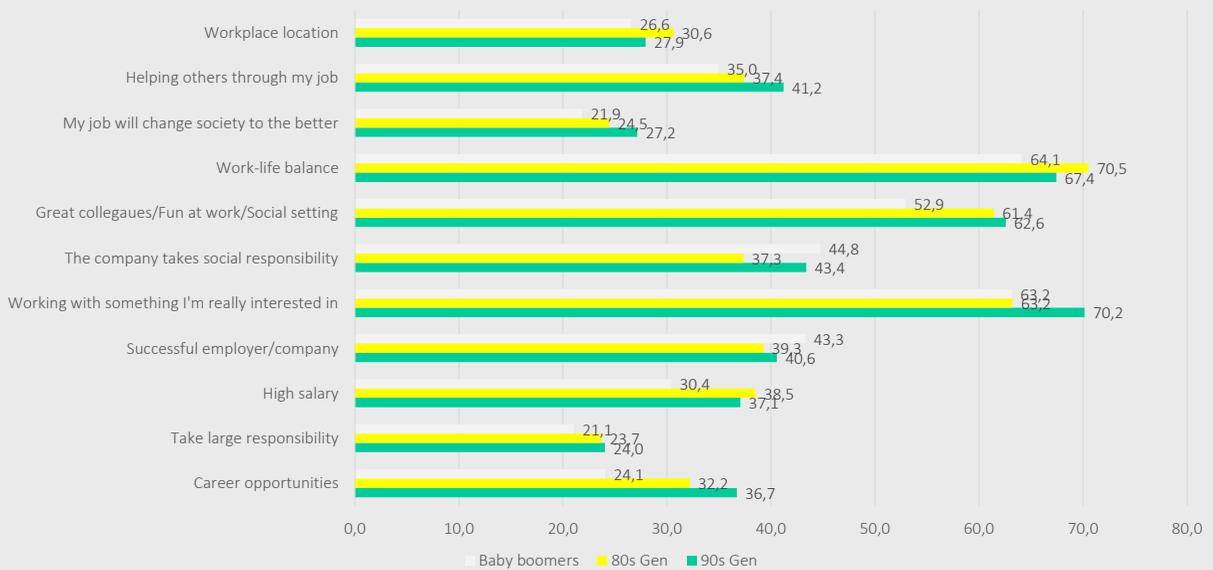
- Attractive – and reliable – employer
- Socially attractive environment
- Doing good for society
- Self-actualization
- Attractive aesthetic environment/office space
- Work-life balance – defined by the employee
- Influence the work environment
- Job security
- Emotional orientation

## Generation Z expect and want feedback



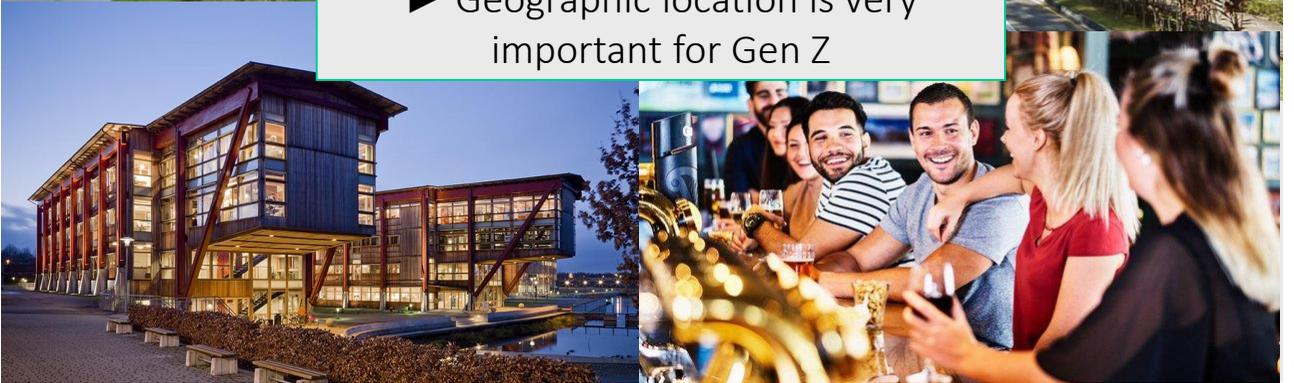
## Criteria for Choosing the Ideal Employer

(% by generational cohort)





► Geographic location is very important for Gen Z



And doing something good for society



### The Last Boeing 747 Leaves the Factory

The plane known as "Queen of the Skies" helped make air travel more affordable, but it has been supplanted by smaller, more efficient aircraft.



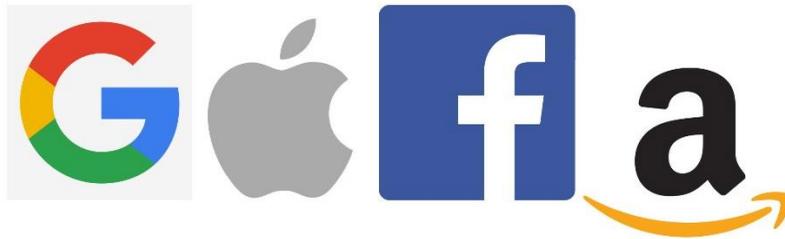
## Rapid Digitization...



► ... the end of  
relationship  
marketing?



**RELATIONSHIPS**  
*not just transactions*





# Greedy practices



## Carvana Announces Fourth Quarter and Full Year 2021 Results

### Fourth Quarter 2021

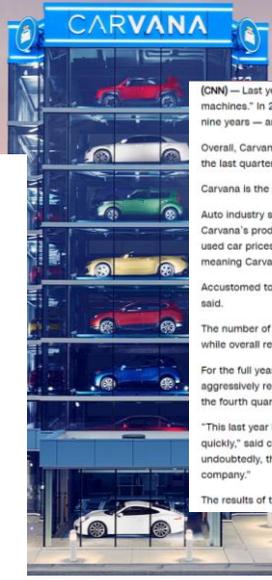
Retail Units Sold of 113,016, an increase of 57% YoY  
 Revenue of \$3.753 Billion, an increase of 105% YoY  
 Total Gross Profit per Unit of \$4,566, an increase of \$1,187 YoY

### Full Year 2021

Retail Units Sold of 425,237, an increase of 74% YoY  
 Revenue of \$12.814 Billion, an increase of 129% YoY  
 Total Gross Profit per Unit of \$4,537, an increase of \$1,285 YoY  
 First full year with positive EBITDA, excluding one-time items

PHOENIX – February 24, 2022 – Carvana Co. (NYSE: CVNA), the leading e-commerce platform for buying and selling used cars, today announced financial results for the quarter and year ended December 31, 2021. Carvana’s complete fourth quarter and full year 2021 financial results and management commentary can be found by accessing the Company’s shareholder letter on the [quarterly results page](#) of the investor relations website.

“2021 was a year full of meaningful milestones. We sold our 1 millionth car, achieved our first positive earnings quarter, and became the fastest growing e-commerce company in U.S. history,” said Ernie Garcia, founder and CEO of Carvana. “We’re extremely proud of these milestones but most proud of being named the #1 retailer on Forbes 2022 best employers list in the U.S. None of this is possible without an incredible team comprised of exceptional people who care deeply about delivering great experiences to our customers.”



(CNN) — Last year was a wreck for Carvana, the online used-car seller known for its tall glass “car vending machines.” In 2022, the company sold fewer cars than it had the year before — the first time that’s happened in nine years — and the company’s losses grew as the used car market soured.

Overall, Carvana’s losses ballooned to \$806 million, or \$7.61 per class A share of stock, compared to \$89 million in the last quarter of 2021. For the full year, the company lost \$1.6 billion compared to a loss of \$135 million in 2021.

Carvana is the second largest used-car retailer in America after CarMax by a wide margin.

Auto industry supply chain problems that decreased the supply of new cars led to dramatic increases in the price of Carvana’s product, used cars. Many of those issues have begun to resolve in the new car market and, consequently, used car prices have recently started to come down. Rapidly rising interest rates just added to the problem, meaning Carvana had a harder time selling cars, the company said in its fourth quarter earnings announcement.

Accustomed to sales growth, Carvana was simply unprepared for the market drop it encountered, the company said.

The number of cars Carvana sold in the fourth quarter last year dropped 23% from a year earlier to about 87,000 while overall revenue declined 24%.

For the full year, Carvana sold 3% fewer vehicles while revenue, at \$13.6 billion, increased 6%. Carvana has been aggressively reducing its inventories, the company said, cutting the number of vehicles held in inventory by 27% in the fourth quarter.

“This last year has been a massive change in priorities for the company. The world changed on us very, very quickly,” said chief executive Ernie Garcia III in an earnings call, “and we shifted our priorities very, very quickly. And undoubtedly, that’s been a difficult transition. But I think there’s no doubt that it’s leading to a more efficient company.”

The results of that efficiency, he said, would show up “in the not too distant future” as used car sales rebound.



► What does Generation Z expect and want in the future...?

- Social, loyal, spoiled...?
- How did the pandemic influence their values and attitudes?
- Knowing them help us know society



- Strongly influenced by society during their coming-of-age
- Many opportunities
- 24/7 society
- Authority must be deserved
- The world is closer and more transparent
- Passion rather than duty
- Changed view on integrity
- More emotional and open
- Their choices matter – and they know that
- Work-life balance tricky
- More negative about the future



## Viele junge Menschen würden lieber in der Vergangenheit leben

Die 18- bis 34-Jährigen wünschen sich laut einer Umfrage mehrheitlich ein Leben im Gestern. Vor einem Jahrzehnt sehnten sich die meisten dagegen in die Zukunft. Ursache sind nicht nur die unsicheren Zeiten.

23.04.2022, 19:29 Uhr

### Ich mache mir Sorgen um die Zukunft.

#### 14- bis 24-Jährige



stimme voll und ganz zu \_\_\_\_\_ stimme gar nicht zu

#### junge Frauen

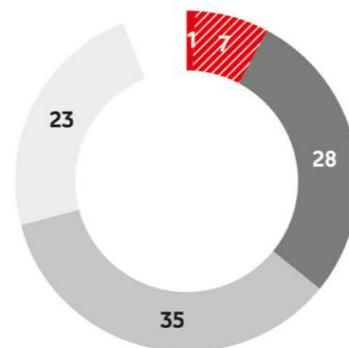


#### junge Männer



stimme voll und ganz zu \_\_\_\_\_ stimme gar nicht zu

### Wohlergehen zukünftiger Generationen



■ viel besser  
▨ etwas besser  
■ weder besser noch schlechter  
■ etwas schlechter  
■ viel schlechter



HOME > NEWS

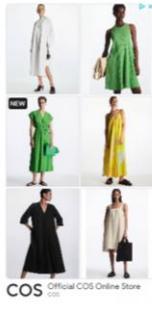
## Apparently, 4 out of 5 millennials have never eaten a Big Mac before

Maggie McKinley, First We Feast Oct 11, 2016, 8:23 PM



In this photo illustration a lady eats a beefburger on July 12, 2007 in London, England. Government advisors are considering plans for a fat tax on foods high in fat to try to help tackle the fight against obesity. - Cole Gibson/Getty Images

Facebook, Twitter, Email, Print



COS Official COS Online Store

## Nr 29: McDonalds stänger i centrala Linköping

FV har tidigare berättat att McDonalds stängt 28 restauranger i stadskärnor de senaste sex åren. Nu är det dags för Linköping där ortens enda restaurang i stadskärnan ska läggas ner.

Publicerades 2022-06-28

Facebook, LinkedIn, Twitter, Email, Rätta artikel

Restaurangen på Sankt Larsgatan 35 var en av de första McDonalds i Sverige. Men nu, efter 40 år är, enheten som finns i fastigheten Doppingen ägs av Vasaparken som kontrolleras av Ulf Ahman.

**28 stängda i stadskärnor på sex år**

- Linköping (2022, hösten)
- Huddinge Centrum (2022, hösten)

### More important for Gen Y/Z

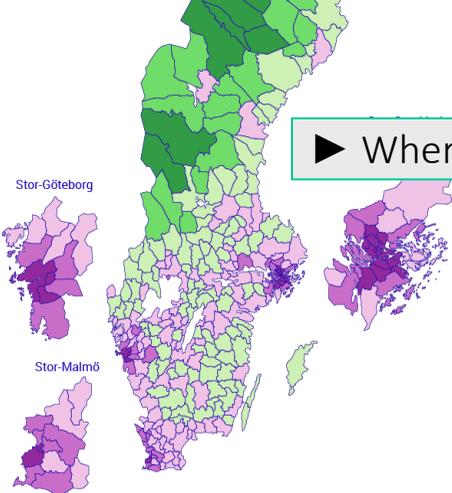
- Family relations
- Fitness and health
- Sustainability
- Performing in school
- Owning one's home

### Less important for Gen Y/Z

- Partying
- Vehicles
- Study abroad

Invånardistans per kommun, 2018  
Genomsnittligt avstånd mellan  
invånarna i meter

- 1 000 – 2 280 m
- 500 – 1 000 m
- 214 – 500 m
- 100 – 214 m
- 50 – 100 m
- 10 – 50 m



► Where do they want to live...?



► They are social and build networks beyond universities and employers



▶ Matilda –  
loyalty is different?



▶ Nice exit important when they move on – universities,  
employers etc. must understand the dynamics behind “loyalty”

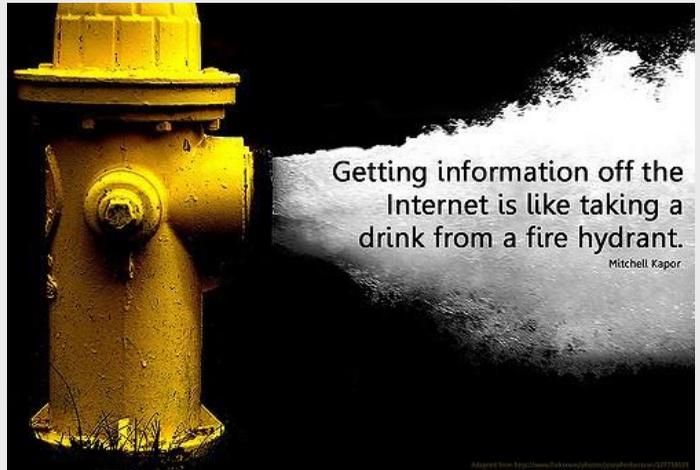
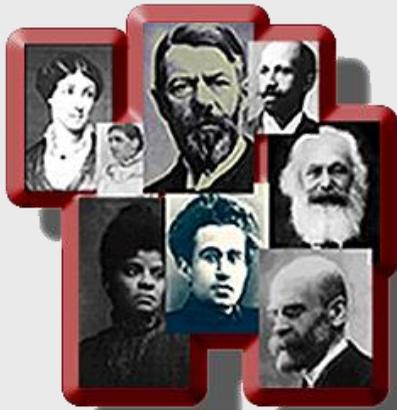


► Personal Branding is natural for Gen Z – try to treat them in an individualistic way



Communication with Gen Z  
– a challenge





► 91% of Gen Z say companies are awkward in social media



# DON'T BUY THIS JACKET



It's Black Friday, the day in the year when some brands try to shock and awe us to make our money. But Black Friday, and the culture of consumption it entails, puts the economy of natural systems that support life on the line. So we're using the resources of the world as fast as we can, and we're not saving.

Black Friday means we're using the planet's resources faster than it can replenish them. We're using the planet's resources faster than it can replenish them. We're using the planet's resources faster than it can replenish them.

**REDUCE**  
 WE made our jacket from a long time ago. It's not the best you can get. It's not the best you can get. It's not the best you can get.

**REPAIR**  
 WE help you repair your Patagonia gear. It's not the best you can get. It's not the best you can get. It's not the best you can get.

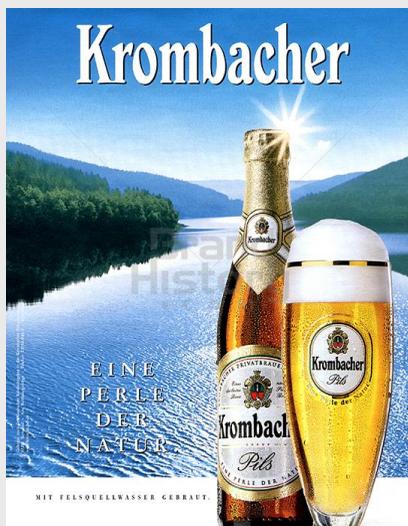
**REUSE**  
 WE help you reuse your Patagonia gear. It's not the best you can get. It's not the best you can get. It's not the best you can get.

**RECYCLE**  
 WE help you recycle your Patagonia gear. It's not the best you can get. It's not the best you can get. It's not the best you can get.

**REIMAGINE**  
 TOGETHER, WE can reimagine a world where we take care of the planet and each other.



► The creative revolution



► The grassroots revolution

FILTRETA

**RENSAR UT 100 SAKER**  
189 875 visningar • för 16 timmar sedan  
therese lindgren  
I videon förekommer reklam för Nextory 🌟 Nextory har just nu ett fint erbjudande som g...

**RENSAR UT 100 SAKER**  
576 325 visningar • för 1 år sedan  
therese lindgren  
I dagens video rensar jag alltså ut 100 saker från min lägenhet och HERBEGGLD vad nice jag ...

**RENSAR UT 100 SAKER**  
566 197 visningar • för 1 år sedan  
therese lindgren  
I dagens video rensar jag ut 100 saker från mitt hem, och alltså, FINNS DET NÅGOT BÄTT...



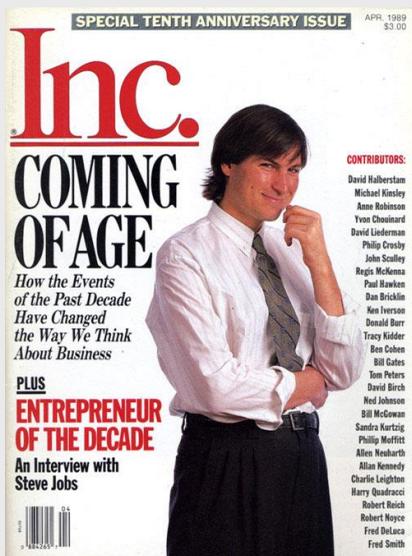
## Communicating with Generation Z

- Communicating is more difficult in a polarized world
- Man kann nicht nicht-kommunizieren
- Overload of commercial – and other – messages
- Start at an early stage – First Mover Advantage
- Understand the target group – and adjust the communication accordingly
- Emphasize the positive side – e.g. 89 percent are happy with the employer vs. 11 percent are unhappy
- Avoid asking students and coworkers too much

## DDR 1986 vs. Sweden 2021







- You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new... Customers can't anticipate what the technology can do. They won't ask for things that they think are impossible. But the technology may be ahead of them. If you happen to mention something, they'll say, "Of course, I'll take that. Do you mean I can have that, too?" It sounds logical to ask customers what they want and then give it to them. But they rarely wind up getting what they really want that way.

From: Marcus Bengtsson <70589r17939051@q.nordicchoicehotelsdialog.com>  
Sent: den 27 oktober 2020 07:21  
To: anders <anders@andersparment.com>  
Subject: Tack för din feedback!

Hej Marcus,

Tusen tack för din trevliga feedback och dina fina ord! Det gläder oss att du trivdes bra hos oss här på Avalon Hotel och att din vistelse var till belåtenhet. Vi hoppas att du snart väljer att besöka oss igen.

Om du har tid och lust får du gärna dela med dig av din vistelse på resesajten Tripadvisor. Använd följande länk: <http://www.avalonhotel.se/tripadvisor>

Ha en fortsatt bra dag och varmt välkommen tillbaka!

Med vänlig hälsning,

Marcus Bengtsson  
Front Office Manager  
Avalon Hotel  
E-mail: [marcus.bengtsson@avalonhotel.se](mailto:marcus.bengtsson@avalonhotel.se)



► Leading professions and brands don't ask that much – they know what they want





► After the Pandemic is over, do you want to work in the office or at home?



73%

Socializing with colleagues

59%

Exploring and exchanging ideas through spontaneous, stimulating meetings

What are people missing when working from home?

32%

Distance from private sphere, get away from home

23%

Physical meetings with customers and partners

► Use the student survey for branding purposes – not only internal control?



► Aestheticization and social media





**BMW** @BMW · Nov 15, 2020

OK, Boomer.  
And what's your reason not to change?

The first-ever BMW iX.

[b.mw/THEx](https://www.bmw.com/THEx)

#NEXTGen #THEiX



► Gen Z as students



## Matching has several advantages – and higher education contributes

- Matching starts early in life – universities and employers are important
- Matching contributes to individual well-being and societal welfare
- It's about finding the right person for the right educational programme, job and career

### ► Aestheticization and co-branding mechanisms





## Alumni networks

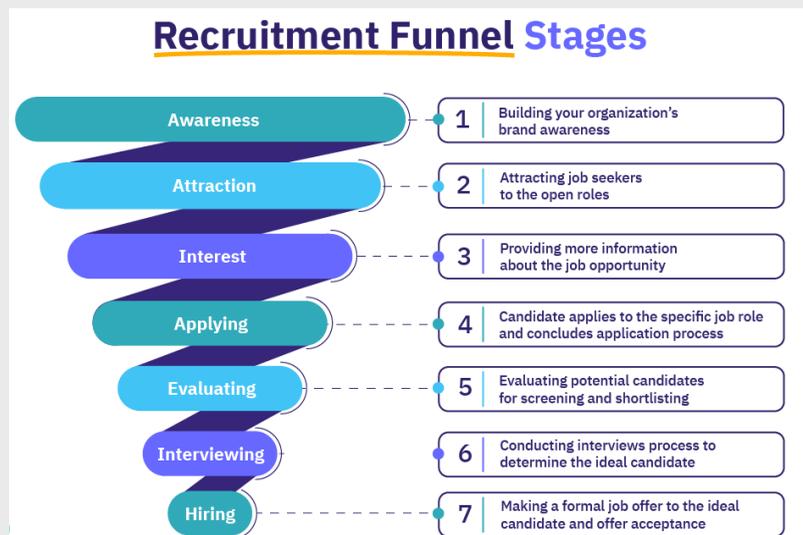
- Knowledge base
- Social base
- Reference point
- Contributes to universities' (and employers') marketing
- Reduces the influences from current education provider/employer



► What do Target Groups Think About Our University...?



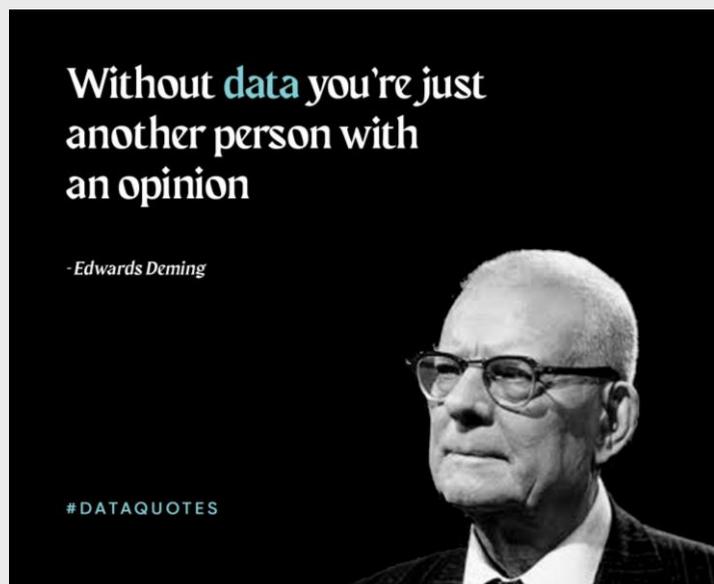
Might be applied to a profession or an employer



- ▶ Competition among universities, regions, and employers contribute to developing society and make it an even better place for Generation Z



- ▶ Finally... we need data to track performance





universum

# World's Most Attractive Employers 2022

Research from Universum reveals the aspirations of university graduates as they enter the global workforce—and how a growing mismatch between student expectations and economic headwinds may require re-evaluation on both sides of the employment deal.



YPAI 2022  
BY ACADEMIC WORK

**Topp 30  
mest attraktive  
arbeidsgivere**

YPAI 2022  
BY ACADEMIC WORK

**Topp 100  
mest attraktiva  
arbeidsgivarna**



► Go Beyond Superficial Descriptions

1946-1964	1965-1979	1980-1995	1996-2010
<p><b>Baby Boomers</b></p> <p>The generation born in the post WW2 baby boom. Baby Boomers enjoyed free student grants, low house prices and they now hold the reins of power and have the most economic clout.</p>	<p><b>Gen X</b></p> <p>The generation also known as Gen Bust because their birth rate was vastly lower than the preceding Baby Boomers. Gen X are now becoming the 'helicopter parents' of Gen Z.</p>	<p><b>Millennials</b></p> <p>The generation reaching adulthood in the early 21st century. Also known as Generation Y, they have been shaped by the technology revolution that saw computers, tablets and the web become central to work and life.</p>	<p><b>Gen Z</b></p> <p>The generation hailed as the 'first true digital natives' or 'screenagers'.</p>

Source: KPMG

► Present what you offer in an attractive way  
– a tricky balance...?

	<p>m Renault. Han</p> <p>It datasystemen vi hänger med</p> <p>kt och fiske tar orted. Grillat sh det kan därför orka upp dagen a vara något</p> <p>iska luften och ppväxt med det</p> <p>iark mycket tid. ehöver Fredrik</p>	

i man vill nå r bra och

iriver Bo 2002 och

har de

edad

upp på



## ZERO TOLERANCE

GOODYEAR

### ACCEPTABLE

- BLACK LIVES MATTER (BLM)
- LESBIAN, GAY, BISEXUAL, TRANSGENDER PRIDE (LGBT)

### UNACCEPTABLE

- BLUE LIVES MATTER
- ALL LIVES MATTER
- MAGA ATTIRE
- POLITICAL AFFILIATED SLOGANS OR MATERIAL



THE RUNNING EVENT 2022

NEW BALANCE 2023 ROAD SHOE PREVIEW

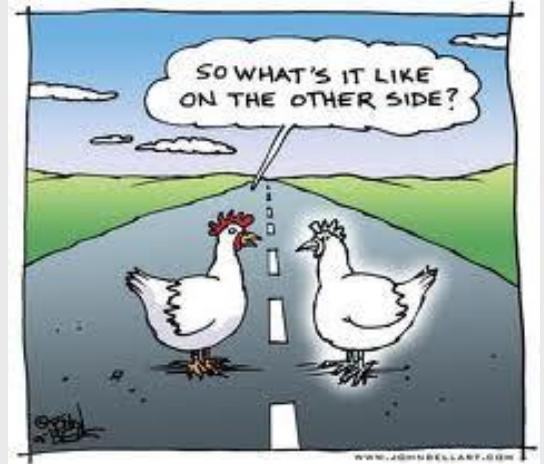
BELIEVE IN THE

## While Jeff Bezos spends billions on his 'Earth Fund,' Amazon is reportedly monitoring climate change groups including Greta Thunberg's as potential threats

Isobel Asher Hamilton Nov 24, 2020, 12:54 PM



What are they thinking on the other side?



## Ambidextrous Artist Can Draw With Both Hands and Feet All at the Same Time

By Margherita Cole on August 19, 2022



▶ Complex time for leaders



**INSEAD** Executive Education

### Ambidextrous Organisations: Managing Contradictions in Business Life

[Join our free webinar →](#)



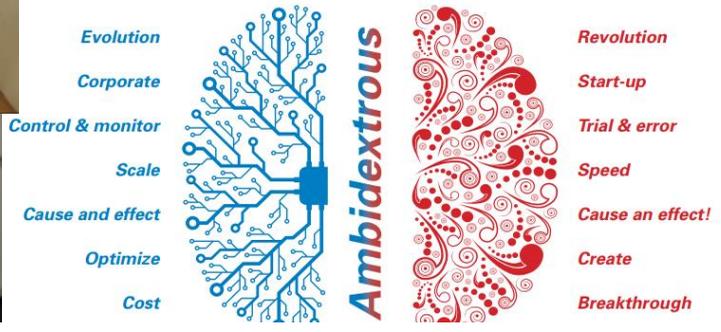
**Charles Galunic**  
Professor of Organisational Behaviour  
INSEAD LEAD programme director



**Lorenzo Ferdinands**  
Programme Advisor,  
Executive Education



**Alex MacDougald (Host)**  
Product and Partnerships Marketing Manager,  
Executive Education



## Capability to integrate new generations

- ▶ Which challenges are ahead when it comes to understanding new generations?
- ▶ Opportunities and problems with integrating young students?
- ▶ What did others think about you when you were 20 to 25 years of age?



Thanks for Listening!

anders@andersparment.com  
linkedin.com/in/andersparment  
☎ +46705130363

