

GEN Z

THE NEXT GENERATION SEGMENTATION

Using social values to understand
the needs and motivations of Gen Z

REPORT | January 2021



ENVIRONICS
RESEARCH



IMAGE CREDIT
UNSPLASH

WHAT ARE ENVIRONICS SOCIAL VALUES?

The Environics Research social values measurement system identifies the prevalence of different social values in society and monitors changes in people's values over time. Simply put, social values are key concepts – such as duty, patriarchy or creativity – that a person either embraces or rejects. They represent a person's priorities and motivations, as well as their most strongly held beliefs. Together, social values establish a person's orientation to life and their way of being in the world. Values shape lifestyle choices and aspirations for the future. And they set the context for people's reactions to situations, people, events, opportunities and challenges in their roles as consumers, employees, investors and citizens.

Environics Research has been measuring social values since 1983, steadily compiling the largest database of social values constructs and trends in North America. Our annual surveys of more than 10,000 Canadians and Americans allow us to precisely track changes in social values over time. Drawing on our total data set also lets us gain deeper insight into specific topics and the motivations and worldviews of particular groups.



IMAGE CREDIT
GETTY IMAGES

GENERATIONAL SEGMENTATION USING ENVIRONICS RESEARCH SOCIAL VALUES

Twenty five years ago in 1995, Environics conducted its first segmentation of generational cohorts based on social values. At the time we segmented Elders, Boomers and Generation X, and have since developed segmentations for Millennials and now Gen Z.

Our longitudinal approach to this research has allowed us to study generational differences in social values for decades. In particular, we have been able to examine the main mechanism for values change and socio cultural evolution in societies: generational replacement.



IMAGE CREDIT
GETTY IMAGES

GENERATIONAL SEGMENTATION
USING ENVIRONICS RESEARCH SOCIAL VALUES

Environics defines each generational cohort by their years of birth:

COHORT NAME	YEARS OF BIRTH	NUMBER OF SEGMENTS	2020 ESTIMATED POPULATION *
Elders	Before 1945	3	2,932,550
Boomers	1946 - 1965	4	9,239,755
Gen X	1966 - 1979	6	6,689,795
Millennials	1980 - 1995	6	7,741,215
Gen Z	1996 - 2012	7	6,985,735

** Figures based on Statistics Canada 2020 medium growth estimate.*



IMAGE CREDIT
:GETTY IMAGES

GENERATIONAL SEGMENTATION USING ENVIRONICS RESEARCH SOCIAL VALUES

As they come of age, members of each new cohort bring two things to the wider culture – one temporary, and the other more lasting. First, they bring “youth values.” These values – often including mental orientations like an appetite for risk and attraction to novelty – are associated with early life stages, and they tend to recur with each generation. Whether we surveyed in 1990, 2000 or 2010, we would expect 20-year-olds to score higher on, say, thrill-seeking values than 60-year-olds would. Second, as each cohort matures its values tend to settle into a distinctive generational outlook, no longer distinguished mainly by “youth values.” Cohort members express social values particular to their generation and shaped by the economic and socio-cultural context in which they grew up.



METHODOLOGY | HOW WE SEGMENTED GEN Z

This segmentation began with qualitative interviews to generate hypotheses about what members of Gen Z find important, what they aspire to and what new outlooks and motivations they may bring to society. We then conducted a quantitative survey assessment of a representative sample of over 1,500 Gen Z respondents, and applied our established methodologies for segmenting the cohort based on psychographic traits. Next, we used qualitative interviews to validate a variety of proposed segments: that is, we tested the patterns we observed in the data by having live conversations with members of the cohort. Ultimately, we identified seven distinct Gen Z segments that differ, sometimes drastically, sometimes subtly, in their worldviews, attitudes, interests, motivations and beliefs. As was true for prior cohorts, Gen Zers cannot be painted with one homogeneous brush; they're internally diverse, with some segments resembling past cohorts and others breaking new ground.

As a complement to our segmentation analysis, we developed a brief battery of social values questions that will allow the young public to discover, with high accuracy, which segment they belong to.

UNDERSTANDING SOCIAL VALUES FRAMEWORKS

The social values framework plots trends on two axes: Authority & Individuality (the y-axis) and Survival & Fulfillment (the x-axis).

These two axes combine to create the four quadrants of the framework: Exclusion and Intensity (EI), Status and Security (SS), Authenticity and Responsibility (AR) and Idealism and Autonomy (IA).

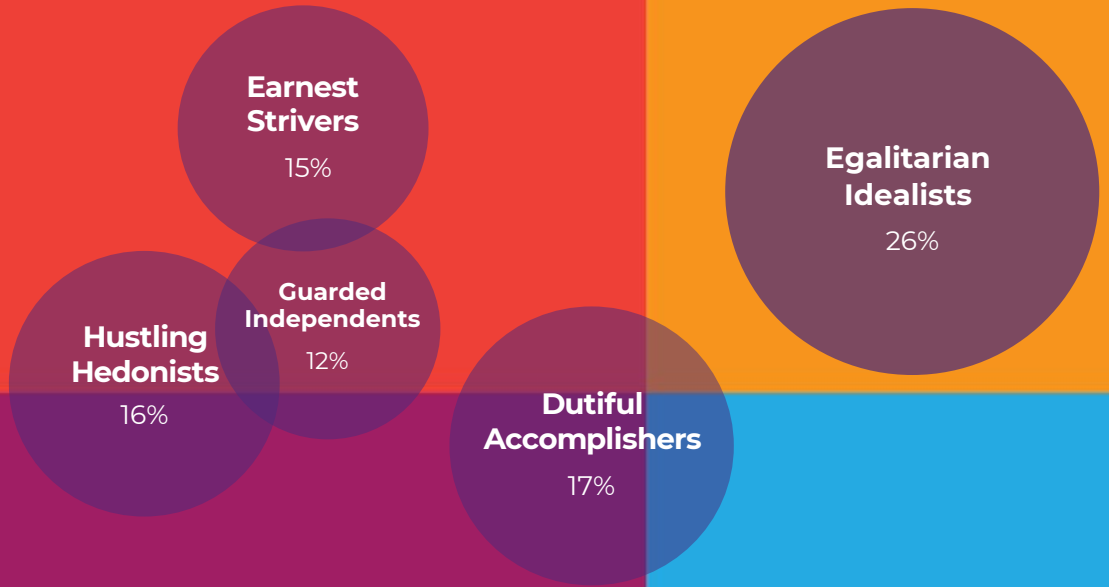
Each quadrant creates a kind of psychographic “space” – a worldview (a correlated set of social values). Each social value construct in the quadrant structure is located in one of these psychographic “spaces.” When we use data analysis software to plot individuals and groups on the map, they fall close to their most strongly held values.

EI
EXCLUSION AND
INTENSITY

IA
IDEALISM AND
AUTONOMY

SS
STATUS AND
SECURITY

AR
AUTHENTICITY AND
RESPONSIBILITY



GEN Z AND THE SOCIAL VALUES FRAMEWORK

The social values framework situates individuals with similar values close together. Based on their social values, the segments for Gen Z are plotted as shown on the facing panel:

Egalitarian Idealists		26% of Gen Z		Idealism & Autonomy
Reflective Realists		8% of Gen Z		Idealism & Autonomy
Optimistic Observers		6% of Gen Z		Idealism & Autonomy
Dutiful Accomplishers		17% of Gen Z		Status & Security
Earnest Strivers		15% of Gen Z		Exclusion & Intensity
Guarded Independents		12% of Gen Z		Exclusion & Intensity
Hustling Hedonists		16% of Gen Z		Exclusion & Intensity



IMAGE CREDIT
GETTY IMAGES

WHO ARE GEN Z?

As the youngest cohort in Canada (apart from children), members of Gen Z score high on some social values that are typically prevalent among younger people. These include values such as conspicuous consumption and values associated with novelty, exploration and experimentation. As Gen Zers mature, some of these youth values will likely become less central to their worldview.

In addition to these temporary, life-stage driven features of Gen Z, it's possible to distinguish some distinctive values traits that are likely to be more permanent features of the cohort.

Compared to Millennials at the same relatively early stage of life, Gen Z are more: environmentally aware and concerned, dutiful and family oriented, interested in introspection, empathy, and expressive communication, discriminating as consumers and time-stressed. Gen Zers compared to Millennials are less: confident about personal agency and control, flexible about family models, sexually permissive, vital and energetic and spiritually engaged.

Let's get to know Gen Z

GEN Z | THE NEXT GENERATION SEGMENTATION

IMAGE CREDITS: GETTY IMAGES





Egalitarian Idealists

26% OF GEN Z

EGALITARIAN IDEALISTS | WHO ARE THEY?

Egalitarian Idealists have optimistic views of the world and they strive to lead change. They are least likely to blindly follow what they consider outdated norms, and are strong advocates for the betterment of the world. Focused on helping others and the environment, they want to be involved and actively try to express their values in daily life. They score high on social responsibility, ecological concern and ethical consumerism. Having a job that provides social value is critical to their sense of a progressive and socially responsible identity.

These are empathic 'global citizens.' They're guided by a strong moral compass and feel called to do the right thing for its own sake, not for recognition. These young people are more spiritual than religious. They want to have a purpose and leave a legacy, doing both in a way that is authentic to them and lets their creativity and personality shine through.

Social Values Of Egalitarian Idealists

12



SOCIAL RESPONSIBILITY

A belief that society, and the individual, has a responsibility to help those less fortunate. Tendency to believe that quality of life can improve when people work together.



CIVIC ENGAGEMENT

A belief that active involvement in the political process can make a difference in society. People strongest on this construct reject the notion that inequities in society are inevitable and should be expected.



CULTURE SAMPLING

This construct identifies the view that other cultures have a great deal to teach us, and measures people's inclination to incorporate some of these cultural influences into their own lives.



ECOLOGICAL CONCERN

A belief that today's environmental problems are a result of industrial and personal disregard for the environment. These people feel that environmental destruction is unacceptable and reject the notion that job protection or economic advancement should be allowed at the expense of environmental protection.



MULTICULTURALISM

Openness toward the diverse cultures, ethnic communities and immigrants that make up North America. A belief that ethnic groups should be encouraged to preserve their cultural identities, and that others should seek to learn about them.

“

Having a net benefit impact on the world around you, while able to enjoy it and feel fulfillment personally through helping things become better than when you got here – that’s the meaning of life to me.

– 23 Y/O Gen Z, Qualitative Research

”

IMAGE CREDIT:
GETTY IMAGES

ENVIRONICS
RESEARCH

GEN Z

The key demographics of **Egalitarian Idealists**



ORIGIN

More likely to have both parents born outside of Canada



EDUCATION

Likely university graduate



COMMUNITY

More likely to live in newer suburban area



REGION

Higher concentrations in Atlantic and Ontario



POLITICAL PARTY

More likely to vote Liberal, NDP, Bloc Quebecois



Reflective Realists

8% OF GEN Z

REFLECTIVE REALISTS | WHO ARE THEY?

Reflective Realists are a worldly group, bringing a critical lens to many aspects of life. They are not pessimistic, however, in their critical nature – and are likely to be open-minded. These are individualists who are carefully looking out for themselves in ways large and small. Many are on a spiritual quest and feel that they re-charge while they are in nature. It's not surprising, then, that these young people believe strongly in environmental protection.

This group is often anxious about income, and they feel some alienation from society, scoring higher than others on anomie/aimlessness.

Reflective Realists tend to reject authority. Perhaps because of their skepticism about what they're told, these are discriminating consumers – researching purchases and not taking product descriptions at face value. They critically scrutinize small details and fine print. They have a harder time than some of their age peers envisioning their futures. Their financial anxiety (this group feels more financially precarious than any other Gen Z segment) may contribute to their uncertainty about the future.

Social Values Of Reflective Realists

16



ANOMIE / AIMLESSNESS

The feeling of having no goals in life. Experiencing a void of meaning with respect to life in general. A feeling of alienation from society, having the impression of being cut off from what's happening.



PRIMACY OF ENVIRONMENTAL PROTECTION

A belief that today's environmental problems are a result of industrial and personal disregard for the environment. That environmental destruction is unacceptable and reject the notion that job protection or economic advancement should be allowed at the expense of environmental protection.



POST-MATERIALIST MINDSET

Openness to and acceptance of new forms of social living, lifestyles, ideas, hedonisms, sexual orientations, etc. brought into being by diverse social groups and by youth. Change oriented. People strong on this construct have experientially rather than materially oriented values and mental postures.



CONTROL OF PRIVACY

Great concern about the fact that in databases, among other ways, government and business are amassing increasingly large banks of information about people's private lives. People strongest on this trend are selective in their purchases, notably by considering the ethics of the manufacturers.



FINANCIAL CONCERN REGARDING THE FUTURE

The feeling of insecurity about one's financial future, particularly in old age, and of being personally responsible in this area.



IMAGE CREDIT:
GETTY IMAGES

“

The purpose in life is to find answers to life's hard questions and to share those answers with others. It's about learning as much as [you] can so [you] can optimize life for others. Start those conversations about making life simpler, but we need to challenge ourselves. Inspire as many people as you can and create something to help others.

- 24 Y/O Gen Z, Qualitative Interviews

”

ENVIRONICS
RESEARCH

GEN Z

The key demographics of **Reflective Realists**



EDUCATION

Least likely to hold a bachelor's or graduate degree



RELIGION

More likely to not align with any religion



WORKFORCE

More likely to own small business or work in sales/service industry



COMMUNITY

More likely to live in older suburban areas



POLITICAL PARTY

More likely to vote Liberal, Bloc Québécois



Optimistic Observers

6% OF GEN Z

OPTIMISTIC OBSERVERS | WHO ARE THEY?

Optimistic Observers can be characterized as happy homebodies; they are comfortable in their own spaces and don't have a strong sense of social or worldly obligations. They are not inclined to explore the world in search of new experiences. They are comfortable working their day job and confident they are on the right track. They aren't concerned with social perceptions of themselves and are happy where they are. This group is more likely to connect to friends online.

Optimistic Observers believe in working hard to get ahead; since this group scores high on individualistic values, "getting ahead" partly means achieving greater freedom and autonomy. They hold a personally optimistic outlook as well as a post-materialist mindset, taking a live-and-let-live approach to the world around them. They are apathetic about brands and new consumer options and are not concerned about social appearance. The Optimistic Observer is the "low-key" or "chill" friend in the group.

Social Values Of Optimistic Observers

20



PERSONAL OPTIMISM

Generalized optimism about one's future personal outcomes.



PERSONAL CONTROL

Striving to organize and control the direction of one's future, even when it feels that there are forces beyond one's immediate control.



UTILITARIAN CONSUMERISM

Tendency to evaluate products and services in terms of their usefulness and to ignore aesthetic considerations. For people strong on this trend, consumption is strictly determined by the need for products, and any symbolic motivation, even hedonism, is eliminated from purchasing criteria.



AVERSION TO COMPLEXITY

A desire to keep one's life simple and predictable. People strong on this trend are intimidated and threatened by the changes and complexities in modern life and values. They look for stability and simplicity.



ADAPTIVE NAVIGATION

Having the flexibility to adapt to unforeseen events that interfere with the realization of one's goals. Being flexible in defining one's expectations and ways of meeting one's objectives.



IMAGE CREDIT:
GETTY IMAGES

“

I think with so much going on, we try to just not take life so seriously. That's why we create memes and stuff!

”

- 16 Y/O Gen Z, Qualitative Interviews

GEN Z

The key demographics of **Optimistic Observers**



ORIGIN

More likely to have both parents born in Canada



RELIGION

More likely to have no religion



WORKFORCE

Most likely in entry level service sector and trades jobs



COMMUNITY

More likely to live in small town/rural



REGION

Higher concentrations in Quebec, Prairies, B.C.



Dutiful Accomplishers

17% OF GEN Z

DUTIFUL ACCOMPLISHERS | WHO ARE THEY?

Dutiful Accomplishers are likely to be more conforming and feel a strong sense of duty. They are optimistic and hopeful individuals, living by a general belief that things will work out. Their key priority is making their families proud. Less focused on deriving purpose from their work, Dutiful Accomplishers are concerned about taking large strides in their careers and school; one reason for this focus on achievement is that they care very much how they are perceived by others.

For these young people, one path to social esteem is doing one's duty. With more conservative political views, they are likely to be religious, be involved in their communities, and express a feeling of belonging in those communities. They also feel a sense of belonging to their country, expressing more national pride than many of their age peers. Dutiful Accomplishers respect authority and believe that rules in society are meant to be followed. But while they might be wary of social change, they are enthusiastic about technological change, embracing the possibilities that technology presents for the world and for their own lives.

Social Values Of Dutiful Accomplishers

24



DUTY

Belief that duties and obligations to others should be fulfilled before turning to one's personal pleasures and interests.



VITALITY

The sense that one has a great deal of energy and is in contact with this energy. Measures an energetic, lively approach to life, a feeling that one has more vigor and initiative than most other people.



VOLUNTARY SIMPLICITY

Balancing quality vs. quantity in life. The desire to achieve a sense of quality of life combined with the willingness to scale back one's material expectations or concentrate on those things that are truly important in life.



ENTHUSIASM FOR NEW TECHNOLOGY

Favourable bias toward technology. Tendency to be fascinated with the possibilities offered by modern tech; to believe that tech is the best tool for facing today's world, one that helps us adapt and respond to the demands of daily life. They have great confidence that science and technology can better their lives.



SPIRITUAL QUEST

A desire for an intense spiritual life, contemplating questions of existence and meaning.



IMAGE CREDIT:
GETTY IMAGES

“

A reasonable and stable job – I think about this. I plan ahead for my future... I mean, I live a lucky life and I should take advantage of it!

”

- 15 Y/O Gen Z, Qualitative Interviews

GEN Z

The key demographics of **Dutiful Accomplishers**



ORIGIN

Likely to have at least one parent born outside of Canada



WORKFORCE

Most likely to work in a professional or administrative role



RELIGION

More likely to be Protestant



REGION

Higher concentrations in Atlantic, Prairies, B.C.



POLITICAL PARTY

More likely to vote Conservative



Earnest Strivers

15% OF GEN Z

EARNEST STRIVERS | WHO ARE THEY?

The Earnest Strivers work hard to satisfy their desire for success and stability. Part of their recipe for success is keeping an even keel: this group has a strong ability to keep their emotions under control. This group of young people show signs of a slightly internal struggle - they are low on personal optimism and despite their achievements, they tend to feel self-doubt and even symptoms of “imposter syndrome.” It may be this lack of confidence that leads them to feel a little disconnected from society: they score high on anomie/aimlessness, and their efforts are predicated on an internal, as opposed to external, pressure to succeed. They seem to reason that by working hard and constantly building their resume of accomplishments, they’ll be able to prove to themselves and others that they’re worthy of respect. They require stability in traditional modes such as their ability to save for a home and are likely to save on principle; still, they’re more likely than their age peers to worry about their financial future. Earnest Strivers are likely to stick to simple ways of doing things: they are averse to complexity and tend to be more close-minded to new ideas unless those ideas are supported by concrete evidence they find persuasive.

Social Values Of Earnest Strivers

28



ANOMIE / AIMLESSNESS

The feeling of having no goals in life. Experiencing a void of meaning with respect to life in general. A feeling of alienation from society, having the impression of being cut off from what's happening.



NEED FOR STATUS RECOGNITION

Desire to be held in esteem and respect by others, and to express one's social standing or aspired status, through a display of fine manners, good taste, style or "chic".



PURSUIT OF INTENSITY

Desire to live intensely. Also, a tendency to be guided less by reason and ideology than by one's own emotions, feelings and intuition. A need to constantly experience new sensations.



CULTURAL ASSIMILIATION

Belief that people should adopt a culture that is "Canadian" first and foremost. Believing that in coming to Canada, immigrants should let go of their languages and customs and embrace the Canadian way of life.



CONFIDENCE IN ADVERTISING

Tendency to trust and use advertising as a source of reliable information. Also, a tendency to identify with the fashions and the role models promoted by advertising and the consumer society.

“

Success to me would be a stable income, a fulfilling job, a happy relationship, kids who love me, and knowing that I've made a positive impact in the world – that I was a net benefit to the world - not a cost to the world.

”

- 23 Y/O Gen Z, Qualitative Interviews

IMAGE CREDIT:
GETTY IMAGES

ENVIRONICS
RESEARCH

GEN Z

The key demographics of **Earnest Strivers**



ORIGIN

More likely to have both parents born in Canada



EDUCATION

Significantly more likely to have a post-graduate degree



WORKFORCE

More likely to be working full time or looking for a job



COMMUNITY

Higher concentration in rural areas



POLITICAL PARTY

More likely to vote Conservative or NDP



Guarded Independents

12% OF GEN Z

GUARDED INDEPENDENTS | WHO ARE THEY?

Guarded Independents like to challenge themselves and hold high levels of personal optimism – they are confident, hardworking and enjoy the pursuit of a personal challenge. They are more likely to stick to a core group of trusted friends than to flexibly explore new social contacts, and their more solitary nature makes them likely to need a solo recharge, such as hiking in nature.

These young people pursue intensity in all areas of life – work and personal. They prefer to stick to their own ways of thinking and are less likely to demonstrate open-mindedness. They aim to keep their lives simple and prefer familiar routines to change and variation. The guarded element of their characters means they are often less accepting of differences in identity and perspective when it comes to race and gender. They also express greater indifference to violence than many of their age peers, seeing violence as part of life. Guarded Independents have a strong sense of emotional control, seeking to maintain a stoic image.

Social Values Of Guarded Independents

32



NEED FOR STATUS RECOGNITION

Desire to be held in esteem and respect by others, and to express one's social standing or aspired status, through a display of fine manners, good taste, style or "chic".



CULTURAL ASSIMILIATION

Belief that people should adopt a culture that is "Canadian" first and foremost. Believing that in coming to Canada, immigrants should let go of their languages and customs and embrace the Canadian way of life.



IMPORTANCE OF BRAND

Giving great weight to the brand name of a product or service, a tendency to have favourite brands.



AUTHORITARIAN IMPULSE

Strong stability seeking tendency to see the world as a dangerous place, where established and much prized conventional thinking, norms and practices are under existential threat. Willingness to submit to authoritarian leaders who would set things back on their proper course.



EMOTIONAL CONTROL

A propensity to give priority to reason as the principal way of understanding life. A desire to keep one's emotional life "on an even keel", to use logic and reason to control one's feelings and emotions and to base day-to-day decisions on reason and logic. A reluctance to experience or express emotions.



IMAGE CREDIT:
GETTY IMAGES

“

I like how Apple does things that are controversial; they bridge the gap between safety and making innovative leaps... this really resonates with me.

”

- 16 Y/O Gen Z, Qualitative Interviews

GEN Z

The key demographics of **Guarded Independents**



ORIGIN

Less likely to be an immigrant



EDUCATION

More likely to have a post-graduate degree



COMMUNITY

More likely to live in newer suburban areas



REGION

Higher concentrations in Quebec



POLITICAL PARTY

More likely to vote Conservative or Green



Hustling Hedonists

16% OF GEN Z

HUSTLING HEDONISTS | WHO ARE THEY?

Hustling Hedonists work hard and play hard, while seeking ways to express themselves and earn others' admiration. They crave external validation of their achievements, partly because their own personal value system and worldview is a work in progress. They are more reactive than proactive in their engagement with the world: they're more likely to be foot soldiers in a social movement than to notice an issue and lead others to address it.

These young people are enthusiastic consumers, reporting high levels of consumption and strong interest in brands and aesthetics. Scrambling to meet the many demands of work, society, family and friends, the Hustling Hedonists try to put their best foot forward in every area of life. They also seek intense experiences, perhaps as a break from their day-to-day struggles to look good and measure up. Their values suggest a deep streak of impulsivity and a quest for immediate gratification, hedonistic pleasure and intense emotion. "YOLO" is an everyday rallying cry for this group.

Social Values Of Hustling Hedonists

36



IMPORTANCE OF AESTHETICS

Tendency to base purchase decisions on aesthetic rather than utilitarian considerations. Measures the attention given to the beauty of objects and products purchased. People strong on this construct often buy products purely for their appearance. Aesthetic, in this case, is a form of personal expression.



PURSUIT OF INTENSITY

Desire to live intensely. Also, a tendency to be guided less by reason and ideology than by one's own emotions, feelings and intuition. A need to constantly experience new sensations.



CONSUMPTIVITY

Enthusiasm for purchasing products or services in areas of particular interest about which consumers make an effort to stay continually informed. They are always up to date with the latest product offerings and market developments in their special area of interest, in order to take maximum advantage of their newest acquisitions.



TECH ANXIETY

People strong on this construct are intimidated and threatened by technological changes and express high concern regarding the ethical and moral dimensions towards which science is advancing.



OBEDIENCE TO AUTHORITY

A belief in playing by the rules. The belief that persons or organizations in positions of authority should be deferred to at all times. There are rules in society and everyone should follow them. Feeling that young people in particular should be taught to obey authority rather than question it.



IMAGE CREDIT:
GETTY IMAGES

“

I think the meaning of life is to be successful and live your life to its fullest – go do whatever you want to do...

”

- 25 Y/O Gen Z, Qualitative Interviews

GEN Z

The key demographics of **Hustling Hedonists**



ORIGIN

More likely to have both parents born in Canada



EDUCATION

Higher proportion with university education



RELIGION

More likely Conservative Protestant or Catholic



COMMUNITY

Most likely living in urban centres



REGION

Higher concentration in Atlantic Canada



IMAGE CREDIT:
GETTY IMAGES

CONCLUSION

Many journalists and other observers treat Gen Z as a homogeneous group. This Gen Z segmentation analysis from Environics Research presents a comprehensive picture of the generation, illuminating a variety of unique mental postures. While some Gen Z segments hold new worldviews, others mirror (psychographically) segments from prior generations. This pattern is consistent with our analysis of past cohorts when they were new to our social values data set. Socio-cultural evolution via generational replacement progresses slowly, and there are few truly new, modern human values under the sun.

While members of Gen Z may not be bringing new values into the world, they are unprecedented in their psychographic diversity – a fact that reflects a number of economic, social and technological changes. Canada is ever more demographically diverse and well educated. Work and the economy are changing. Media diets have become more personal and more social. These factors combine to create varied circumstances and contexts for young people, in turn expanding the range of Canadian values.

We've undertaken this analysis early in the lives of Gen Z. We look forward to seeing how this generation's seven distinct segments evolve in response to world events and life experiences.



IMAGE CREDIT:
GETTY IMAGES

ABOUT THIS STUDY

Segmentation analysis helps organizations identify the groups whose values best align with their products, services and brands.

The social values team and industry specialists at Environics Research helps clients to:

- Go beyond demographics to personify segments by uncovering their values and motivations
- Identify communications messages and strategies that resonate with what matters most to them
- Stimulate the development of new concepts, products and service innovations
- Coach front-line staff on how to recognize and appeal to segments they encounter as part of their daily activities
- Guide long-term strategic planning to help organizations shift and anticipate the markets of tomorrow



@ENVIRONICSRESEARCH

The information provided in this white paper is for general knowledge purposes and does not constitute legal or professional advice.

COVER IMAGE ILLUSTRATION CREDIT: GETTY IMAGES & ENVIRONICS RESEARCH

ENVIRONICS

RESEARCH