

Developments in Business Simulation & Experiential Exercises, Volume 11, 1984

"MEGATRENDS" FOR BUSINESS SIMULATION AND EXPERIENTIAL LEARNING

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ABSTRACT

Awareness of trends affecting the Association for Business Simulation and Experiential Learning has always been a key activity of the organization. This paper presents a membership analysis of John Naisbitt's "Megatrends" focusing on their probability of occurrence, their possible impact on the fields of simulation and experiential learning, and identification of specific impacts for ABSEL and its activities. Conclusions and recommended action plans are proposed.

INTRODUCTION

The society of the 1980's is considered one where change in economic, social, personal, and educational forces is considered an ever increasing and more dominant characteristic of our lives [7,8]. The professional field of simulation and experiential learning is logically affected by these changes. ABSEL, the organization which supports this professional activity) must view itself as a progressive organization with a focus on long range, strategic planning. This planning process results in action plans that reflect of awareness of environmental opportunities and threats.

The strategic planning process for an organization is related to a clear definition of the organization's mission. Two of the analytical elements in a strategic planning process focus on an understanding of organization characteristics, strengths, weaknesses, and issues in its relationship to the organization's environment. The rapidly changing social, economic, personal, and educational forces which surround simulation, experiential learning, and ABSEL provide strong justification for an environmental scan.

An environmental scan can take many different formats and be based on a number of different perspectives. In addition to numerous published predictions [3,5,7,8], there are a wide variety of analysis formats which allow for a free flowing analysis of environmental trends for a particular field or organization. John Naisbitt's best selling text, *Megatrends*) identifies one possible set of predictions which could serve as the basis for an environmental scan in the field of simulation and experiential learning and for the Association of Business Simulation and Experiential Learning. Naisbitt's analysis of articles and news bits from hundreds of newspapers around the country provides the basis for his ten major "Megatrends." Naisbitt makes it clear that his predictions are not guaranteed forecasts of the future. They are apparent trends) conclusions based on the data that he has collected. lie makes it clear that his "Megatrends" are open to debate and possible modification. Because of their popularity, they serve as a strong starting point in a large group like ABSEL for a critical evaluation of environmental issues.

HISTORICAL EFFORTS

ABSEL has never undertaken a formal strategic planning process. Throughout its history, however, definitions of its mission and specific objectives have been a key focus of the organization. In

1975) J. Bernard Keys) one of the organization's founders characterized the tone of the organization:

"One mark of the mature adult is the ability to sift through the multitude of meaningless activities and experiences that cross his path each day and reflect only on those that truly have significance to his goals and life, allowing him to set future priorities accordingly." [4]

This attitude, clearly defined by Keys at an early ABSEL conference, has been continued by ABSEL presidents. Part of this maturity and definition of the ABSEL mission has been the definition of an ABSEL style. Maintenance of this ABSEL style has been considered a top priority of the organization throughout its history and has been carefully defined and reconsidered at various stages in the organization's growth. Another key leader in ABSEL's early days was J. Duane Hoover, who laid out a perspective for the ABSEL strategic planning process:

As we move towards the future, I am hopeful that we can also retain the ABSEL style-an intellectual environment characterized by an open exchange of viewpoints and ideas; an organization characterized by member input and involvement.

This leaves us with two primary goals: 1) to keep our own house in order) to continue to develop and redefine the models and research base which comprises our field and is reflected in this volume and, 2) to share the conviction of our enlightenment, and strength of our techniques, and the determination of excellence that we have as simulation and experiential professionals." [3]

Assessment of positions, ideas and perspectives has been a key part in ABSEL, highlighted in 1980, by the "ABSEL, the State of the Association" program that was conducted by the national advisory board and officers of the Association. This compilation of positions) ideas, and perspectives looked primarily at the internal operations of the organization and identified proposed objectives and action plans to improve the organization's research and professional activities. ABSEL leadership has certainly been aware of major trends in the simulation experiential learning field. The prediction of these trends and their possible impact have always been major components of ABSEL's mission. ABSEL leadership has also recognized characteristics of the environment which relate specifically to the "Megatrends," as formulated by Naisbitt. Daniel Brenenstuhel clearly recognized the impact of several of Naisbitt's "Megatrends" on the organization in his 1983 President's Message. Dan reported:

Finally, ABSEL is facing a drastically altered external environment. The boom in personal computers promises to have an enormous impact on both our every day lives and upon the future of ABSEL. Over the past few years, we have seen the technology of the micro-processor come into the price range of the average family and to catch up with, or possibly surpass the software available to teachers and researchers in this dynamic area. [1]

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MEGATRENDS

Naisbitt's trend analysis is based on newspaper content analysis of the daily newspapers of cities in the United States with populations greater than 100,000, plus papers covering all state capitals. Researchers clip local news items, sort them in 13 broad categories, into 1200 additional subcategories) count lines) and analyze changes in behavioral patterns with the result producing broad convergent trends. Naisbitt's trend report is sold to some of the largest corporations in the United States for a minimum annual fee of \$15,000. Naisbitt also conducts seminars which help executives to interpret the information as part of their individual corporate, long range strategic planning process. Naisbitt's popular "Megatrends" are ten forces which he believes are already reshaping our world. Naisbitt does not believe that these trends can be stopped but he believes that contemplation about them and their effects will allow organizations to strategically plan in anticipation of change.

Research Study

A questionnaire containing the ten "Megatrends" and an analysis format which assesses the probability of the trends on ABSEL and the field of simulation and experiential learning were distributed to all current members of the organization. In addition to the questionnaire, a reprint, briefly describing the ten Megatrends for those who had not read the entire book, is enclosed.

Table 1 provides a stunner analysis of the "Megatrends," ranked in order of combined probability impact ranking. The ABSEL perception clearly identifies the first "Megatrend," the shift from an industrial to an information based society, as the most important to its own activities. Naisbitt's first entry in the book and its importance pervade many of the other trends in the book and clearly set the tone of his analysis. The obvious perception of the survey respondents to this in terms of the organization lends

support to the possible impacts that this could have on the field of simulation and experiential learning.

Comparative Measures

The "Megatrends" probability impact analysis is used with the faculty of Marquette University's College of Business Administration as part of the College's long-range strategic planning process. In the full strategic planning process of the College, the environmental scan played a small but significant part and like all settings where Naisbitt's "Megatrends" are discussed, the process provoked serious discussion) controversy, and interesting usable material. This is fed into the tentative mission statement and objectives and the final steps of the strategic planning process. While the analysis conducted by the College of Business Administration faculty focused on business education in the College in particular, a comparison of the responses provides an indication of the reliability and validity of the process. The faculty survey was conducted in a two stage/DELPHI and participants were offered the opportunity to revise their estimates based on preliminary responses. Table 2 presents the probability and impact of the "Megatrends" with comparative scores for the MU faculty and the ABSEL response. Given that it would be possible to predict possible differences in the scores, given the perception of a specific college faculty versus a broader group concerned with simulation and experiential learning) and considering the fact that we are looking for input into a process rather than specific conclusions, a rather liberal interpretation of significance) less than or equal to 0.10, ~s used to determine statistically different means. Not surprisingly) ABSEL members viewed the probability of the information based society as more likely to occur, viewed the self-reliance characteristics as more likely to occur, and gave higher scores to the computer smashing pyramid and multiple choice functions. All of these would be consistent with the basic ABSEL philosophy.

TABLE 1
ABSEL "Megatrends" Summary

Megatrend	Combined Prob. -Impact Ranking
1 We are in a "megashift" from an industrial to an information based society.	2
10 We no longer live in an either/or, chocolate or vanilla world; people have demanded and are getting a multitude of choices.	4
3 Our economy is becoming part of a global structure moving away from isolation and national self-sufficiency. As a result) we will no longer be the world's dominant force.	7
9 The North-South shift in the United States is real and irreversible for the foreseeable future.	7
2 For every high-technology action, there is a "high-touch" reaction, or the technology will be rejected.	10
7 Citizens, workers, and consumers are demanding and getting a greater voice in government, business, and the marketplace.	13
8 We are moving from hierarchies to networking; the computer is smashing the pyramid.	14
5 Our centralized structures are crumbling. We are decentralizing and growing stronger from the bottom up.	17
4 U.S. corporate managers are beginning to think about the long term rather than the next quarter.	18
6 We are reclaiming our traditional sense of self-reliance after four decades of looking to institutions for help.	18

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TABLE 2

	<u>Probability</u>		<u>Impact</u>	
	<u>M.U.</u>	<u>ABSEL</u>	<u>M.U.</u>	<u>ABSEL</u>
Information Shift	67.6	77.4 ¹	5.18	5.23
High Tech-High Touch	54.0	63.6	3.70	4.15
Global Economy	60.2	67.9	4.23	4.38
Long Term Thinking	44.3	49.7	3.74	3.54
Decentralization	43.9	48.0	3.62	3.91
Self-reliance	40.2	50.8 ¹	3.26	3.37
Greater Voice	52.8	58.8	4.04	4.03
Hierarchies of Networking	44.2	59.1 ¹	3.84	4.59 ¹
North-South Shift	58.7	67.7	4.56	3.68 ¹
Multitude of Choice	52.6	73.7	3.76	4.86

¹Significant at <.10

THE ABSEL RESPONSE

Exhibits 1-10 present the probability distributions, mean probability, impact analysis, and impact means, along with a selection of specific impacts identified, by organizational members.

It is Important to note that ABSEL has clearly addressed some of these issues at previous meetings and activities. The 1983 Annual Meeting featured panels and sessions dealing with experiential opportunities and micro-computers and a session on options for adding international components to a curriculum. Clearly the organization has consistently focused on the use of decision support systems as part of its activity and ABSEL roots are clearly found within some of the "Megatrends."

Specific activities in dealing with these issues have been minimal and more effort is needed in attacking the issues raised by the "Megatrends." As an organization, ABSEL faces critical decisions about its activities in light of the "Megatrend" analysis. In addition, the field of simulation and experiential learning faces critical decisions and a need for strategic planning. If the field is to continue a growth pattern or successfully face the market characteristics of change or decline and termination, implementation of action planning should take the field of simulation and gaming into the world of "Megatrends." It will allow the field of simulation and experiential learning to take its own steps into the world of the future.

ABSEL as a professional organization and as representative of its professional field, must practice two of the key concepts identified in the best selling *In Search of excellence*. [7] We must adapt techniques for increased communication about what we do, including better coordination of our research as suggested by Whatley as part of the "Megatrends" response and we must clearly adopt a bias for action that causes us to take steps to deal with those "Megatrends" that we see impacting significantly on our organization and professional field.

Bias for Action

The "bias for action," for ABSEL in terms of the "Megatrends)" follows the analysis of the impact probability of the individual megatrends. From the individual member responses the following specific action plans can be proposed.

Megatrend #1: We are in a megashift from an industrial to an information based society.

There is a need for a shift in emphasis in simulations from those which focus solely on production of goods to those which focus on services. This does not mean a policy which will ignore the production function. Operations management is as important in the service sector as it is in the manufacturing section. Unfortunately too many of our traditional simulations focus on the manufacture of a product. There is a need for revision to many of the simulations currently available, and the need for the creation of new materials, to reflect the heavy focus on the service sector. With the majority of our business administration students entering service sector organizations simulations will better prepare them for an environment in which they will function if we shift ourselves slightly from industrial to information based organizations.

Megatrend #10. We no longer live in an either or, chocolate or vanilla world; people are demanding and are getting a multiple of choices.

The increase in demand of choices is obvious in ABSEL itself as the organization continues to refine simulations and encourage the publications of new ones. One critical point here is the continuing need for new "distribution" fort-ts. ABSEL must work with publishers to create financially successful products which do not demand large production runs. materials need to be produced, like the popular "menu driven" personal computer programs, with multiple options for modification and use. The field of simulation and experiential learning needs to support the multiple choice world for user publication and distribution.

Megatrend #3. Our economy is becoming part of a global structure moving away from isolation and national self sufficiency. As a result we will no longer be the world's dominant force.

The materials which ABSEL produces and supports needs to continually move towards more of an international focus and to include more examples which include recognition of cultural, economic and organizational differences. As the cry for broader and broader internationalization of business curriculums increases, ABSEL's activities need to focus on these elements. One possible plan of action would be to hold an annual panel on international issues which would include how existing materials could be modified to include international elements.

Megatrend #9. The North-South shift in the United States is real and irreversible for the foreseeable future.

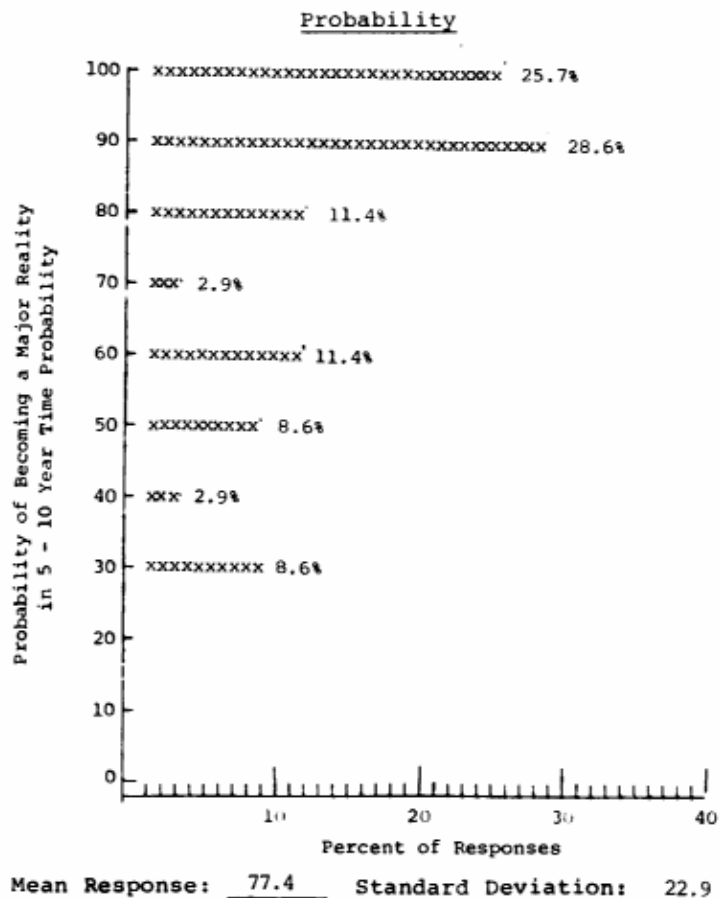
This megatrend yields surprisingly strong reaction from ABSEL members and it is clearly an organizational issue in terms of strength of our membership. There is also the obvious content of each of these mega-trends in many of our simulations and experiential learning and a recognition of the shift of resources that will occur as this trend develops. As suggested by one of the participants in the survey, it focuses on the growing need for recognition of how characteristics like energy costs and state regulations impact on decision making. Simulations and experiential exercises that allow this type of input into an activity or decision making situation could bring students into closer contact with the impact of the

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #1: We are in a "megashift" from an industrial to an information based society.



Impact

Focus of Impact

	Narrow	Broad
High	14.3%	57.1%
Average	0	25.7%
Low	0	2.9%

Strength of Impact

Percent of Responses

SPECIFIC IMPACTS

Design simulations/exercises to prepare students to manage effectively in an organizational environment where information is accessible to all levels of management.

We have to start using service rather than manufacturing examples.

Expand breadth of simulations to include or serve a broader set of disciplines (e.g. Political Science, Public Administration, etc.).

Computer aided instruction, home computer applications, demand for canned programs, and more common use of statistical analysis

and file retention. More use of computers (esp. mini-computers) for games in courses and to analyze data gathered in courses and to give feedback to students their performance.

Teach how power and information relate.

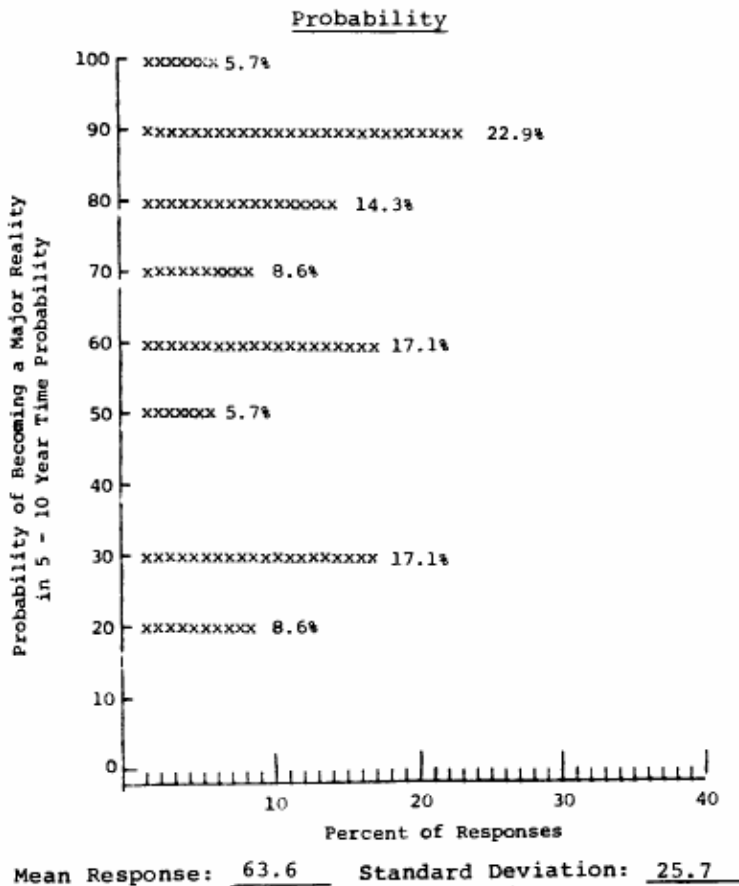
You cannot eat, wear, ride, live in or partake of any of the goodies of life provided by the information' sector. Consequently, let not ABSEL write-off the industrial, at least for a decade or two.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #2: For every high technology action there is a "high-touch" reaction, or the technology will be rejected.



Impact

Focus of Impact

Strength of Impact	Narrow	Broad
	High	17.6%
Average	11.4%	23.5%
Low	2.9%	17.6%

Percent of Responses

SPECIFIC IMPACTS

Need to design experiential activities to help overcome the counter-productive behavioral consequences of 'terminal fear.'

Results must be couched or illustrated in personalized terms for credibility and acceptance; statistics alone will be unacceptable.

Advancing Hardware and Software and technologies tends to threaten more instructors; therefore, greater resistance to use.

Qualitative approaches balancing out quantitative emphasis.

Demand for more interpersonal competence.

Greater attention to people awareness.

Incorporation of personal development as an objective in case, experiential, and simulation solutions.

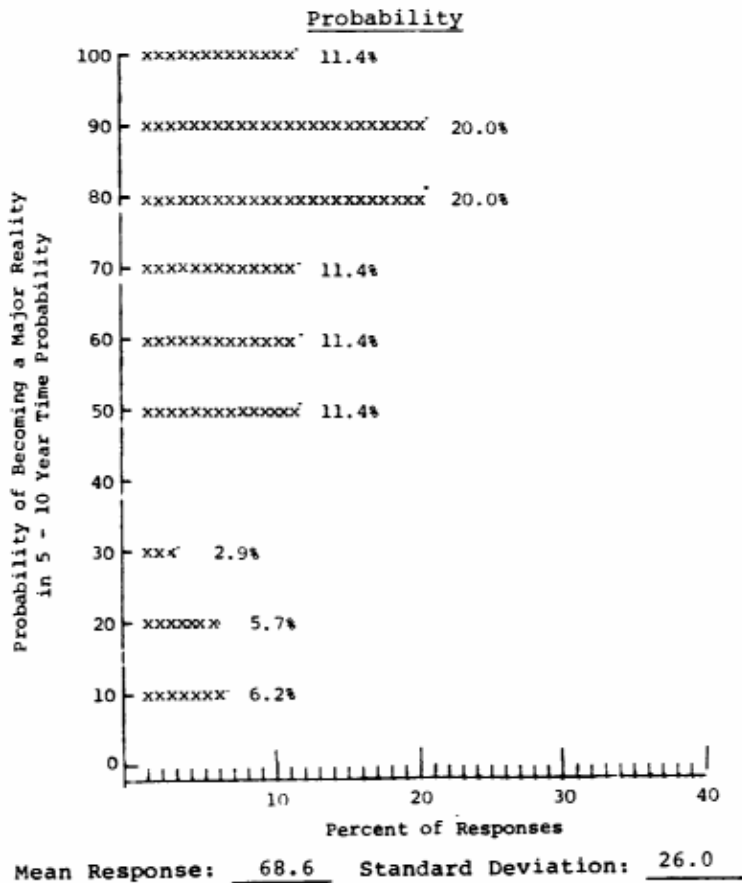
Greater sensitivity to student's initial rejection of computerized exercises.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #3: Our economy is becoming part of a global structure, moving away from isolation and national self-sufficiency. As a result, we will no longer be the world's dominant force.



Impact
Focus of Impact

	Narrow	Broad
High	5.9%	41.2%
Average	5.9%	29.4%
Low	8.8%	8.8%

Percent of Responses

SPECIFIC IMPACTS

More emphasis on simulation having international emphasis.

Simulations/Exercises need to be designed so that students are exposed to a multi-cultural dimension.

A greater need for our kind of information training/ retraining and Organizational Development efforts as the realization sinks in (slowly) for American managers (that the U.S. is not #1 in all areas.)

Upon losing its premium position, the world will cease to turn to USA for advances in education.

ABSEL should broaden its appeal to cover international transaction simulations.

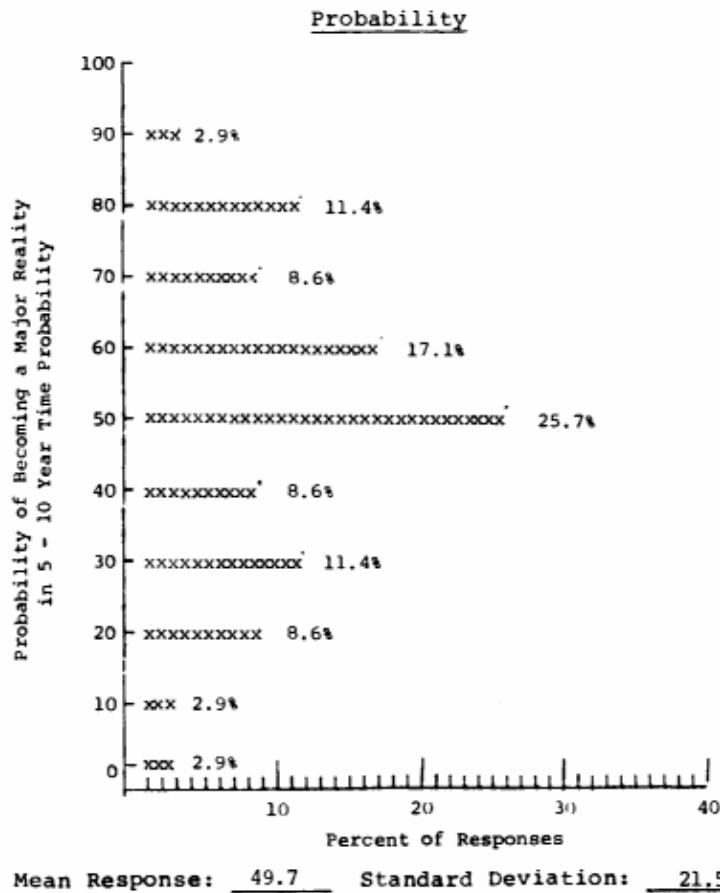
ABSEL has a splendid opportunity to build models simulating the MULTI-NATIONAL corporation and to measure the impact of ROBOTICS.

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SUMMARY OF RESPONSES

MEGATREND #4: U.S. corporate managers are beginning to think about long term rather than the next quarter.



Impact

Focus of Impact

	NARROW	Broad
High	17.1%	8.6%
Average	28.6%	25.7%
Low	11.4%	8.6%

Percent of Responses

SPECIFIC IMPACTS

Simulation with long-term budgeting elements.

Policy courses need to stress strategic planning models. Simulations/exercises need to be designed to teach (condition) the long-range view.

Long-term experiential learning exercises -- over more than one semester.

Greater use of multiple criteria in evaluating performance in simulations.

Short-range profits will continue to be the prime motivator.

Go to more long term thinking and structure simulations and classes longer than single semesters. We do our simulations for MBA's over a year with a historical record of events actually going back several years.

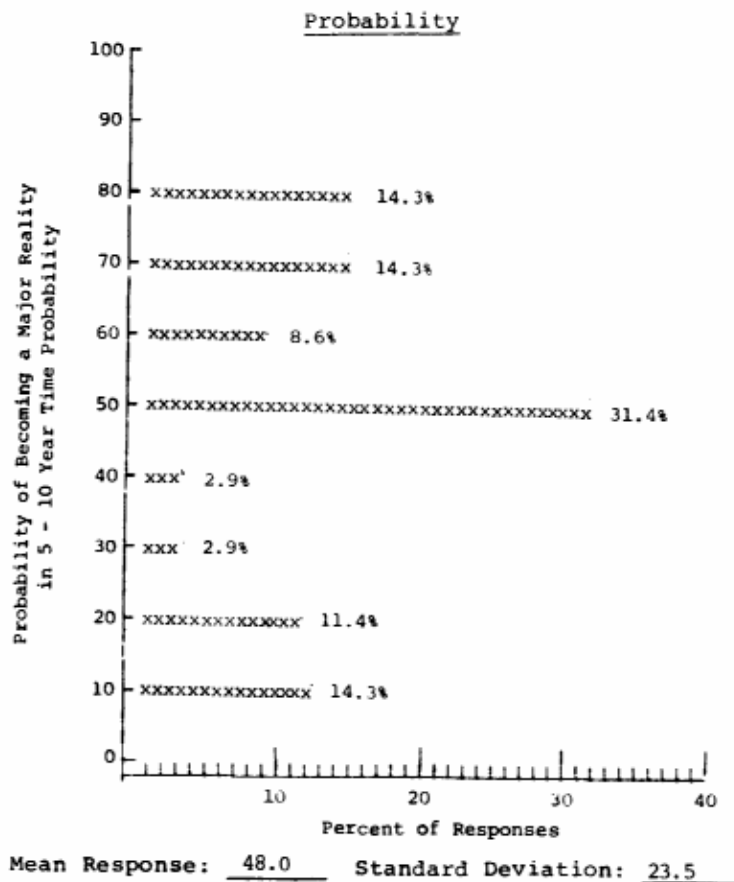
Could lead to more complete and more realistic approaches to managing and more extensive use of simulations.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #5: Our centralized structures are crumbling. We are decentralizing and growing stronger from the bottom up.



Impact

Focus of Impact

Strength of Impact	Narrow	Broad
	High	14.3%
Average	14.3%	20.0%
Low	8.6%	17.1%

Percent of Responses

SPECIFIC IMPACTS

I believe we are re-defining centralization. With information systems that are evolving, it is a different game. Experiential learning will need to incorporate greater emphasis on information processing.

We must educate our students to be change agents, ready to accept a dynamic environment--a weakness of the case study method.

Need to learn more about different ways of managing.

More stress on individual/interpersonal problems in coping with change.

More simulations of various functional areas with only a general integration at a higher level.

Need to teach participative skills, responsibilities and commitment.

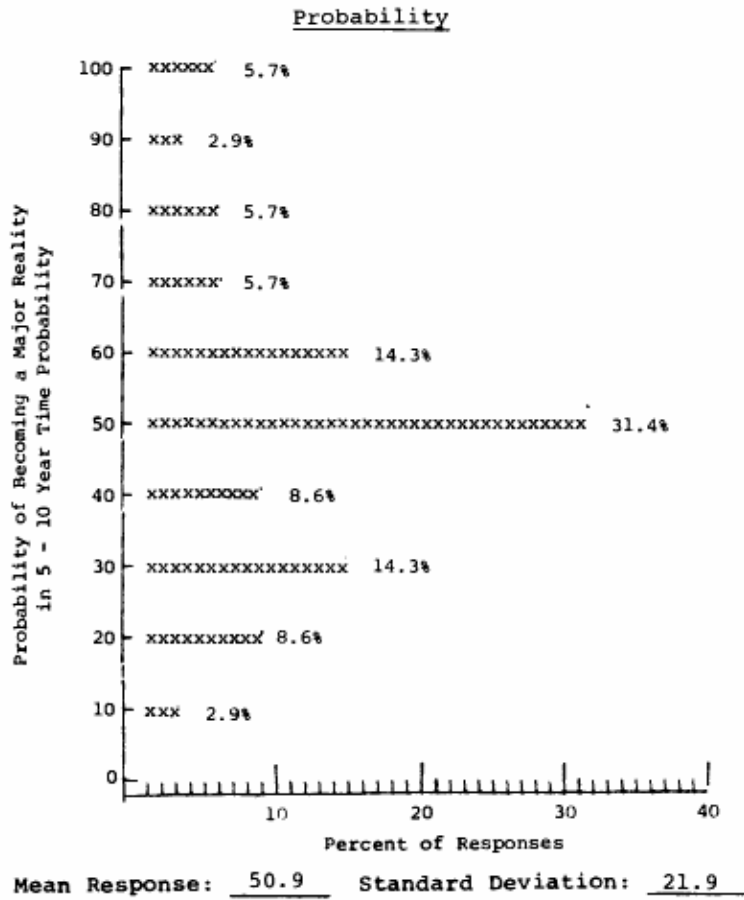
Might we not substitute power centers of knowledge in place of power centers of manufacturing.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #6: We are reclaiming our traditional sense of self-reliance after four decades of looking to institutions for help.



Impact

Focus of Impact

	Narrow	Broad
High	2.9%	11.4%
Average	20.0%	37.1%
Low	11.4%	17.1%

Strength of Impact

Percent of Responses

SPECIFIC IMPACTS

Incorporate the entrepreneurial trends in ABSEL's learning philosophy.

Move toward individual rather than group analysis.

Development of a broader set of cases studying or depicting entrepreneurs.

Need to teach participative skills, responsibilities and commitment.

Meaningful decision making; when do you know you have enough information to make a decision - related to the degree of self-reliance desired.

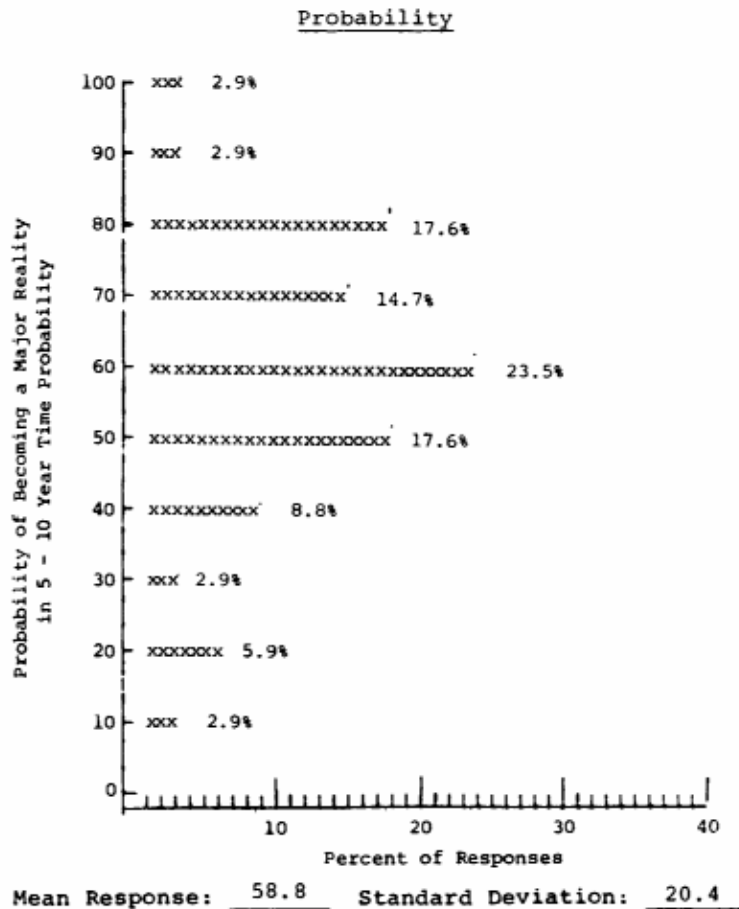
Simulation and experiential learning as tools to facilitate entrepreneurial learning.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #7: Citizens, workers, and consumers are demanding and getting a greater voice in government, business, and the marketplace.



Impact

Focus of Impact

	Narrow	Broad
High	8.8%	17.6%
Average	14.7%	47.1%
Low	2.9%	8.8%

Strength of Impact

Percent of Responses

SPECIFIC IMPACTS

Greater voice from the "grass roots" creates greater variables therefore greater uncertainty, which means simulations provide additional input to decision making.

Simulations/exercises need to educate managers to see the total environment--not just focus on operational skills. Stress the principle of externality.

More decision-making simulations.

Greater emphasis on social impact of business decisions.

Simulations about social issues and political activism.

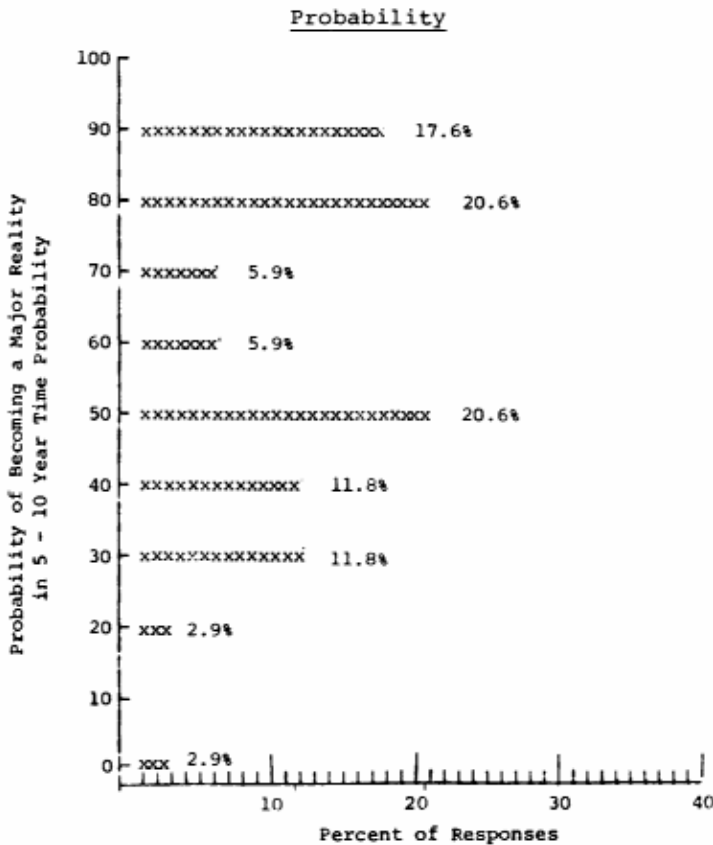
This is a fertile issue for experiential learners, how real or ephemeral is this neo-democracy.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #8: We are moving from hierarchies to networking: the computer is smashing the pyramid.



Impact

Focus of Impact

Strength of Impact	Narrow	Broad
	High	17.6%
Average	14.7%	17.6%
Low	17.6%	11.8%

Percent of Responses

Mean Response: 59.1 Standard Deviation: 24.3

SPECIFIC IMPACTS

Simulation will be operational on powerful microcomputers. Micro-computers will be connected by modems thus making a competition network possible.

Information monitoring skills must be built into framework and goals or exercises, simulation.

Experiential learning as effective tool to learn and understand networking.

New simulations of networking processes-e.g.; how to get connected to information sources, gaining influence in a network.

Teach how to design and understand networks! Develop networking competencies.

Fiddlesticks. The computer is brushing the pyramid with a feather. Millions of people in the work force and in management will use the computer in a mechanical way, not in a creative evolvment of new effective methods. Millions of people have to develop a creative analytical thought processes for this to occur.

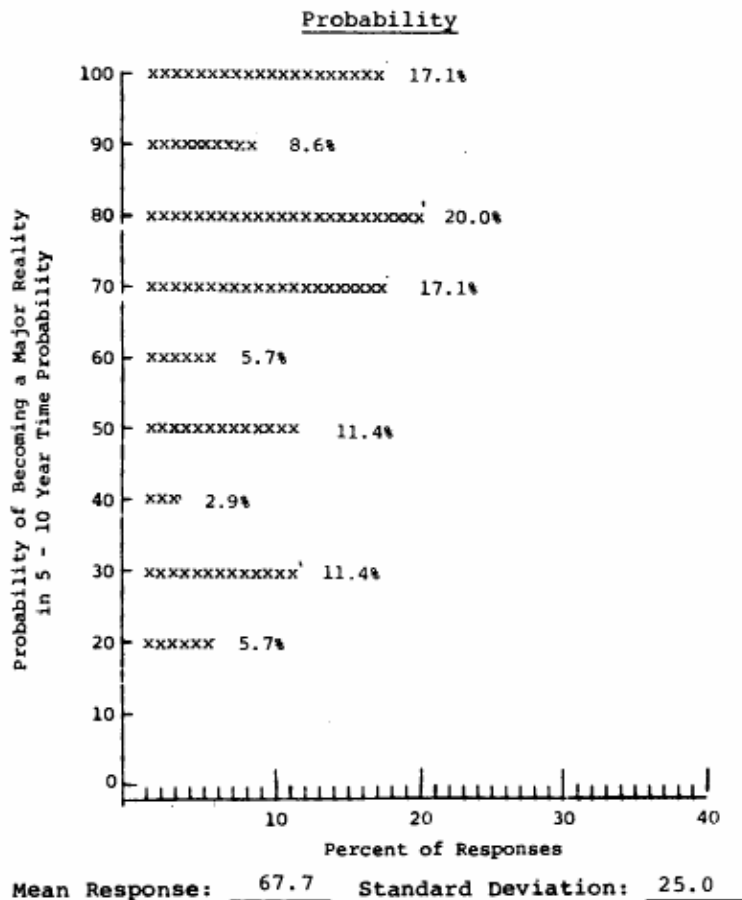
This is a brash statement that certainly needs to be explored by both our ABSEL camps.

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"MEGATRENDS"
SUMMARY OF RESPONSES

MEGATREND #9: The North-South shift in the United States is real and irreversible for the foreseeable future



Impact

Focus of Impact

	Narrow	Broad
High	17.6%	20.6%
Average	14.7%	17.6%
Low	17.6%	11.8%

Strength of Impact

Percent of Responses

SPECIFIC IMPACTS

Input energy, relocation, labor force characteristics, consumer movement, state regulations into decision making.

Emphasize south/west trends in examples.

The action will draw talent to where the action is, i.e.; Florida, Texas and California.

Meetings in the south - more members from the south.

Emphasis on radical change based on crisis. Structural conflict and contradiction might become key concepts for understanding change, through different business disciplines.

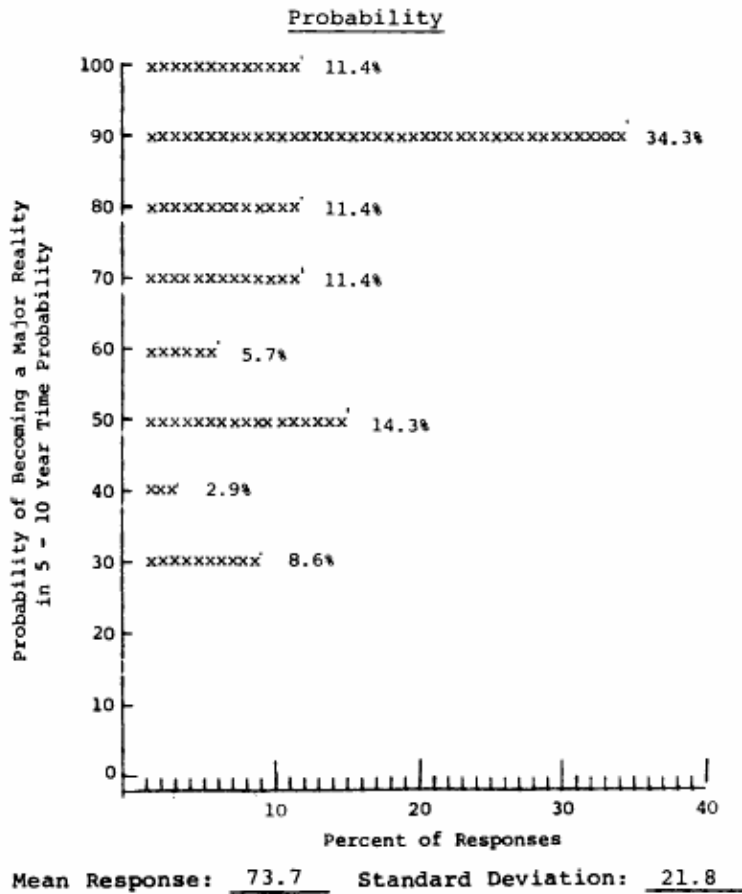
The next generation may start moving back to the rebuilt cities.

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SUMMARY OF RESPONSES

MEGATREND # 10: **We no longer live in an either/or chocolate-or-vanilla world: people have demanded and are getting a multitude choices.**



Impact

Focus of Impact

	Narrow	Broad
High	17.1%	48.6%
Average	2.9%	20.0%
Low	2.9%	8.6%

Strength of Impact

Percent of Responses

SPECIFIC IMPACTS

Gaines or simulations with more learning features.

Need to teach more complex decision making methods, including highly subjective or personal criteria. Training people how to deal with ambiguity.

Cases with this emphasis.

Experiences and games with indeterminal solutions: multiple criteria for game effectiveness.

More 5-year degrees with double and triple majors.

Go into cafeteria style grading and experiment more with optional classroom activities that meet different needs of different students.

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North-South shift.

Megatrend #2. For every high technology action there is a high touch reaction of the technology will be rejected.

I think it is clear that ABSEL has attempted to be on the cutting edge of this trend for several years. Perhaps ABSEL's success in this area is supported by the fact that this megatrend ranked only fifth when some might have expected it to rank much higher. I think ABSEL is clearly on the cutting edge of what is becoming "user-seductive" programming and will continue to put forth the latest in computer and experiential development with a recognition of the human side of the activity.

Megatrend #7. Citizens, workers, and consumers are demanding and getting greater voice in government, business, and the marketplace.

The introduction of decision support systems, simulations, and experiential exercises clearly focuses on ABSEL's recognition of greater control over the environment. ABSEL's activities in this area are again leading the way and need to continue focusing on greater power being given to participants in simulations and experiential activities.

Megatrend #8. We are moving from hierarchies to networking; the computer is smashing the pyramid.

Again, ABSEL, through the simulations and experiential exercises that we create, is on the cutting edge of this megatrend. We need to increase our own internal networking and sharing of information. Art Whatley in his paper suggests much broader glaring of research to lay a more solid foundation for our activities. Increasing implementation of the computer into what we do and how we do it with greater use of the personal computers and greater use of the student actively working with the computer will support our ability to work within the framework of this trend.

Megatrend #5. Our centralized structures are crumbling. We are decentralizing and growing stronger from the bottom up.

This appears to be a subject matter megatrend which can be used in simulation and experiential learning exercises to draw student attention to the issues that are raised by this trend. One particularly important thing called for by one of the participants in the survey was the need for expanding simulating in particular functional areas to focus on the decentralized nature of the organizations and to perhaps focus less on the general integration at a high level. There appears to be a much stronger need here for the dynamic awareness of change as part of our activities.

Megatrend #4. U.S. corporate managers are beginning to think about the long term rather than the next quarter.

For some strange reason any of our simulations incorporate a two year decision making time frame. In fact the simulations are programmed to bring effective management clearly in focus in that time period. In other words the simulation is specifically programmed so that some one can successfully bring about profits, change, or "good" operating results within that time frame. It would be interesting to speculate if we developed some simulations with longer term impacts. The organization would change little during the first two years of operation and in reality at

the end of the typical simulation there would be slight difficulty determining measures of future success. This situation, which we would now rarely consider, is perhaps very real world in its application. Perhaps we do need to attempt to simulate such long term planning into some of our activities.

Megatrend #6. We are reclaiming our traditional sense of self reliance after four decades of looking to institutions for help.

The ABSEL membership clearly picked up on the entrepreneurial aspect of this megatrend in the impact that they identified. There has been little activity in ABSEL's research or publications to focus on the entrepreneurial nature of business education. I think there clearly is a need for creative thinking in this area. In addition, there is a need for identification and implementation of ways in which the self-reliant decision maker can function within the simulation and experiential activities that we have been using. Perhaps there has been too much of a focus on group decision making and group activities. Consequently there is now a need for greater individual decision making within organizations within simulations and experiential activities. We need to work as an organization to solve the problems of data entry for team decisions and simulation and work towards ways which will allow for individuals, even in large classes, to function in a more individual environment. This would be one way that the movement toward self reliance could be supported.

SUMMARY

The directions for ABSEL identified above are meant to be clearly one perception based on the work of the total organization in analyzing these megatrends. In fact, it is the organization itself which will have to identify and decide the directions it will take as a result of this analysis. The materials presented here are simply a part of this author's attempt to focus on the need for greater information as part of the megatrends as they have been defined.

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