

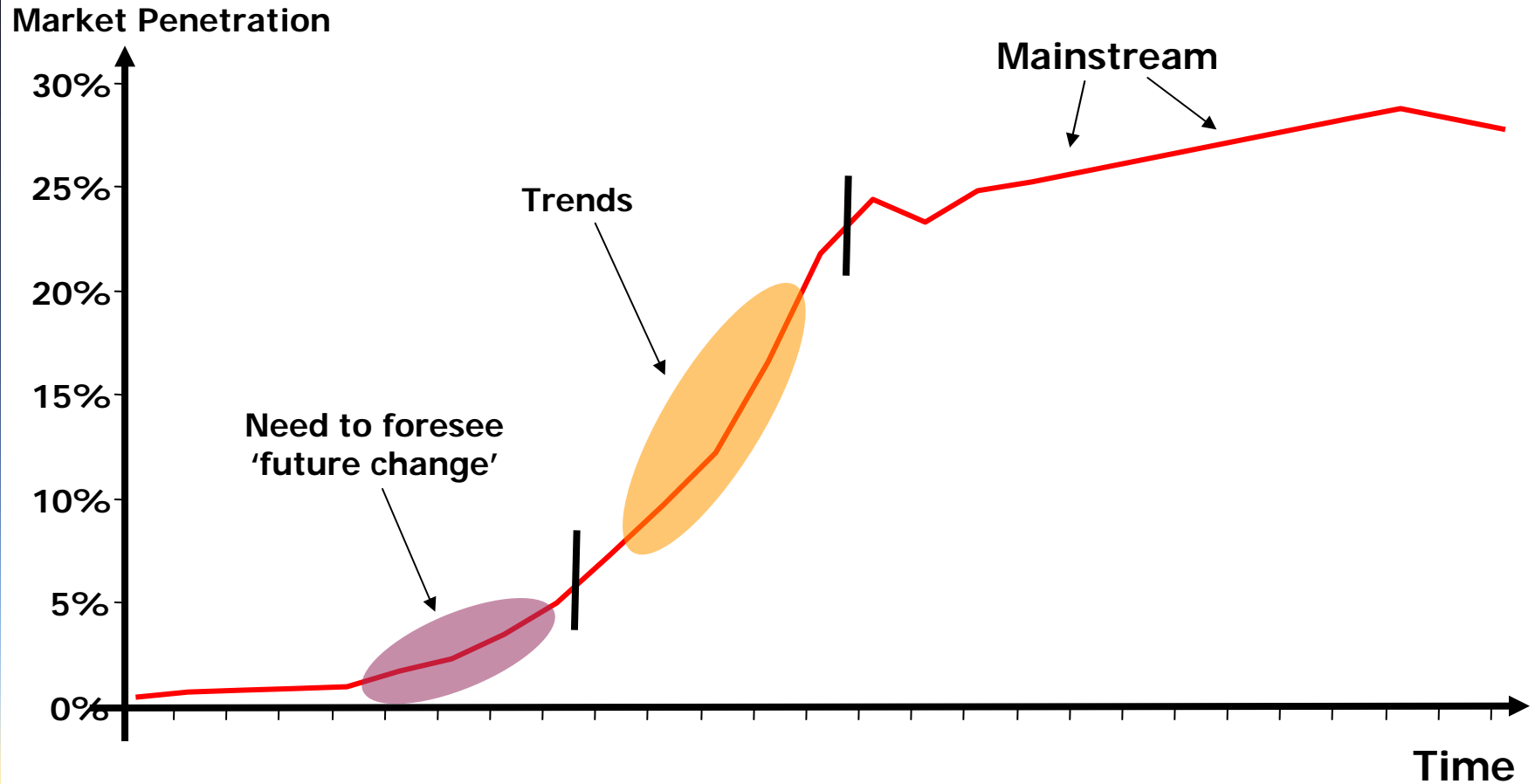
Strategic Foresight...

...The next business frontier!

- Increasing rate and range of change
 - Globalisation, Technological expansion, Changing Values
 - More than ever, the future will be different to today
 - Need to think differently about the future

- Increasing complexity and connectedness
 - Reduced acting in isolation
 - Impacts of change being felt from different & varied sources
 - Need to *anticipate* rather than *respond*

...“How do you get ahead of trends?”



It is useful for...

- Running the business day-to-day, and
- *Keeping up* with existing trends

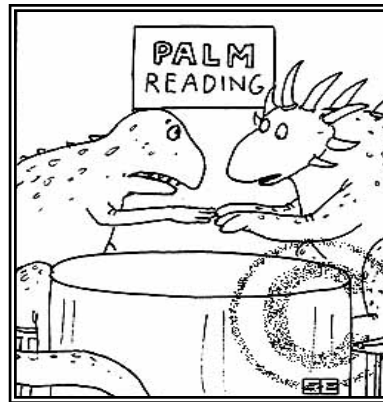
However...

- It fails to detect major shifts in the business environment
- It doesn't help you avoid surprises
- It is ineffective for longer term planning!!

...NOT about predicting the future or fortune telling



X



X



X



X

The future is not predictable

“A severe depression like that of 1920-21 is outside the range of probability”

- The Harvard Economic Society, November 1929



The future is not predictable

“No matter what happens, the U.S. Navy is not going to be caught napping”

- Frank Knox, Secretary of the Navy, December 1941 (Just prior to the Pearl Harbour raids)

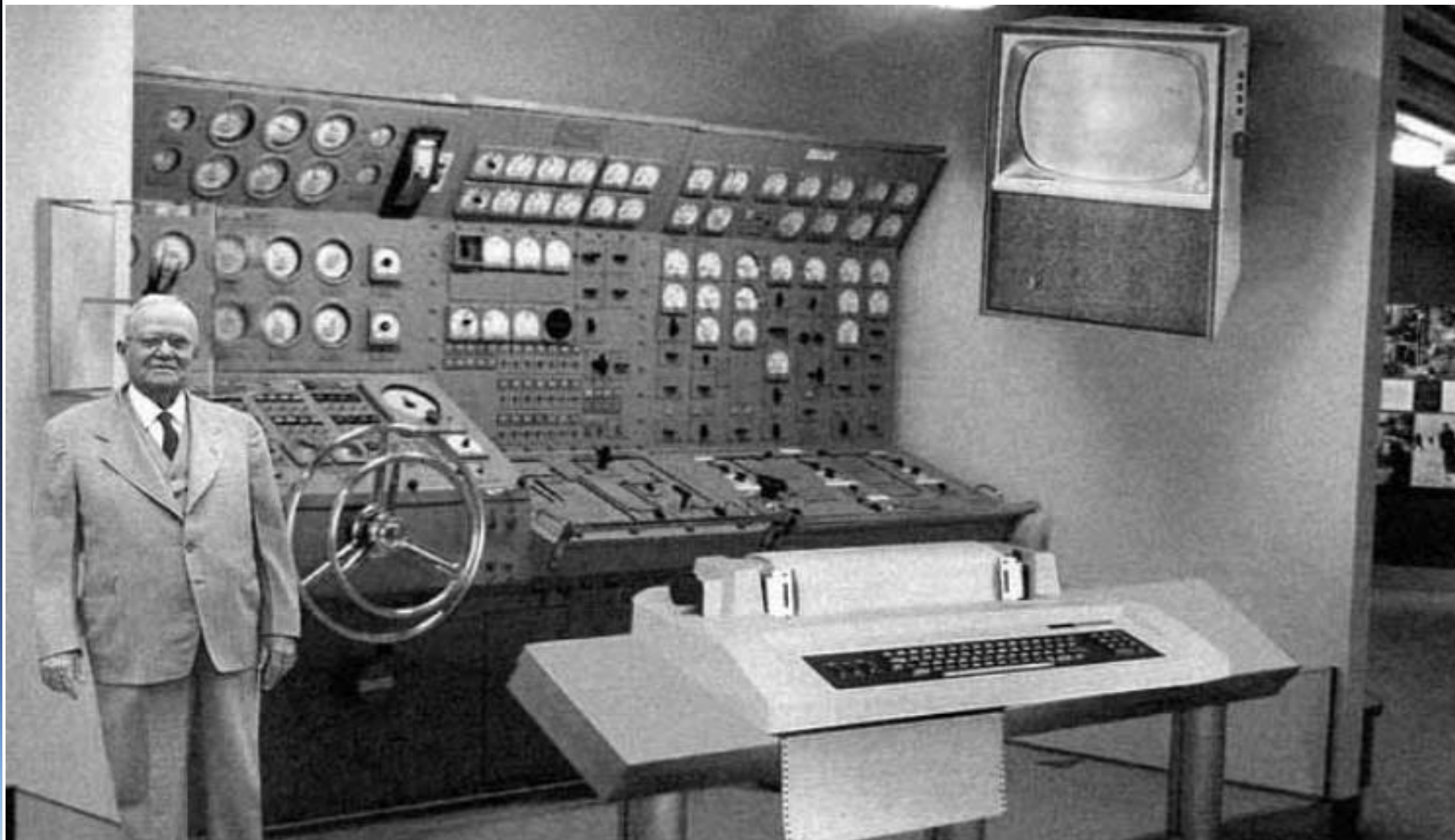


“Doctors and scientists said that breaking the four-minute mile was impossible, that one would die in the attempt. Thus, when I got up from the track after collapsing at the finish line, I figured I was dead.”

- Roger Bannister (After breaking the four-minute mile, 1954)



The future is not predictable



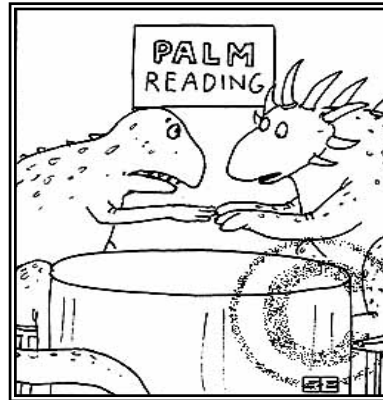
Scientists from the RAND Corporation have created this model to illustrate how a 'home computer' could look in the year 2004.

- Science Magazine, 1954

...NOT about predicting the future or fortune telling



X



X



X



X

...An approach to Planning and Innovation that addresses the two critical concerns of every business:

- How might our future business environment be different?
- What are our strategic options to succeed in these futures?

Planning & Innovation based on the future

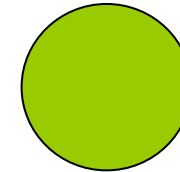
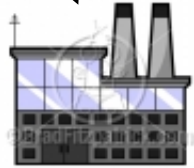
Why strategies fail...

...that fail to anticipate major shifts in the marketplace.

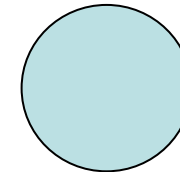
...usually formed from mainstream sources...

...based upon a perception of the future...

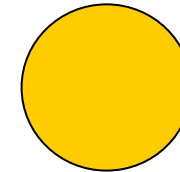
Strategies are developed here...



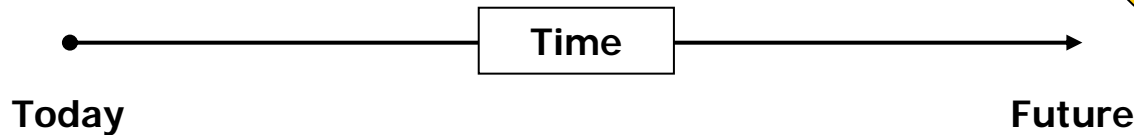
Novelty & Surprise reside here!



...And played out here!



Novelty & Surprise reside here!



Good Luck in *YOUR* future.