

#futureready

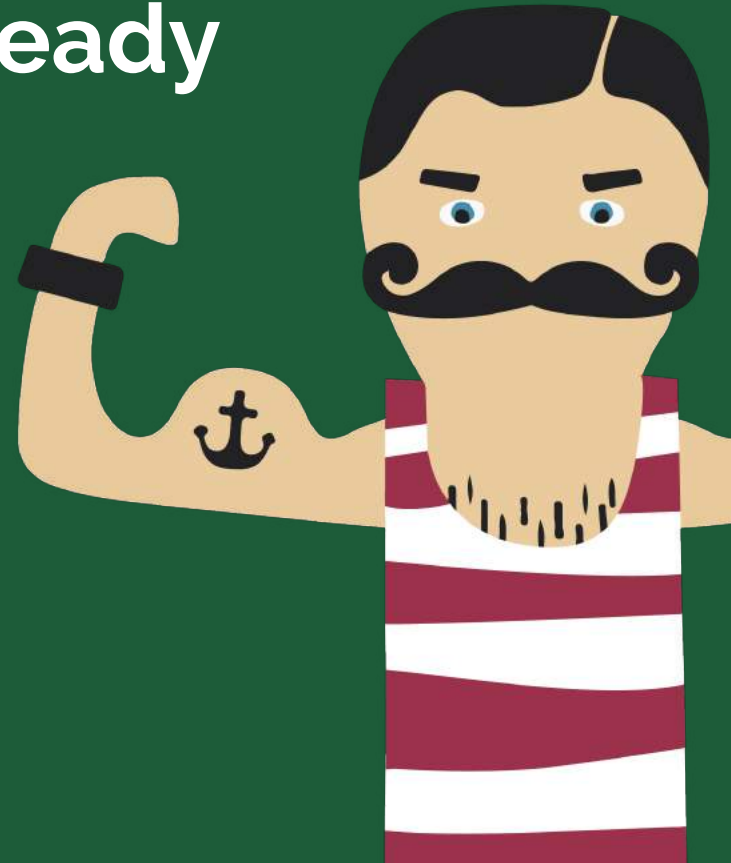
# Making Boards Future-ready

TOOLS FOR STRATEGIC FORESIGHT

MAXIMIZE YOUR BOARD'S POTENTIAL  
The Harvard Faculty Club, MA, USA

[falberti@strategique.us](mailto:falberti@strategique.us)

Head, STRATEGIQUE  
Chair, Institute for Entrepreneurship and Competitiveness, LIUC  
Institutes Council Leader, MOC Program – HARVARD BUSINESS SCHOOL





**HARVARD**  
BUSINESS SCHOOL

**2020 «the year from hell»**



# CORONAVIRUS

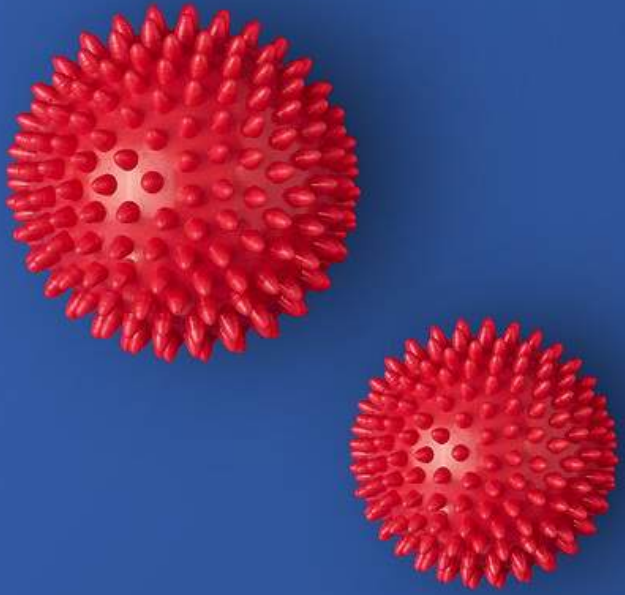
2020 «the year from hell»



# CORONAVIRUS

~~2020~~ «the year from hell»

**2021**



# CORONAVIRUS

~~2020~~ «the year from hell»

~~2021~~

2022





**PUBLIC HEALTH**





# GEOPOLITICS





**GOVERNMENT**



**ENVIRONMENT**







**GLOBAL VALUE CHAINS**





**ENERGY**





# WEALTH DISTRIBUTION





**LABOR FORCE**



# DEMOGRAPHICS





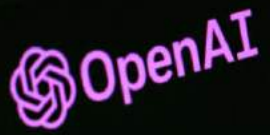
**NUTRITION**



**AGING**







# ChatGPT: Optimizing Language Models for Dialogue

**ARTIFICIAL INTELLIGENCE**

We've trained a new version of ChatGPT which interacts in a conversational way. This new format makes it possible for ChatGPT to answer follow-up questions, correct premises, and admit its mistakes. We also trained a sibling model to generate text in a prompt and provide a response which is more appropriate.



**«This will change everything!»**

■ Hey Chat GPT,  
finish this building...

■ Hey Chat GPT,  
finish this building...

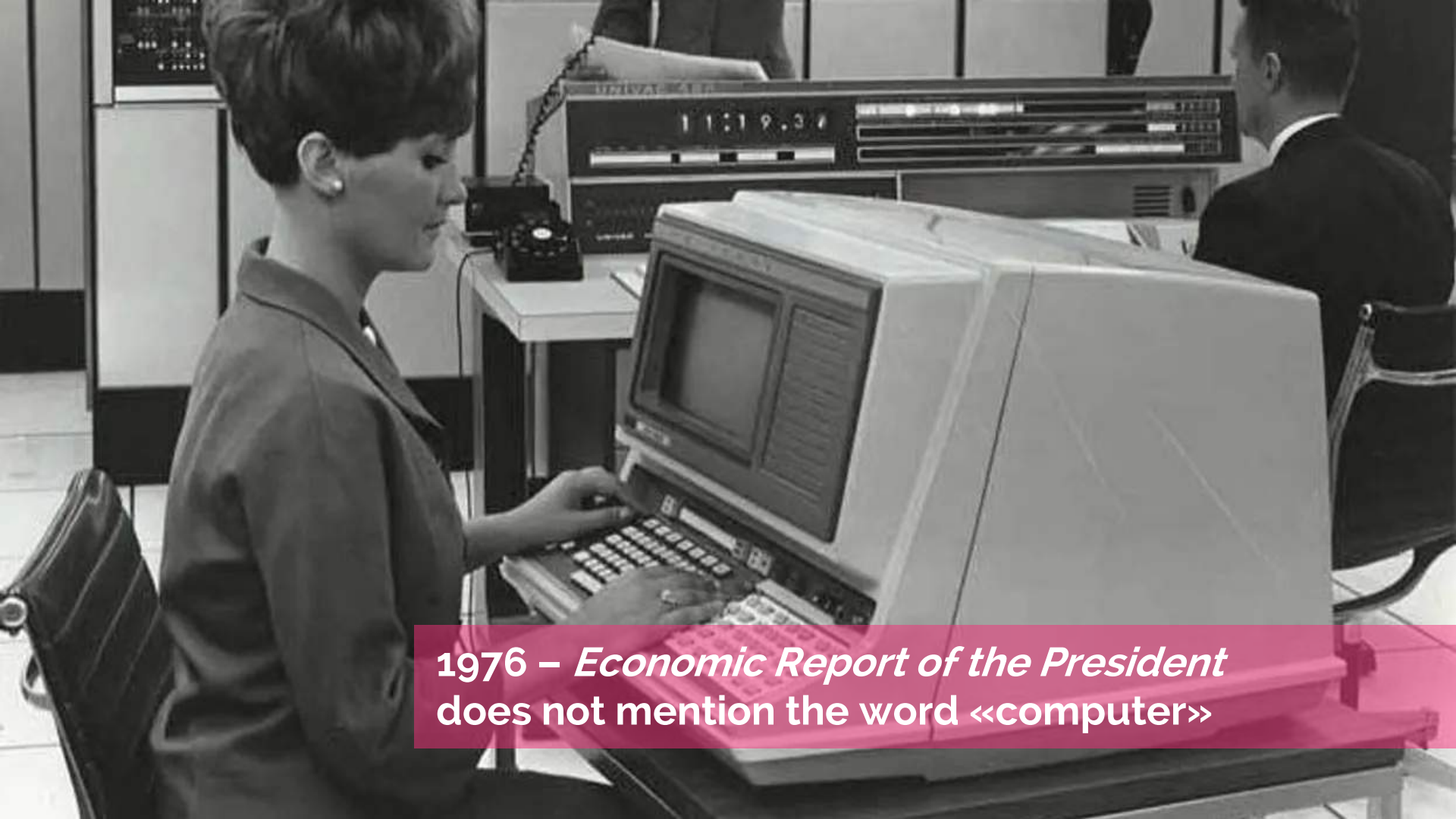
Your skills are irreplaceable.

**IMPACT**

Satisfying jobs in construction and...







**1976 – *Economic Report of the President* does not mention the word «computer»**



**2007 – what impacts we predicted at that time?**

NOT SO FAST



**STEPHEN HAWKING**

Not afraid of  
black holes.  
A.I. is another story.



**BILL GATES**

First you'll lose  
your job. Then it  
gets scary.



**STUART RUSSELL**

Earth for  
the earthlings!



**NICK BOSTROM**

Prepare for  
"Disneyland  
without children."



**MAX TEGMARK**

Uh, can we  
talk about this?



**DEMIS HASSABIS**

Full speed  
ahead!



**PETER THIEL**

Will be a winner  
either way.



**STEVE WOZNIAK**

Resigned to  
being a robot's pet.



**SAM ALTMAN**

Sees intergalactic  
domination—or  
extinction.



**ELON MUSK**

Eyeing the  
next flight to  
Mars.



**LARRY PAGE**

Green-lighted  
Google Brain.



**YANN LeCUN**

Chill, people!  
We got this.



**ANDREW NG**

Trust the robot.



**MARK  
ZUCKERBERG**

Worried? Tell



**RAY KURZWEIL**

Eager to  
be a cyborg.

HIT THE GAS



# PREDICTIONS FAILED...



# PREDICTIONS FAILED...AND FAILED, AGAIN

**Bloomberg Businessweek** 2020  
The Year Ahead

Recession • Elections • Trade War • Interest Rates • Impeachment

ECONOMIC OUTLOOK

**DOOM BOOM**

WILL BIG TECH SURVIVE?

**ANTITRUST**

50 Companies to Watch

- RETURNS
- GROWTH
- ASSETS
- SALES
- + MORE!

MARKET MADNESS

NUMBERS KNOW ALL

TECH FINANCE

MARKETS

ECONOMICS

ENERGY

RETAIL

SCIENCE

SPORTS

ENTERTAINMENT

LUXURY

TRAVEL

TELECOM

INVESTING

IDEAS & INSIGHTS

IN DATA WE TRUST

**Bloomberg Businessweek** 2021  
The Year Ahead

WILL THE VACCINE END THE PANDEMIC?

Biden's Big Test: How much can he get done?

A BUBBLE IN THIS ECONOMY?

Brexit Bites Back!

Can Bojo keep the U.K. united?

MARS! Who'll get there next?

There's A Great Future in Batteries. Think About It!

How to Go to Shrimp School!

WHEN DOES THE NEW NORMAL BEGIN?

The Return of BIG Government

Q2 Q3 Q4

50 COMPANIES To Watch

MUCH MORE!



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TECH FINANCE

TECH MARKETS

TECH ECONOMICS

TECH ENERGY

TECH RETAIL

TECH SOURCE

TECH SCIENCE

TECH ENDS

TECH LUXURY

TECH TRAVEL

TECH TELECOM

TECH INVESTING

TECH IN DATA WE TRUST

TECH IDEAS & INSIGHTS

TECH RETURNS

TECH GROWTH

TECH ASSETS

TECH SALES

TECH + MORE!

**Bloomberg Businessweek** • WILL THE VACCINE END THE PANDEMIC?

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**THE YEAR AHEAD**

2021 > 2020?

**How to Go to Shrimp School!**

WHEN DOES THE NEW NORMAL BEGIN?

**The Return of BIG Government**

**50 Companies To Watch**

PLUS: MUCH MORE!

**Bloomberg Businessweek** SPECIAL ISSUE

Your need-to-know guide to trends, themes, and people

**THE YEAR Ahead**

**2022**

**Inflation** **ELECTIONS** **Web3** **PLUS: 50 COMPANIES TO WATCH**

electric flying taxis trucks & MORE!

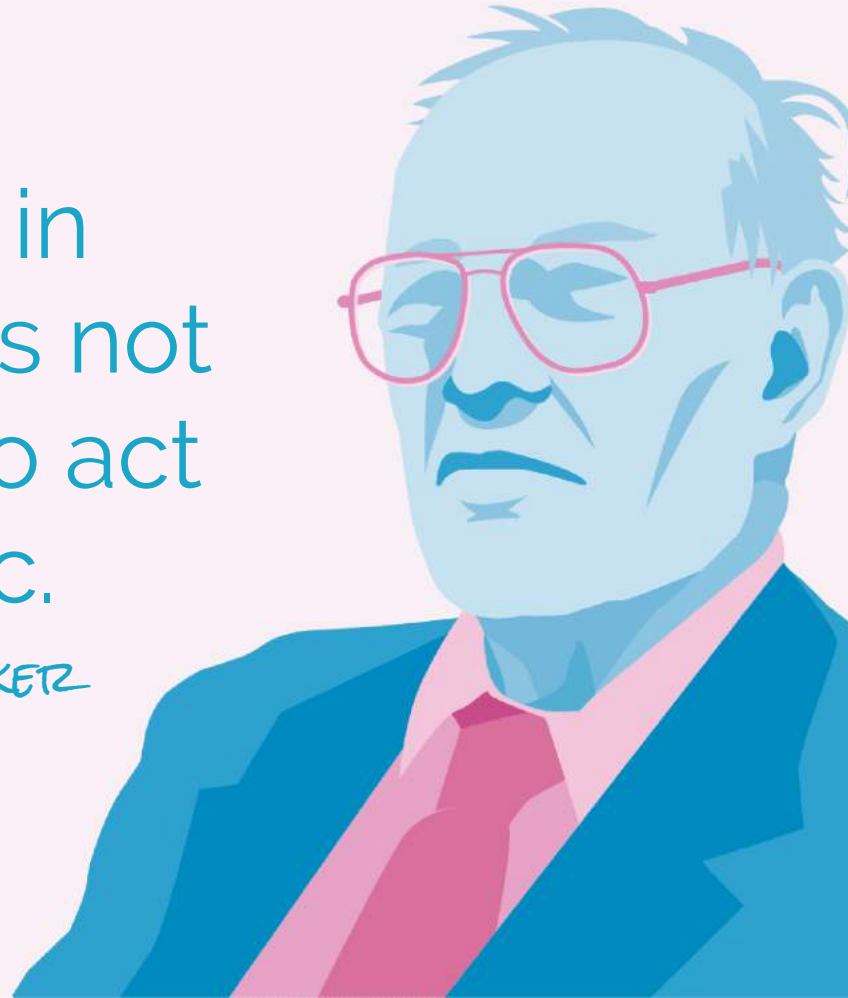


# The tyranny of the present

SHORT-TERMISM AND THE RHETORIC OF PRAGMATISM

The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

- PETER DRUCKER







**Fish is the last one  
to discover water**

**Exploitation and Exploration**

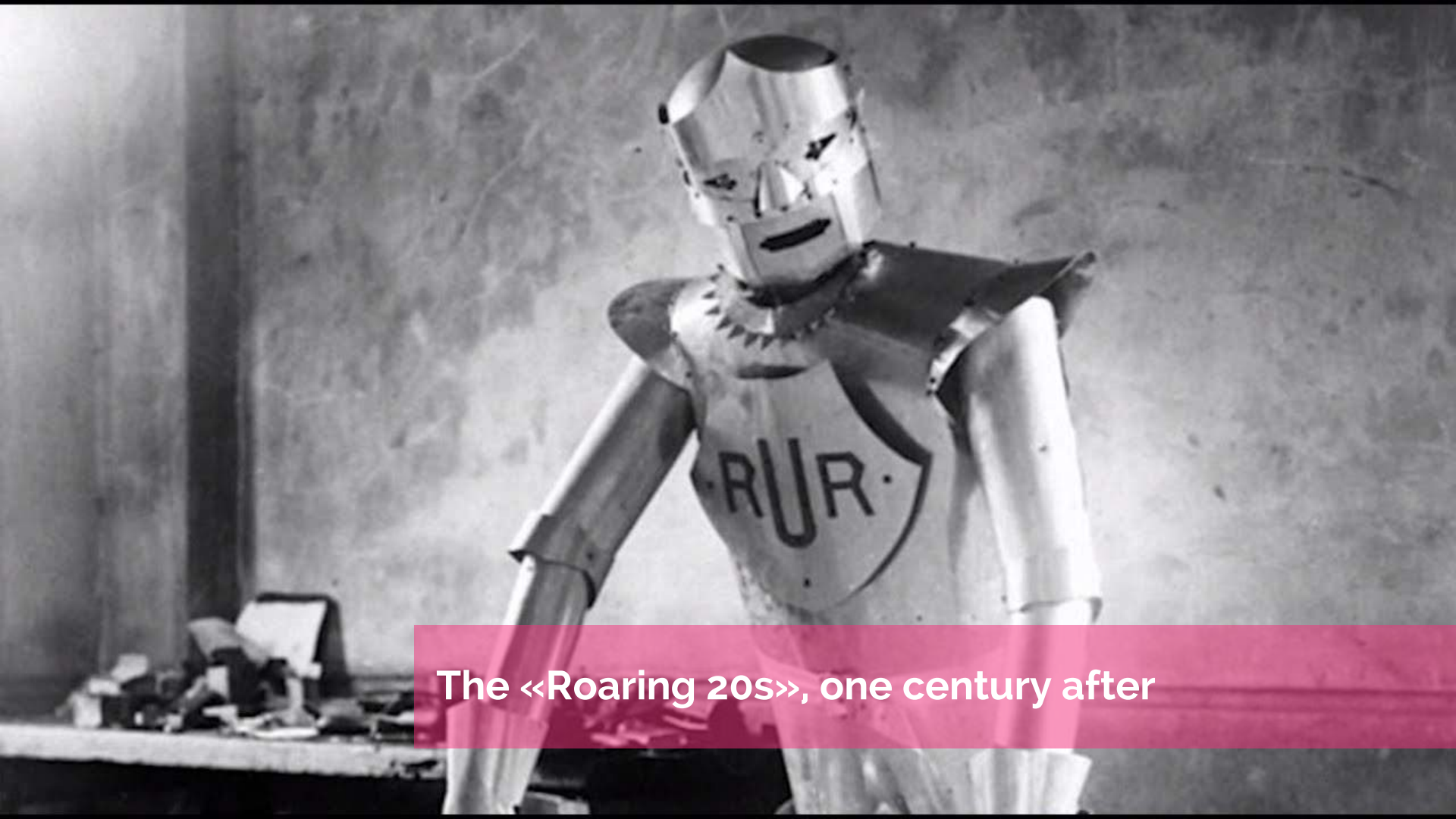
**How to make robust strategy in  
times of deep uncertainty and  
turbulence?**



**In many uncertain situations  
managers do turn to historical  
analogy to anticipate the future**

**«History does not repeat itself,  
but it often rhymes»**

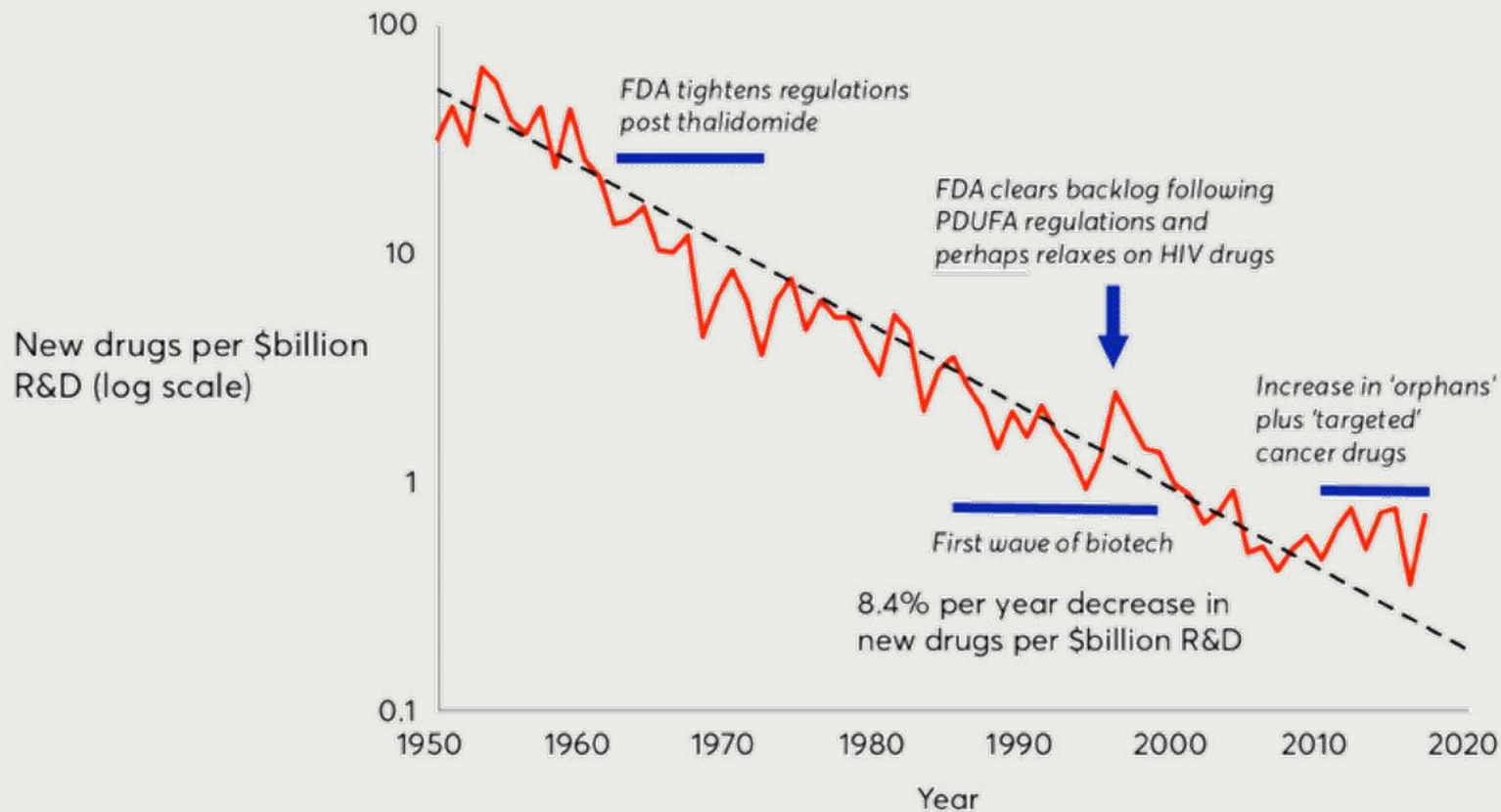
**Mark Twain**



The «Roaring 20s», one century after



# THE «EROOM» LAW





2020 – «Roaring» or «Raging» 20s?

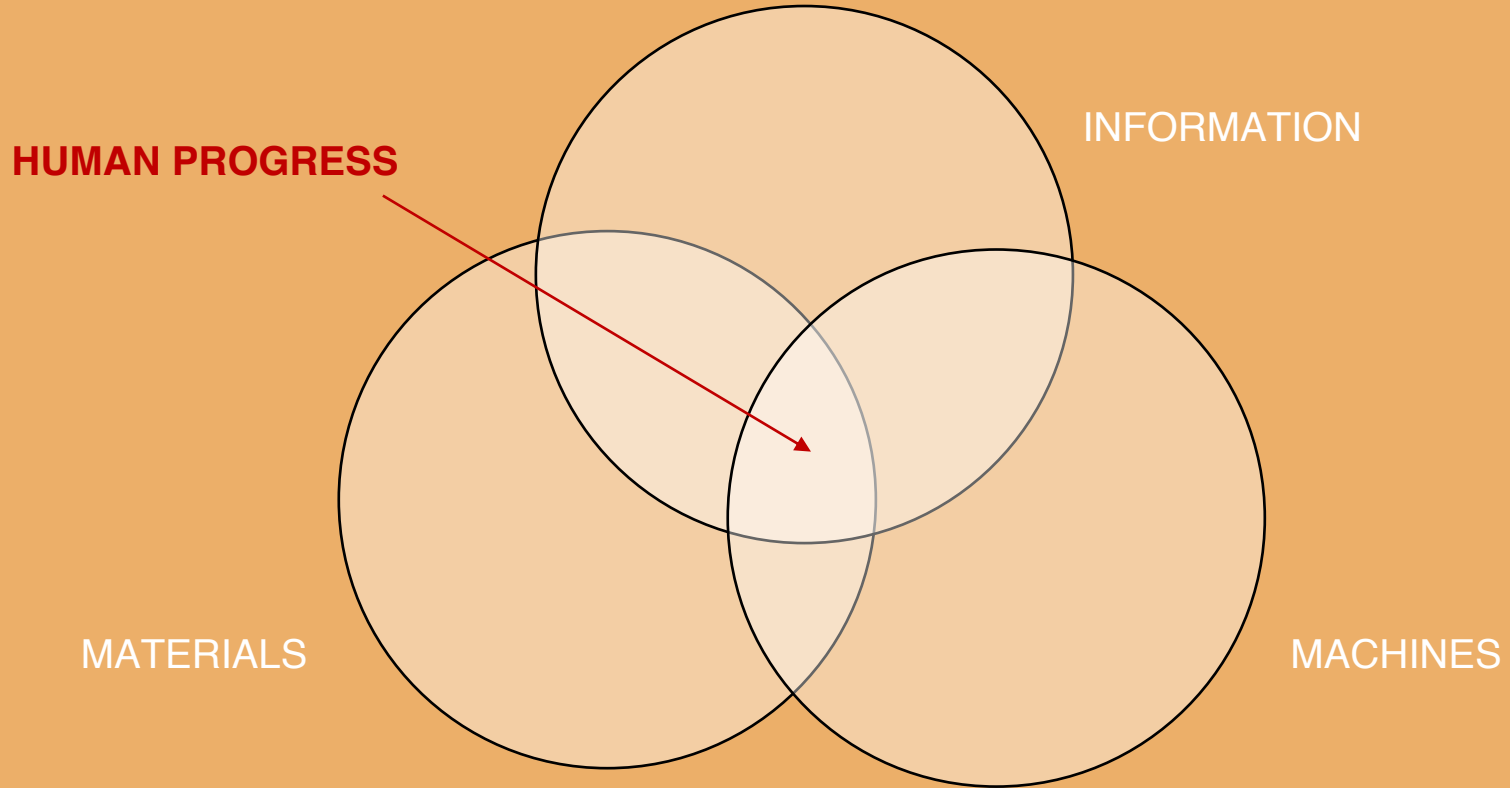


I don't predict.  
I just look out the  
window and  
see what's visible  
but not yet seen

- PETER DRUCKER



# VISIBLE, BUT NOT YET SEEN!



# **The Future of Business**

**Exploring the ideas powering organizations  
into the next decade**

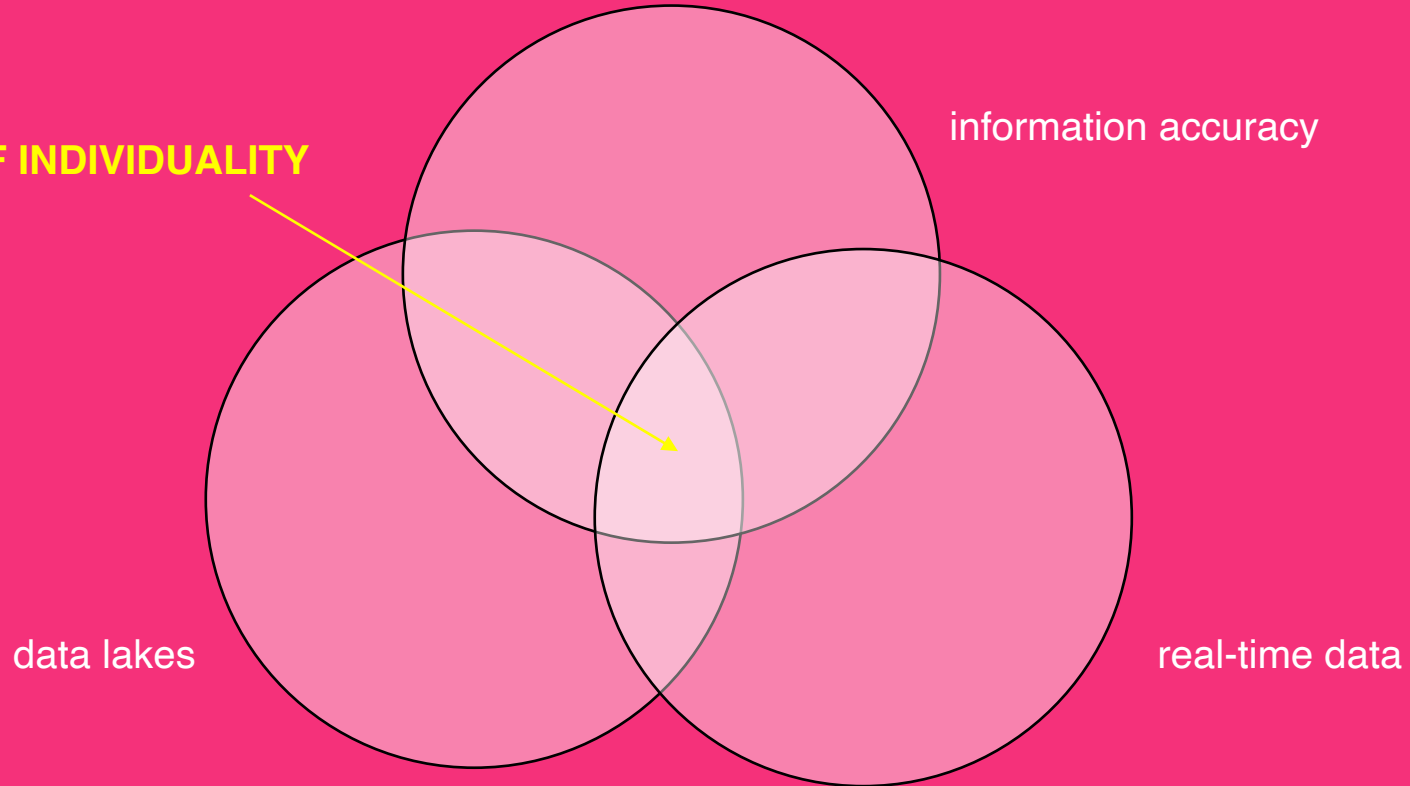
**7 paradigm shifts**



# #1 THE END OF AVERAGE

## Welcome hyper-customization

THE ERA OF INDIVIDUALITY





スマホで 肌測定

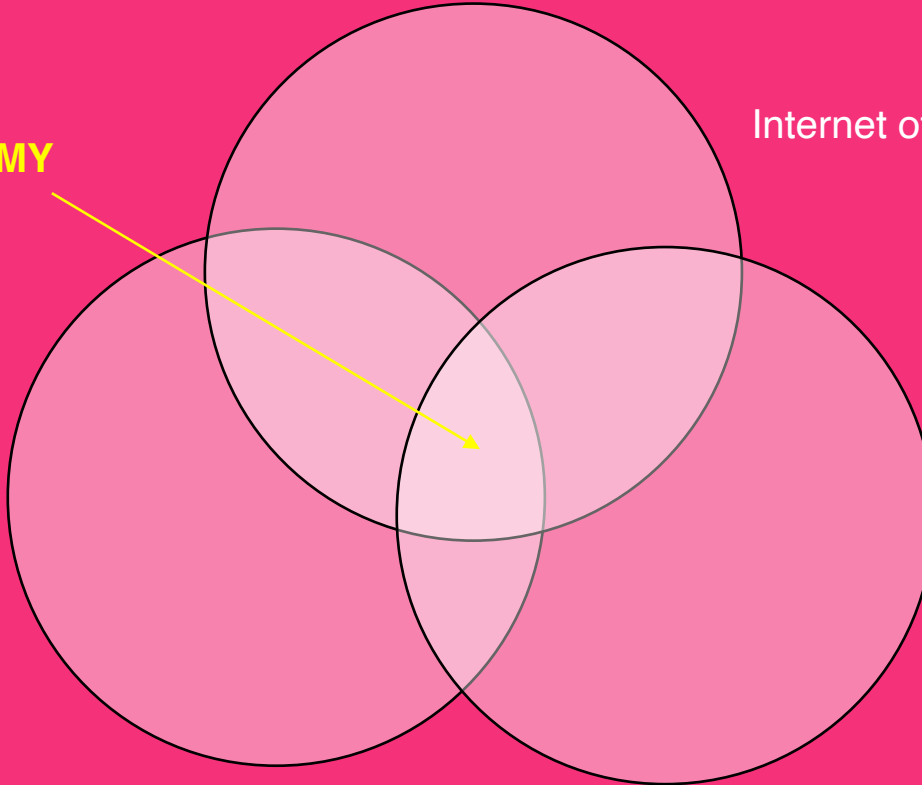


SHISEIDO Optune

# #2 THE END OF DOING

## Welcome assisted development

THE ERA OF AUTONOMY



Internet of Everything

Risky and repetitive tasks

Artificial Intelligence



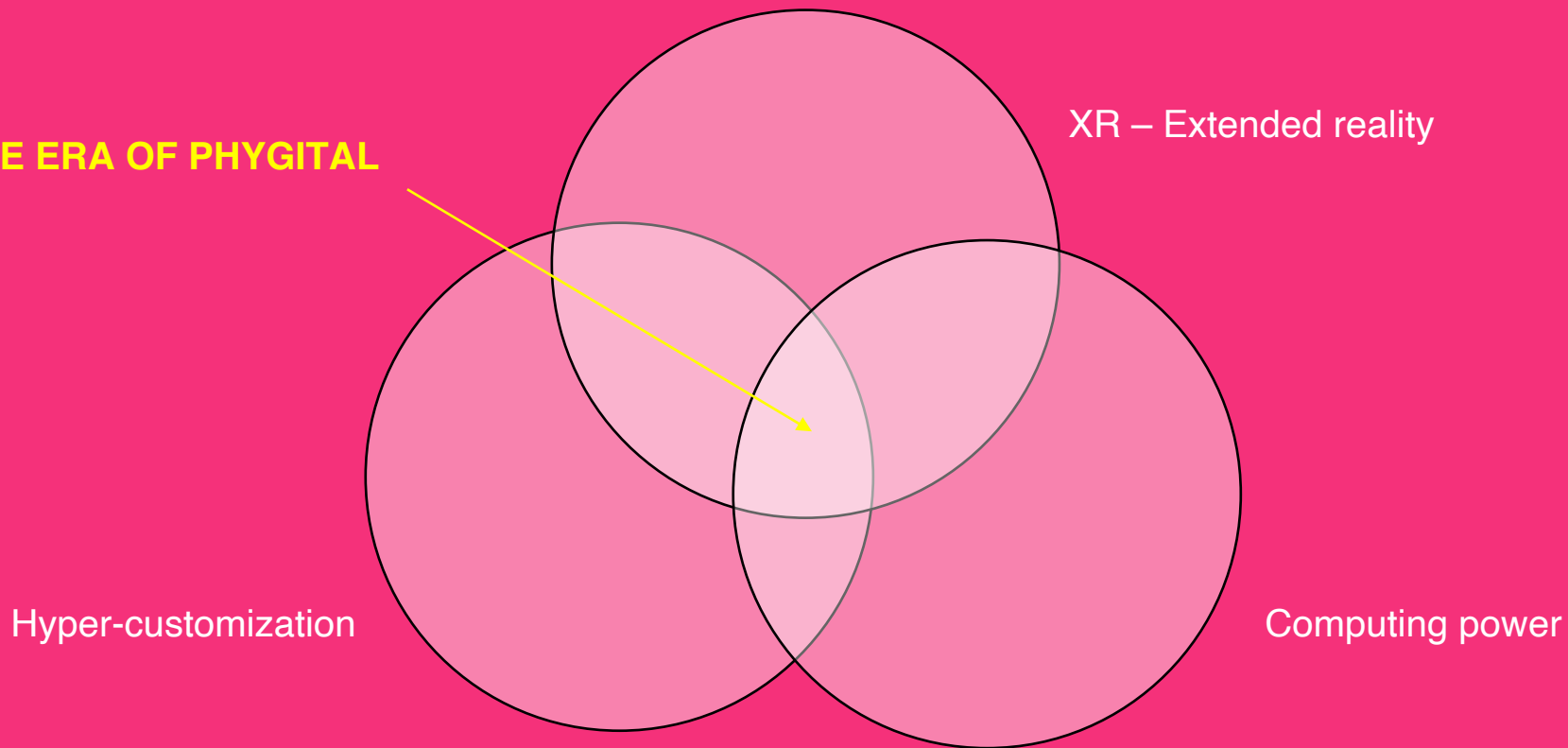


**ALPHABET Waymo**

# #3 THE END OF REALITY

Welcome to my own world

THE ERA OF PHYGITAL





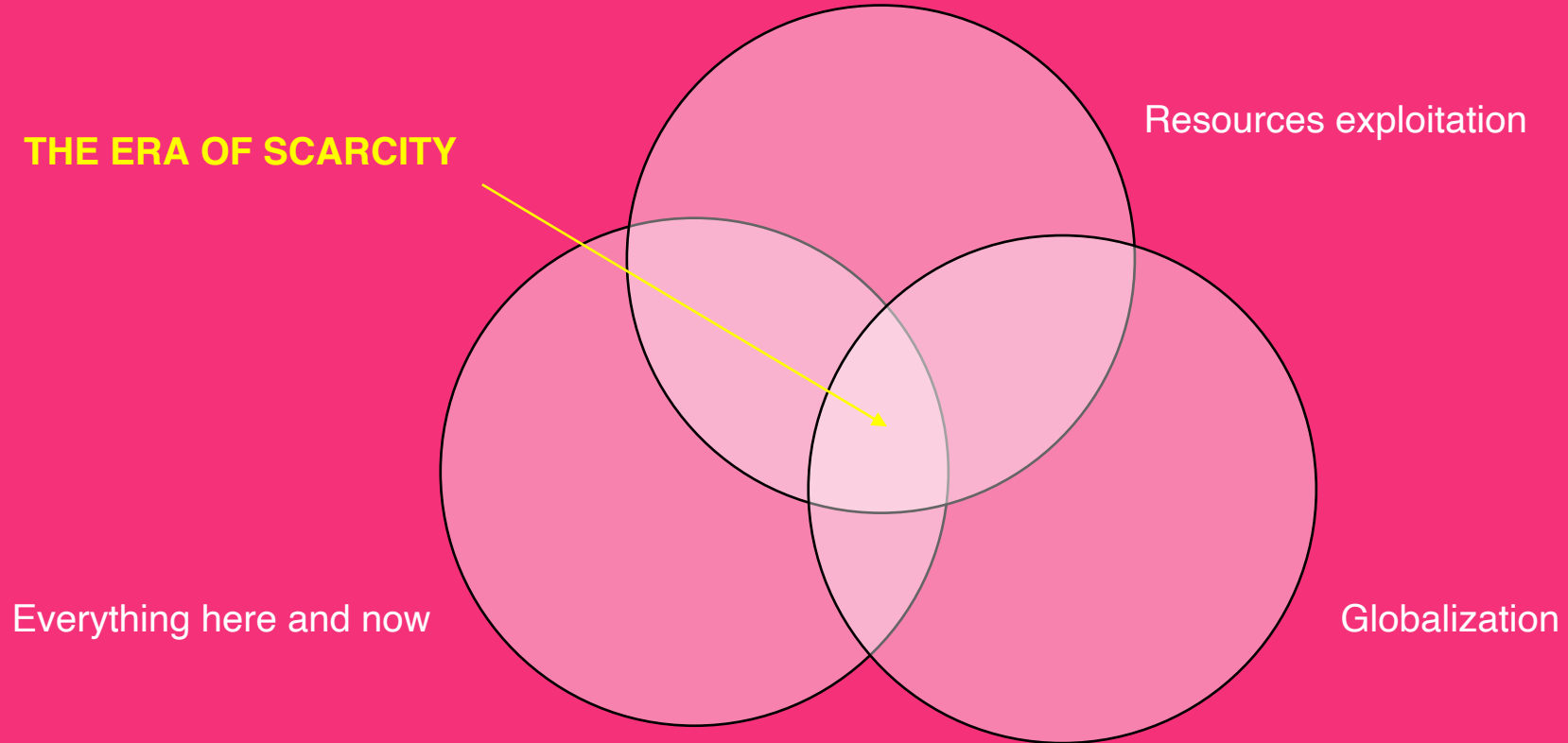
**IKEA Table for living**



# #4 THE END OF ABUNDANCE

There is no Planet B

THE ERA OF SCARCITY



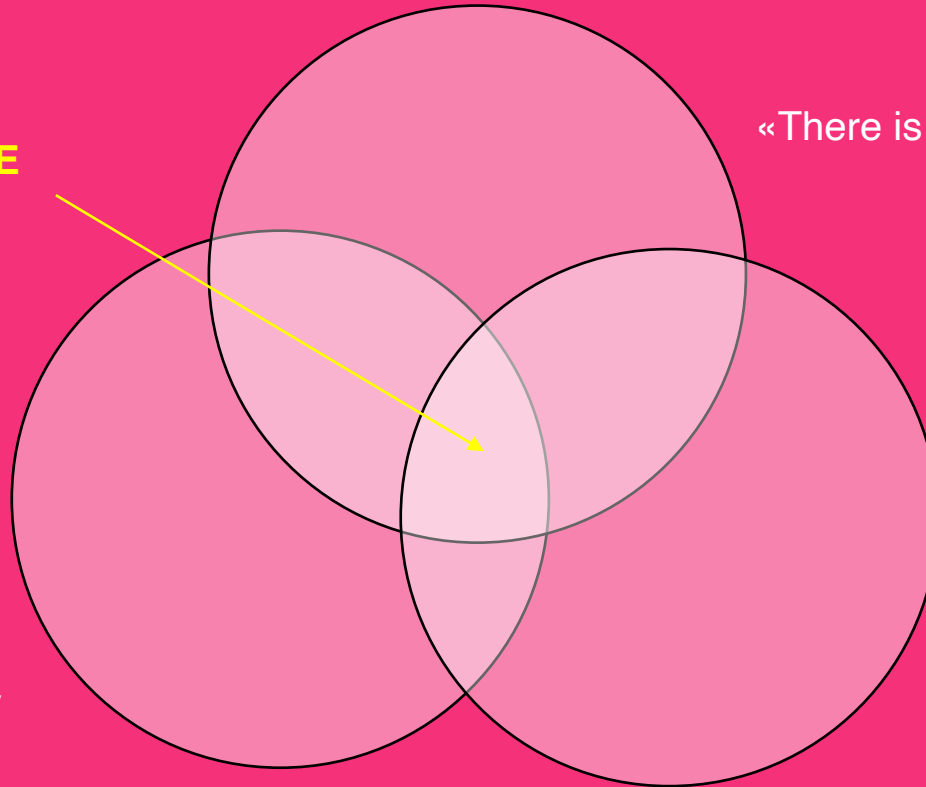


**ON Cyclon**

# #5 THE END OF PROFIT-FIRST

## Welcome post-capitalism

THE ERA OF PURPOSE



«There is no Planet B»

Trasparenza and  
integrity


human-shift






19:56

Tuesday, 30 April

 DOCONOMY now  
Transaction denied!  
You've reached your carbon limit.



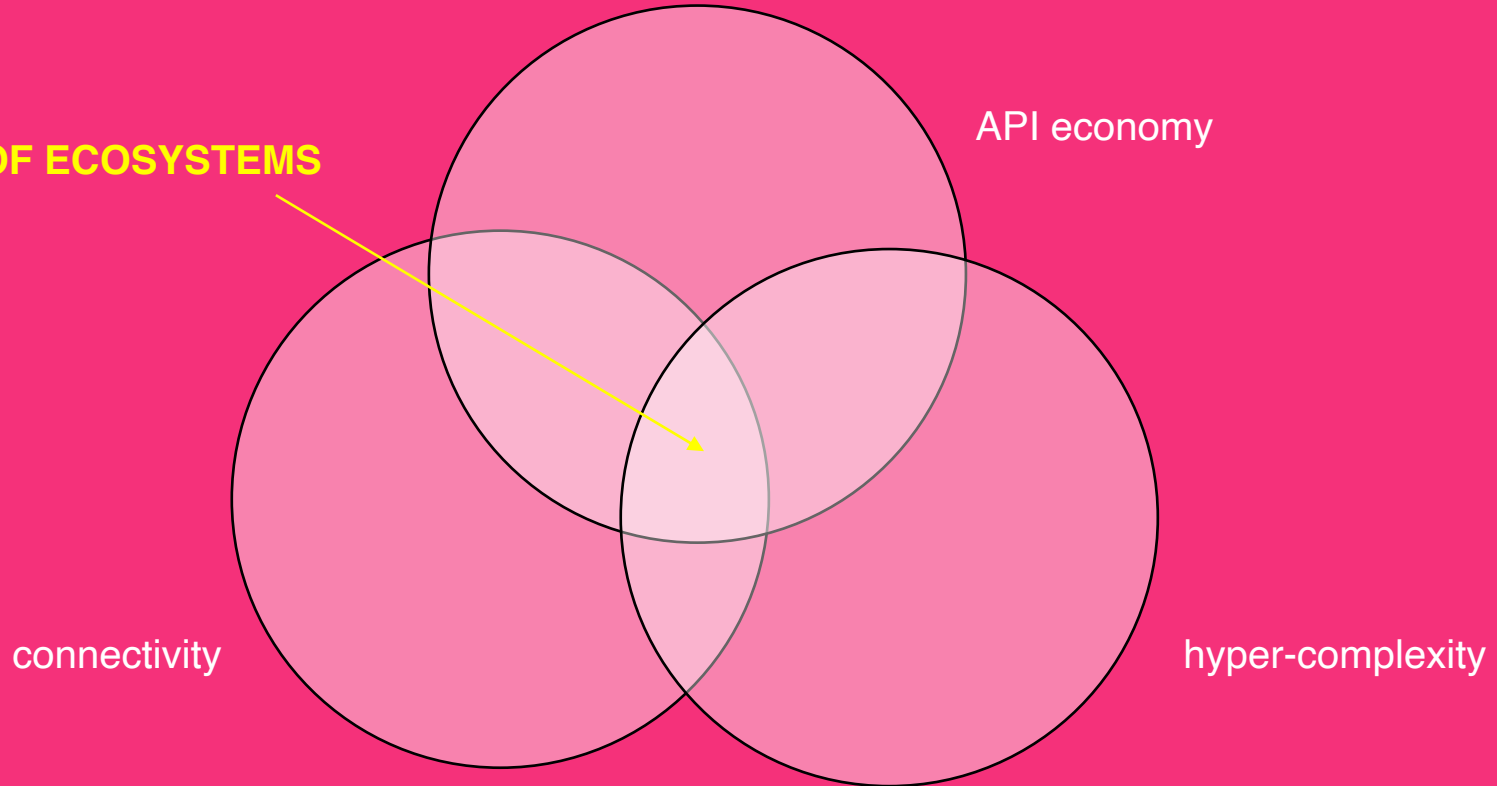
 DOCONOMY now  
Transaction denied!  
You've reached your carbon limit.

**MASTERCARD**

# #6 THE END OF ISOLATION

## Welcome platforms

THE ERA OF ECOSYSTEMS



MyPLM  
CONNECT

365FarmNet

AFS  
CONNECT

CLAAS  
TELEMATICS

John Deere  
Operations Center

JOHN DEERE

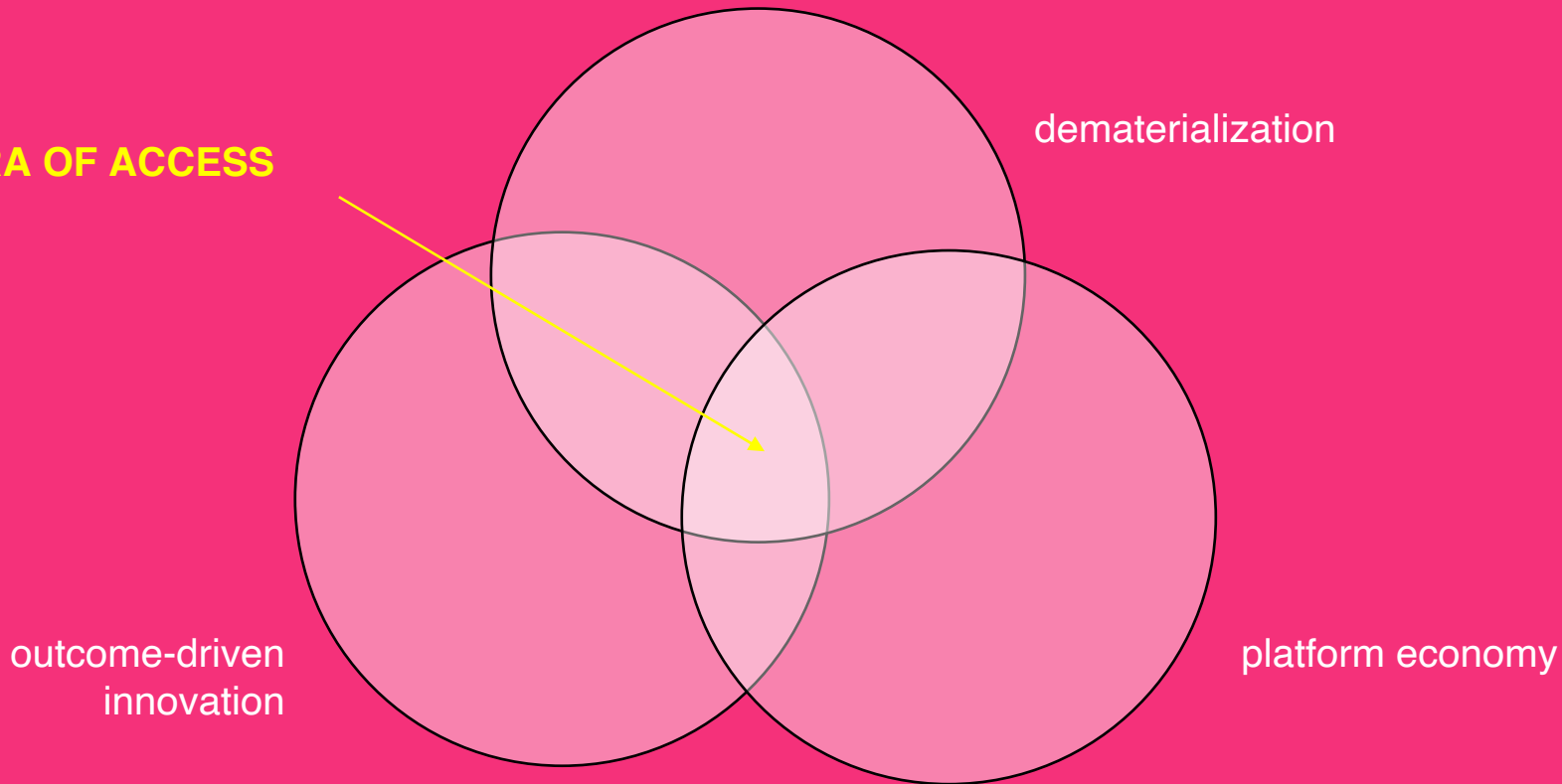




# #7 THE END OF OWNERSHIP

What is mine is yours

THE ERA OF ACCESS





# Subscription on household appliances

Effortless. Flexible. Sustainable.

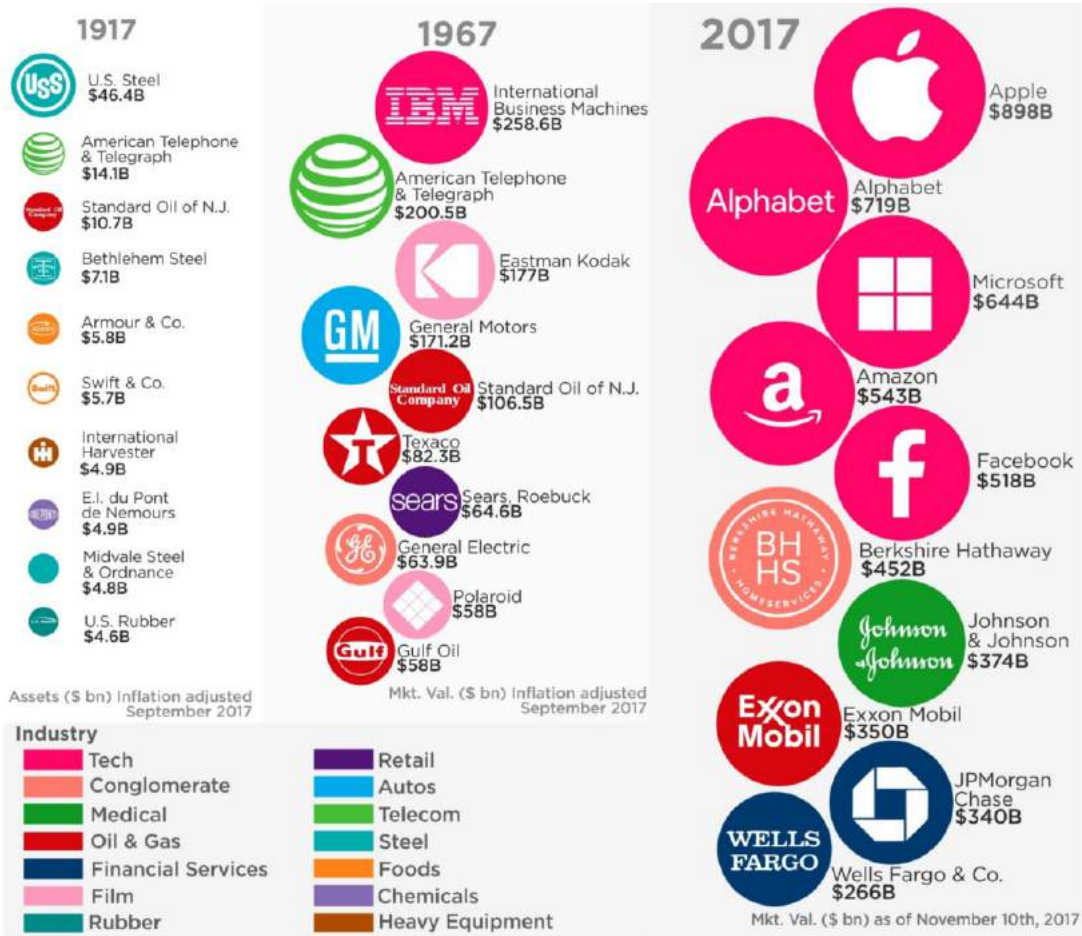
+3.500 Homie users

## HOMIE

[How It works](#)

[See products](#)

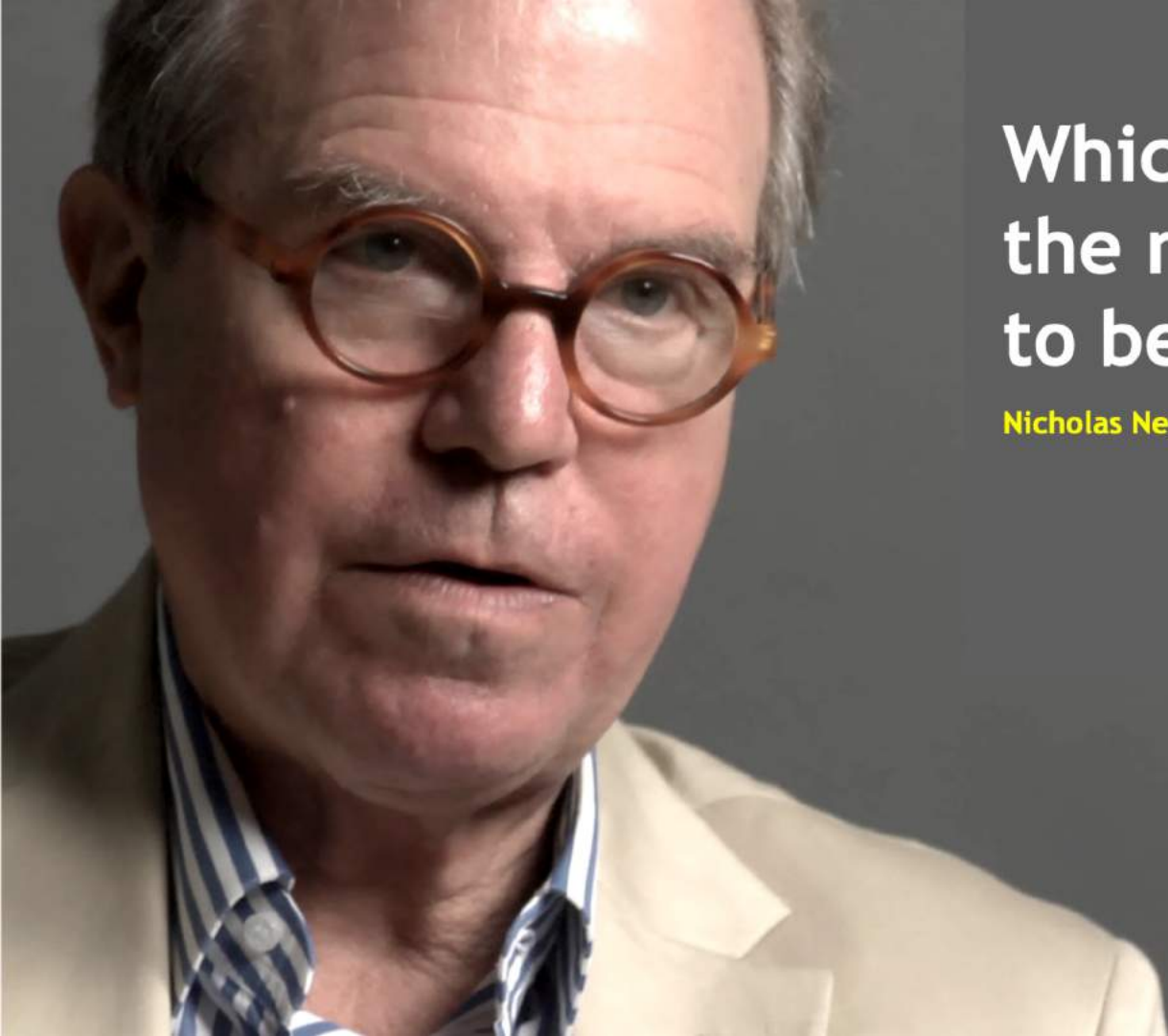
[Order Homie](#)



every 50 years...

1917 the industrialist era  
 1967 the hardware era  
 2017 the platform era


Forbes



Which will be  
the next industry  
to be disrupted?

Nicholas Negroponte





**Managing with dual  
strategies:  
mastering the  
present, preempting  
the future**

Derek Abell

2033



**Rita McGrath - Seeing around corners**

**How often you challenge  
current rules of the game?**







**Opposite page:** Natural straw hat from Portobello Market, London W11; beading around wrist from Susan Stretwell, Covent Garden Antique Market, WC2

**This page:** Cream silk skinny rib polo neck sweater from Ralph Lauren, 143 New Bond St, London W1; feather and shell necklace from Worn4, 27 Lislefield St, London WC2; bag knickers from school suppliers



**How often you challenge  
your playing field?**



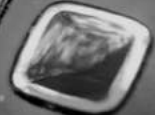




BlackBerry

space

sum



# FUTURE LITERACY STATE OF THE ART



# STRATEGIC FORESIGHT

## IS NOT

- to **predict** the future
- to help us figure out **what** to think about the future

## IS

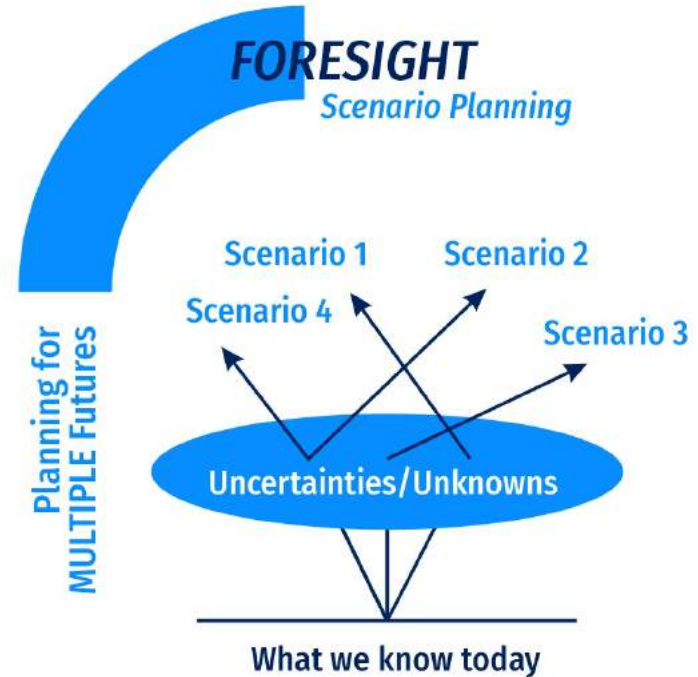
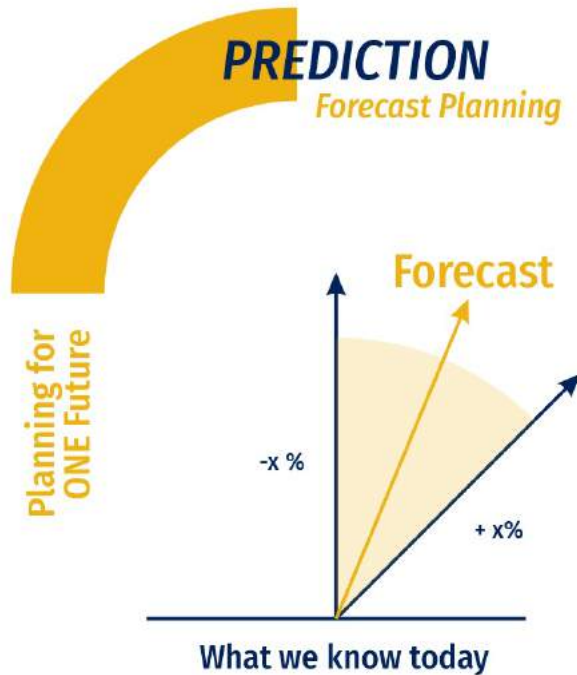
- to make it possible to **imagine** multiple futures
- to help us figure out **how** to think about it

**Time is not linear, it's a loop**



# STRATEGIC FORESIGHT

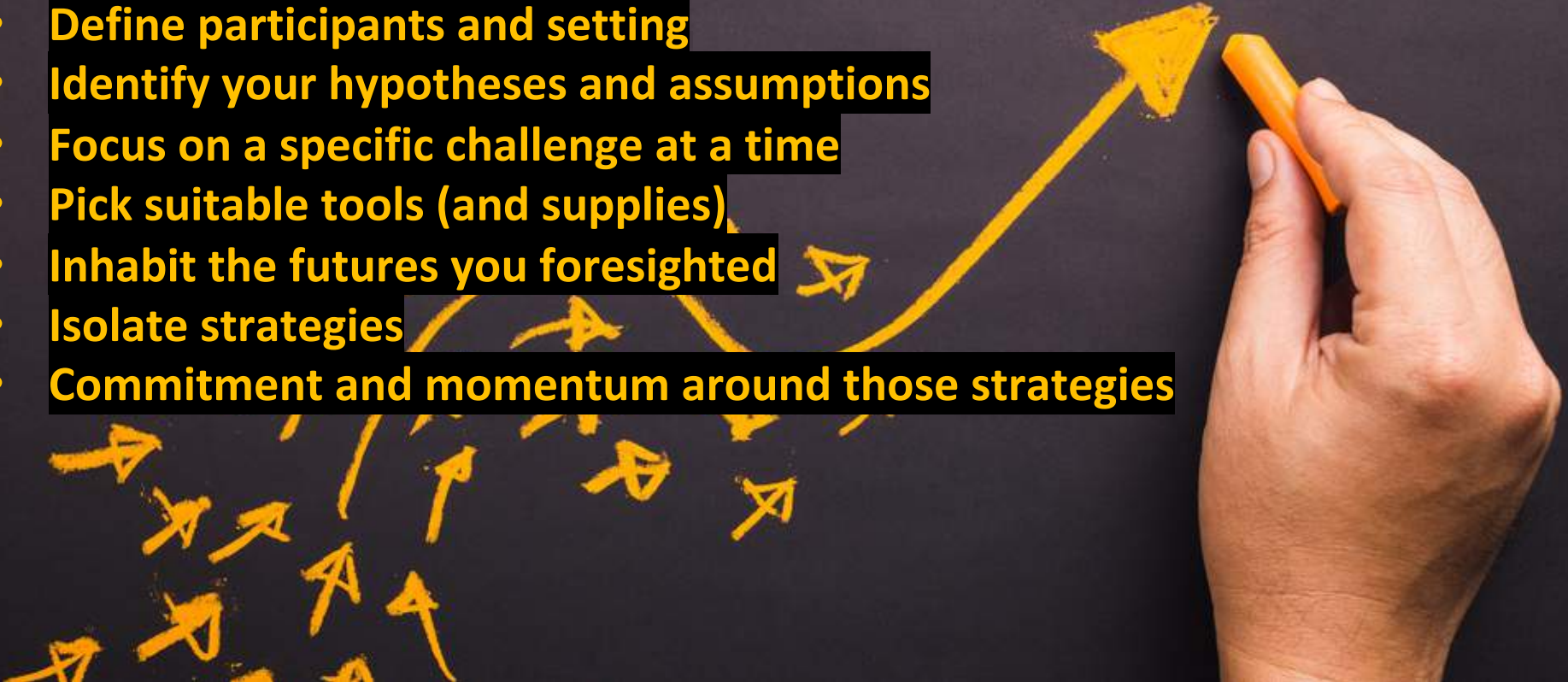
Sense, shape and adapt to possible futures



**The *institutionalization* of  
imagination is the essence of  
strategic foresight**

# STRATEGIC FORESIGHT PROCESS

- Define your time-horizon
- Define participants and setting
- Identify your hypotheses and assumptions
- Focus on a specific challenge at a time
- Pick suitable tools (and supplies)
- Inhabit the futures you foresighted
- Isolate strategies
- Commitment and momentum around those strategies



# ENVIRONMENTAL SCANNING

## Where to look for future-savvy sources?

### Organizations:

- Trendwatching
- Trend Hunter
- Future scan
- Non Obvious Trends
- Wunderman Thompson
- MIT Insights
- Google Trends
- ...

### Experts:

- Henry Mason
- Rohit Bhargava
- Amy Webb
- Cecilia Tham
- Kevin Kelly
- Ray Kurzweil
- Roberto Poli
- ...

# COOLHUNTING

A neologism coined in the early 1990s referring to a new kind of marketing professionals who make observations and predictions in changes of new or existing “cool” cultural fads and trends.

Coolhunting is also referred to as "trend spotting," and is a subset of trend analysis. Coolhunters operate mostly in the world of street fashion and design, but their work also blurs into that of futurists such as Faith Popcorn.

Because of the nature of the subjects, coolhunting is more than just market research. Teens and preteens are frequently referred to as a "stubborn" group since they do not respond well to overt advertising and marketing campaigns. As a result, coolhunters must be more subtle in their methods of obtaining data and information.

Coolhunters will usually collect a group of people from their target demographic at random. Coolhunters want to hear what their subjects have to say, but they also want to watch their simple gestures, thus when one or more market researchers interact with the group, they are often monitored and videotaped by a non-visible group.

The methods of gathering information during a focus group interview may be extremely broad, such as asking questions about lifestyle and youth culture, or more specific, such as comparing different brands and determining which brands the group is most responsive to, depending on the nature of the study.

Participants in focus groups are frequently compensated for their time, whether in the form of money, free products, or other incentives.

Coolhunters frequently seek out persons who are thought to be leaders or trend setters among their target audience. They'll then pay these people to work as “Cool Narcs”, gathering information from their peers in secret and reporting back to their bosses. This is a common method of coolhunting since it allows them to observe their target population in their natural habitat.





ENCE



PASS BOX  
PROTOTYPE IN MELB. USES ULTRA-SOUND REPORTS ON CYCLIST SAFETY TO AUTHORITIES



BAAT DOCKLESS SHAREBIKES  
ALL APP-RUN  
FIND-UNLOCK-RIDE  
LETS YOU PICK UP ANY BIKE THAT IS AVAILABLE & LEAVE IT THERE (VARIETY OF BIKES)



SMRTGRIPS  
RETRO FITS INTO HANDLEBARS. HAS GPS. GIVES RIDER HAPTIC FEEDBACK FOR NAV, LETS LOCATE BIKE VIA APP.



LIFE LIGHT  
SUPER LIGHT  
MAP HOLDER  
PREVENTS FR  
ADJUST, REM  
REPLACE M

SAFETY

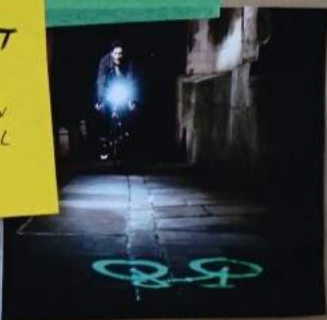
NAVIGATION



HANGZHOU  
60,000 BIKES FOUND EVERY 100 METRES.  
30% OF LOCALS INCORPORATED THE BIKES IN TRANSPORT

DENSITY

BLAZE LASERLIGHT  
NOW ON 250 CITIBIKES IN NEW YORK AS A TRIAL



BLUBELL  
SIMPLE LIGHT



# DRIVER MAPPING

A critical tool used to help identify high-impact and high-uncertainty drivers, factors and forces of change shaping the future environment, in particular across social, technological, economic, environmental and political domains.

## Driver Mapping (STEEP)

Focal Issue: \_\_\_\_\_

| Society | Technology | Economy | Environment | Politics |
|---------|------------|---------|-------------|----------|
|         |            |         |             |          |

## Prioritisation Matrix

Focal Issue: \_\_\_\_\_



## **SOCIETY**

Demography, life-styles, social dynamics, social values, social behavior

## **TECHNOLOGY**

Communication, media, engineering, science

## **ECONOMY**

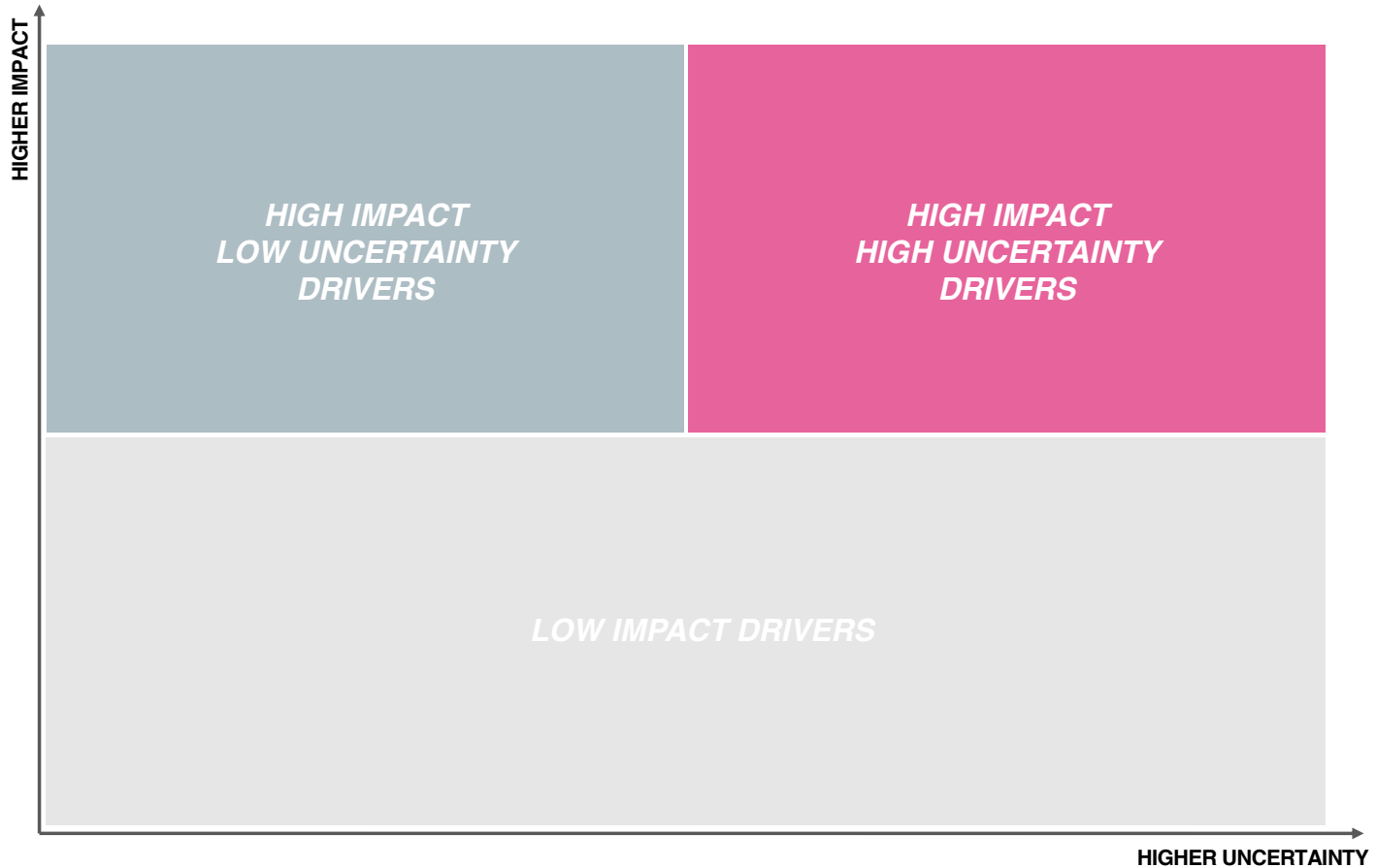
Economic policies, indicators and performances

## **ENVIRONMENT**

Environmental and contextual factors

## **POLITICS**

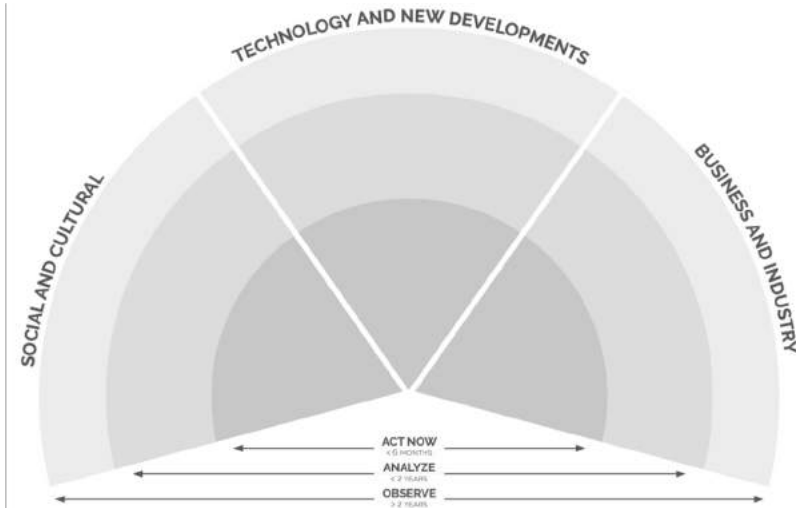
Government policies, political dynamics, legal framework



# TREND RADAR

Changes in technology, the socio-economical and environmental context, and disruptive events are drivers for trends at the global, regional and local scales, that are followed by consumers changing and adapting their behavior, expectations and attitudes according to them; or by businesses to develop new strategies and innovative products and services.

## Trend radar



### Visualize the most relevant trends for your industry based on the impact they have.

- Social and cultural trends have a direct influence in peoples lives shaping the way a society and its culture evolves.
- Business and industry trends outline major changes that will drive disruption, innovative business models and new industry standards.
- Technology and new developments are enablers for industry transformation and new consumer experiences.

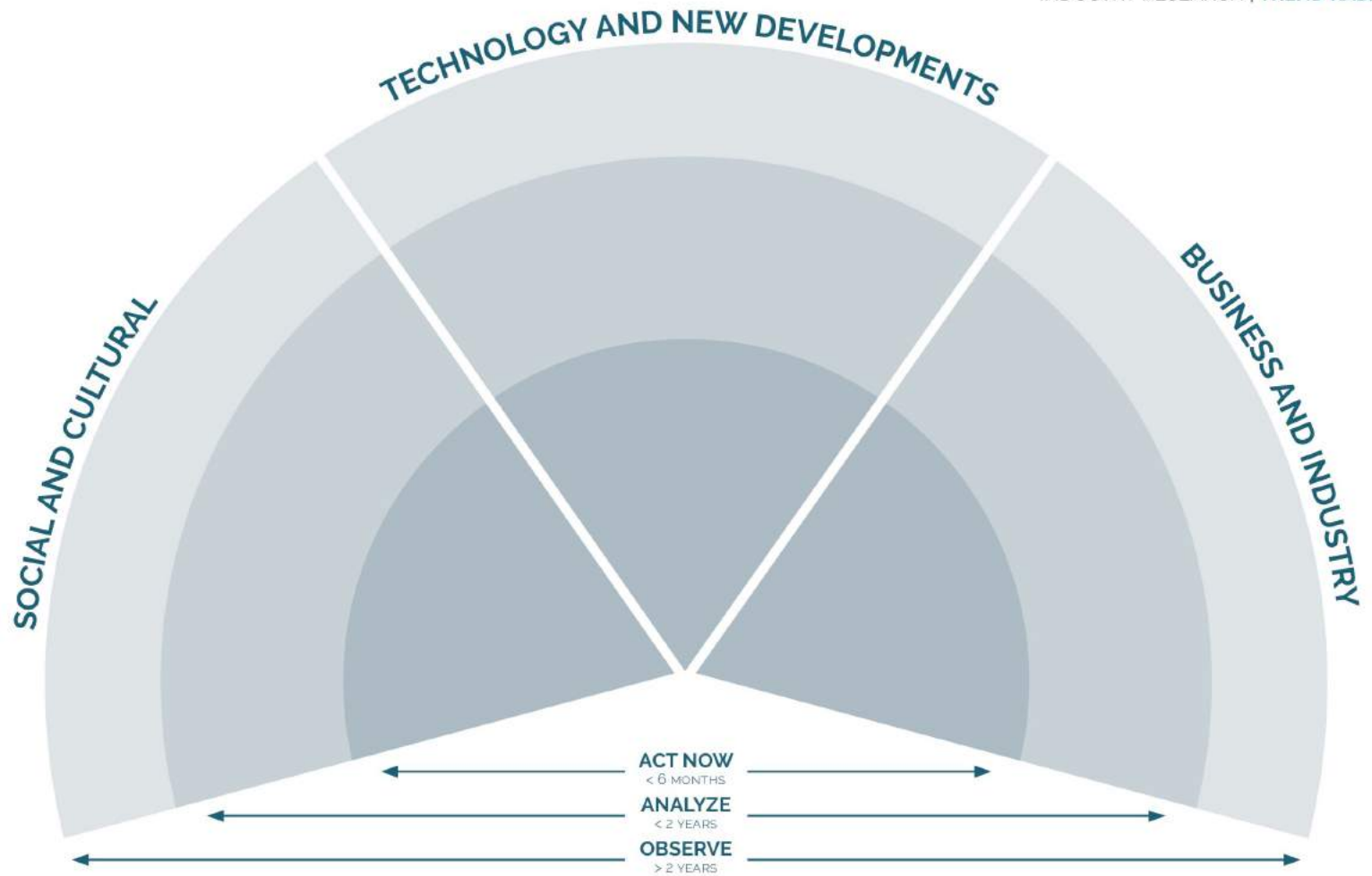
Categorize the trends accordingly, and prioritize them based on how fast can you apply those trends.

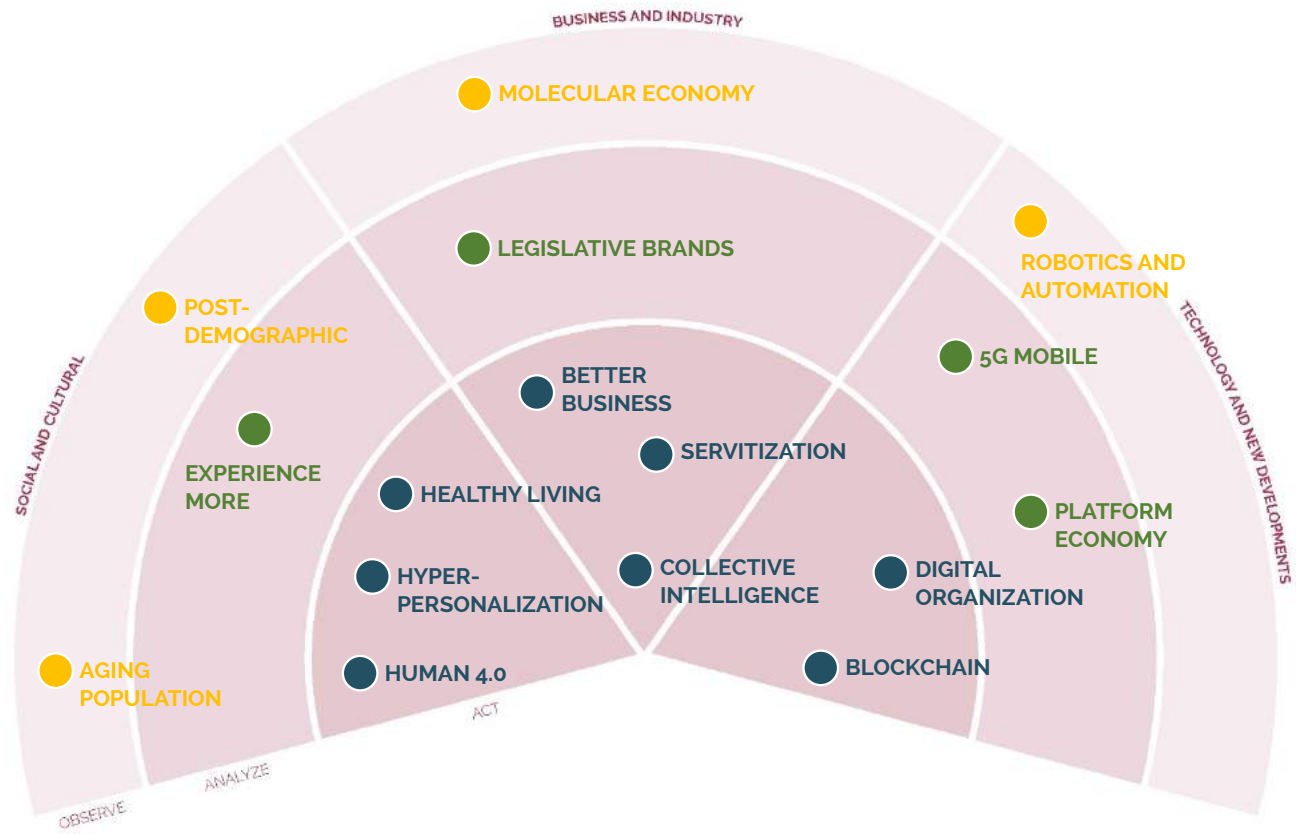




**A trend is a curated  
observation about the  
accelerating present**

**Rohit Bhargava**





# VERGE

A systematic approach to explore drivers of change, issues or scenarios through an ethnographic lens – by taking a human-focused or cultural perspective. It was developed by Kaipo Lum and Michele Bowman as an alternative to STEEP categories.

## Verge template

Scenario: \_\_\_\_\_

Time Horizon: \_\_\_\_\_

|               |                        |
|---------------|------------------------|
| Define:       | Relate:                |
| Connect:      | Create:                |
| Consume:      | Destroy:               |
| Uncertainties | Opportunities<br>Risks |

Verge can be used in different parts of the foresight process:

- Help create scenarios by more deeply exploring drivers.
- And/or to help understand the implications of scenarios.

| SCENARIO   | TIME HORIZON  |
|--|---|
| <p><b>DEFINE</b><br/>The concepts, ideas and paradigms we use to define the world around us.</p>           | <p><b>RELATE</b><br/>The social structures and relationships which link people and organisations.</p> |
| <p><b>CONNECT</b><br/>The technologies used to connect people, places and things.</p>                      | <p><b>CREATE</b><br/>The processes and technology through which we create goods and services.</p>     |
| <p><b>CONSUME</b><br/>The goods and services we create, and the ways in which we acquire and use them.</p> | <p><b>DESTROY</b><br/>The ways in which we destroy value and the reasons for doing so</p>             |
| <p><b>UNCERTAINTIES</b></p>  | <p><b>OPPORTUNITIES</b></p> <p><b>RISKS</b></p>   |





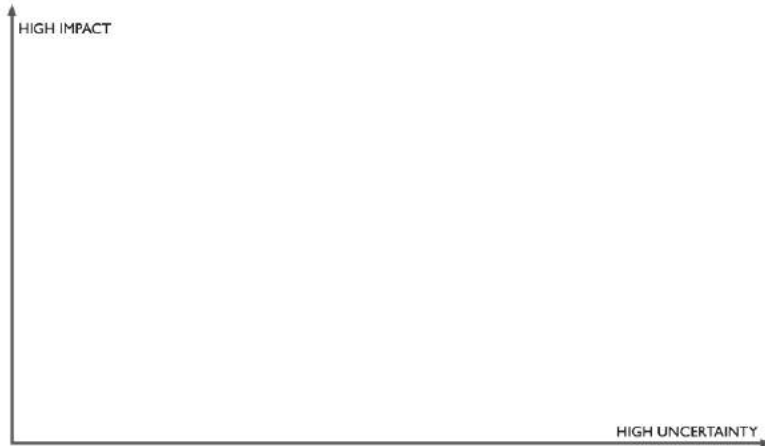


**+150**  
**PREDICTIONS**  
**ON FUTURE**  
**TRENDS**

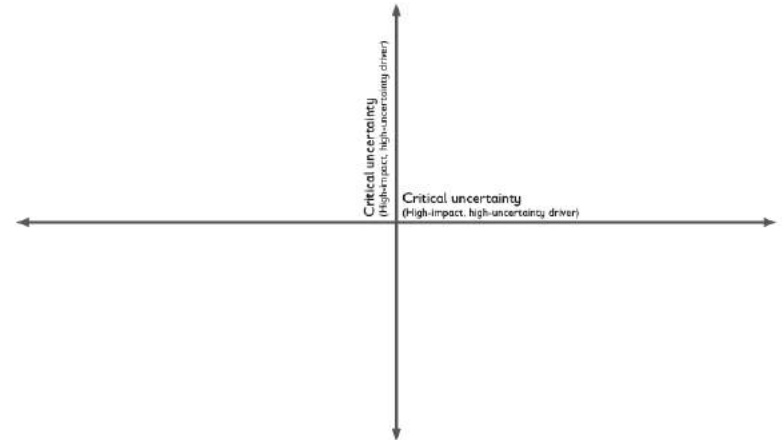
# 2X2 SCENARIOS

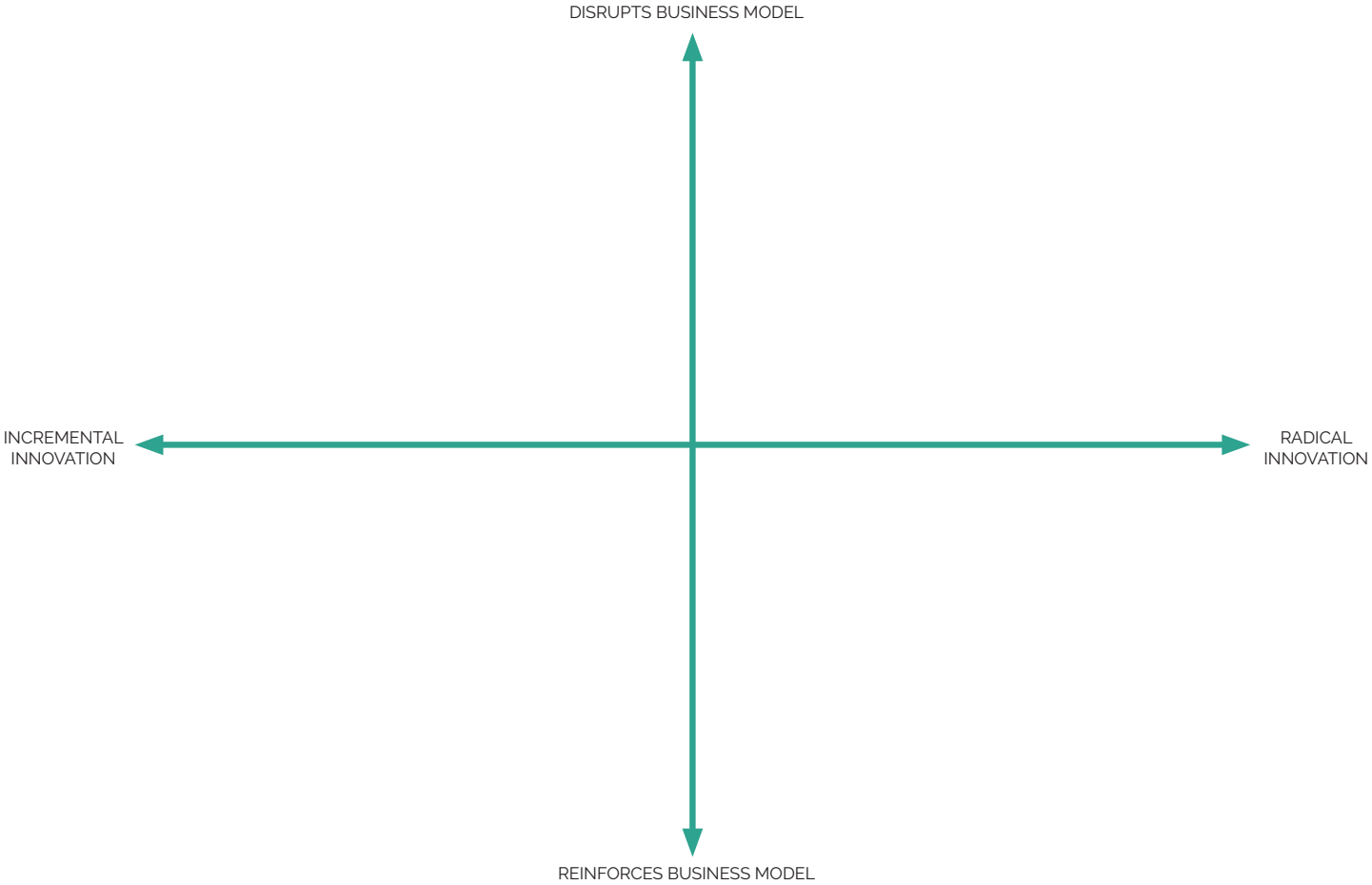
A widely used method to develop four contrasting future scenarios based on the analysis of drivers of change. It is used to facilitate discussions to create four contrasting scenarios based on two high-impact, high-uncertainty drivers of change. Scenarios are not predictions. They are used to explore alternative – and challenging – ways that the future may develop.

## Impact and Uncertainty Axis



## Scenario Framework







DISRUPTS BUSINESS MODEL



INCREMENTAL INNOVATION



RADICAL INNOVATION



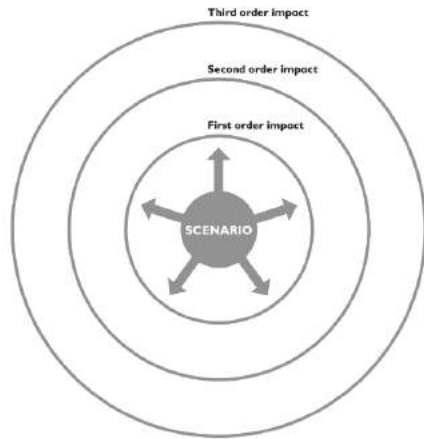
REINFORCES BUSINESS MODEL



# FUTURE WHEELS

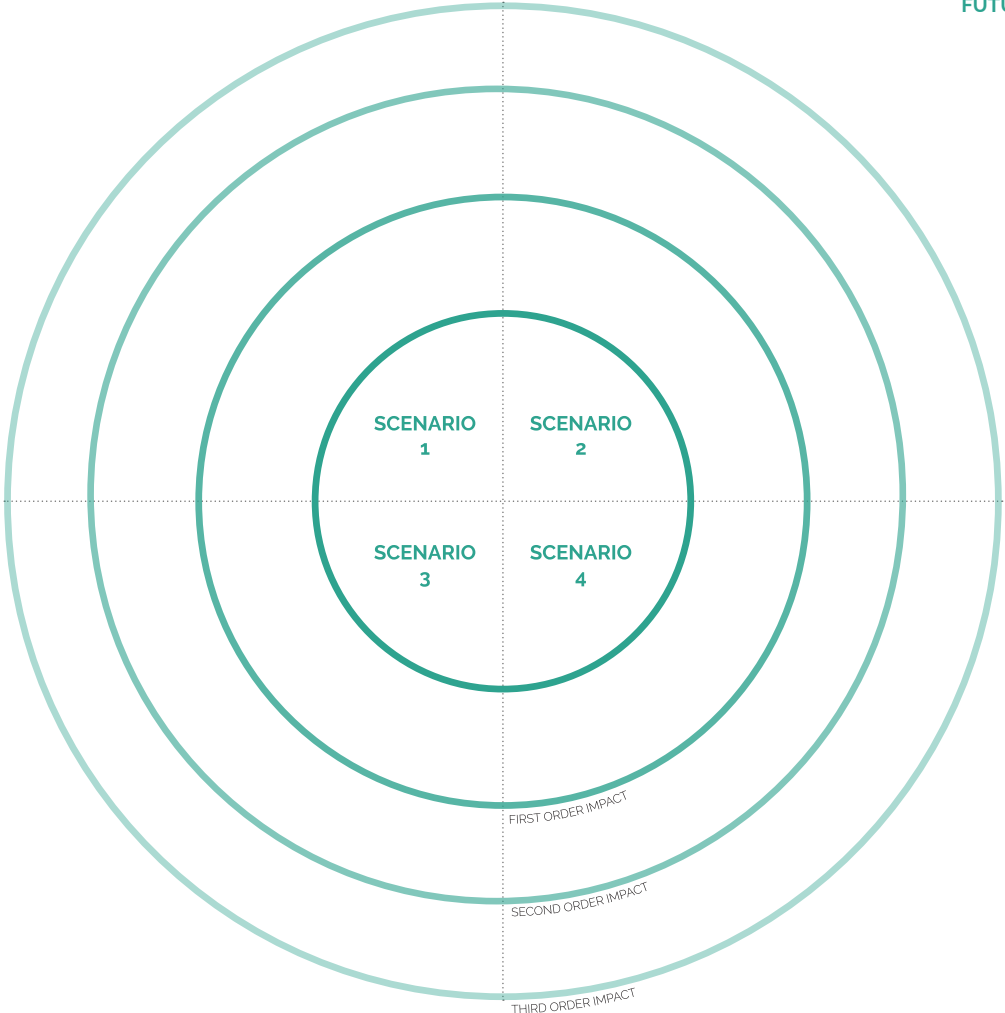
A structured brainstorming that helps participants visualise how important trends, events, or drivers will affect the larger environment, organise thoughts about future events or trends, think through possible impacts of current trends, show complex interrelationships, create forecasts within alternative scenarios.

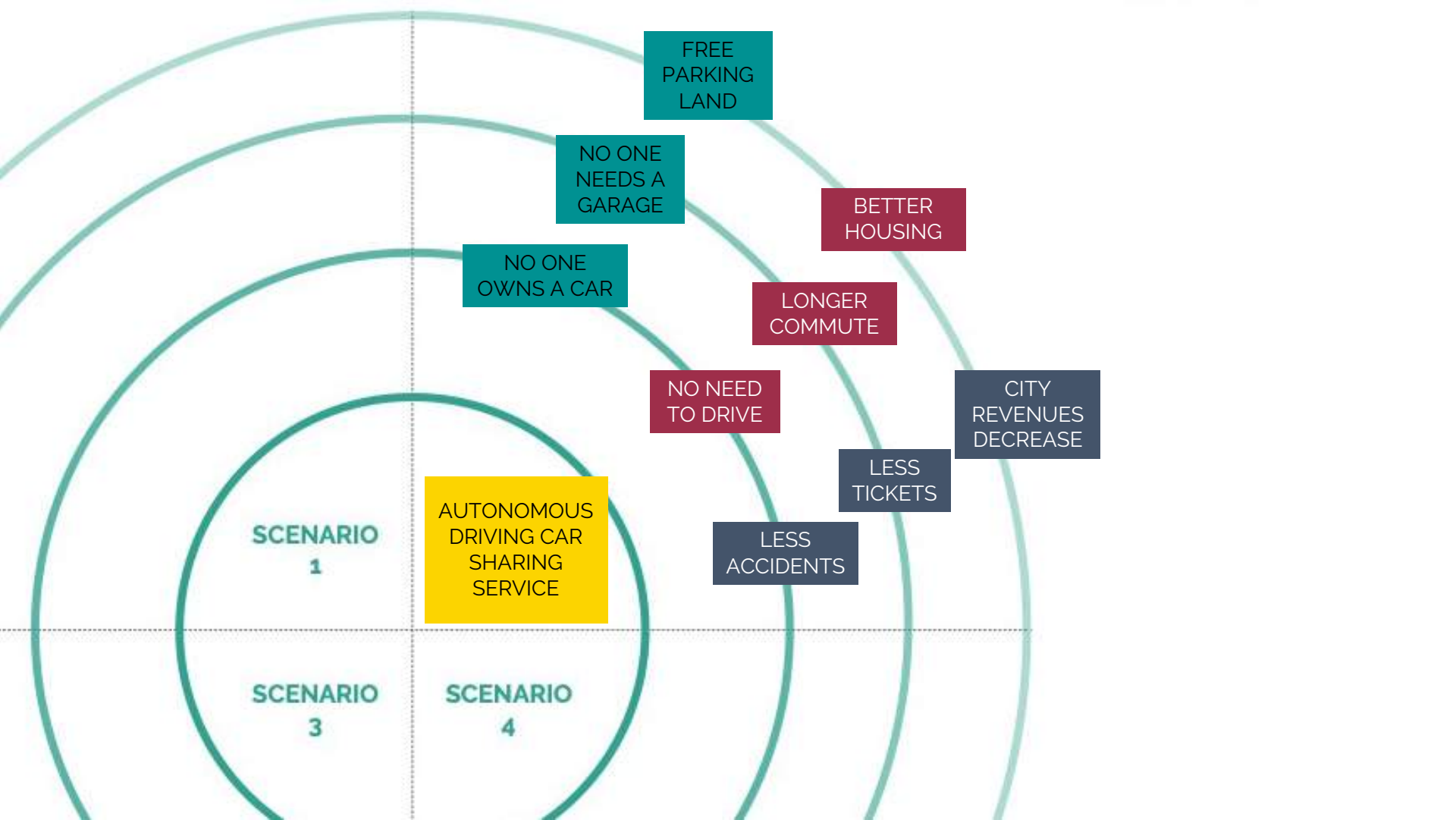
## Future Wheels



## Implications analysis

|   | Implication #1 | Implication #2 | Implication #3 | Implication #4 |
|---|----------------|----------------|----------------|----------------|
| Implication                               |                |                |                |                |
| Why is this important and/or provocative? |                |                |                |                |
| Impacts and consequences                  |                |                |                |                |
| Associated events and trends              |                |                |                |                |





FREE  
PARKING  
LAND

NO ONE  
NEEDS A  
GARAGE

BETTER  
HOUSING

NO ONE  
OWNS A CAR

LONGER  
COMMUTE

NO NEED  
TO DRIVE

CITY  
REVENUES  
DECREASE

SCENARIO  
1

AUTONOMOUS  
DRIVING CAR  
SHARING  
SERVICE

LESS  
TICKETS

LESS  
ACCIDENTS

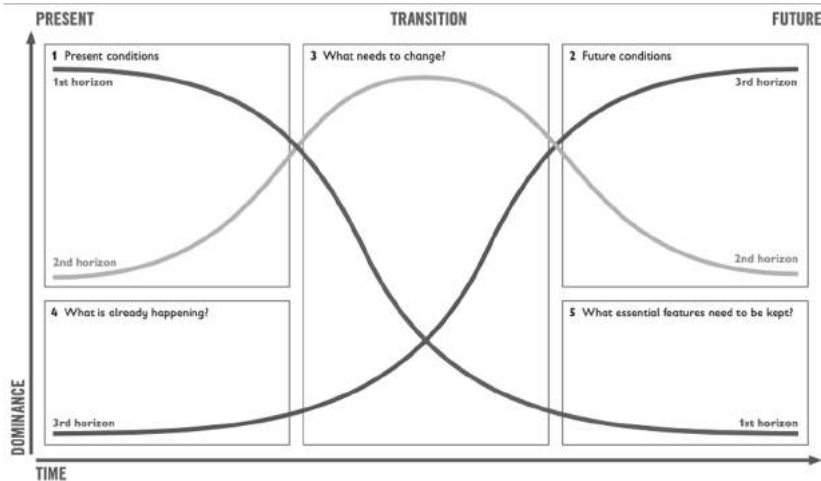
SCENARIO  
3

SCENARIO  
4

# THREE HORIZONS

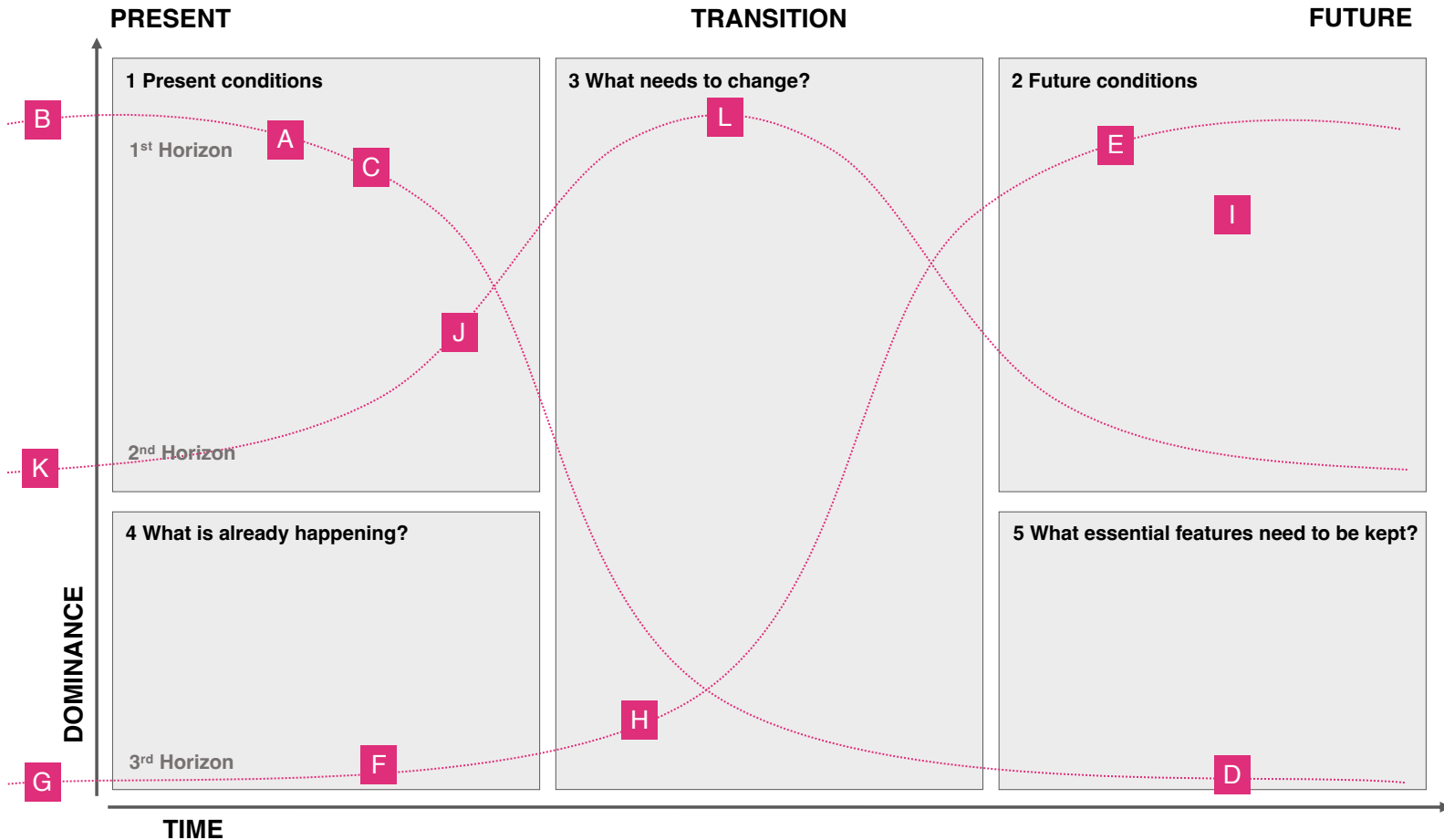
An intuitive way of thinking about what needs to change to move to a particular future in the short, medium and long term. It is similar to Backcasting as it looks at how a given scenario develops, but it differs by differentiating between declining current futures, emerging transformative futures, and the transition between them.

## Three Horizons Map



## Reflecting on the Three Horizons

|  |
|--|
| <b>What challenges have been identified? What is in decline?</b> |
| <b>What new ventures and ideas are made possible?</b>            |
| <b>What needs to be maintained into the future?</b>              |





# BACKCASTING

Backcasting takes a future scenario as given and guides users to identify possible factors and events that led to this scenario developing. This enables alternative future paths to be imagined, indicators that suggest a particular scenario may be emerging to be identified, and associated policies, strategies or tactics to be put in place.

## Backcasting template

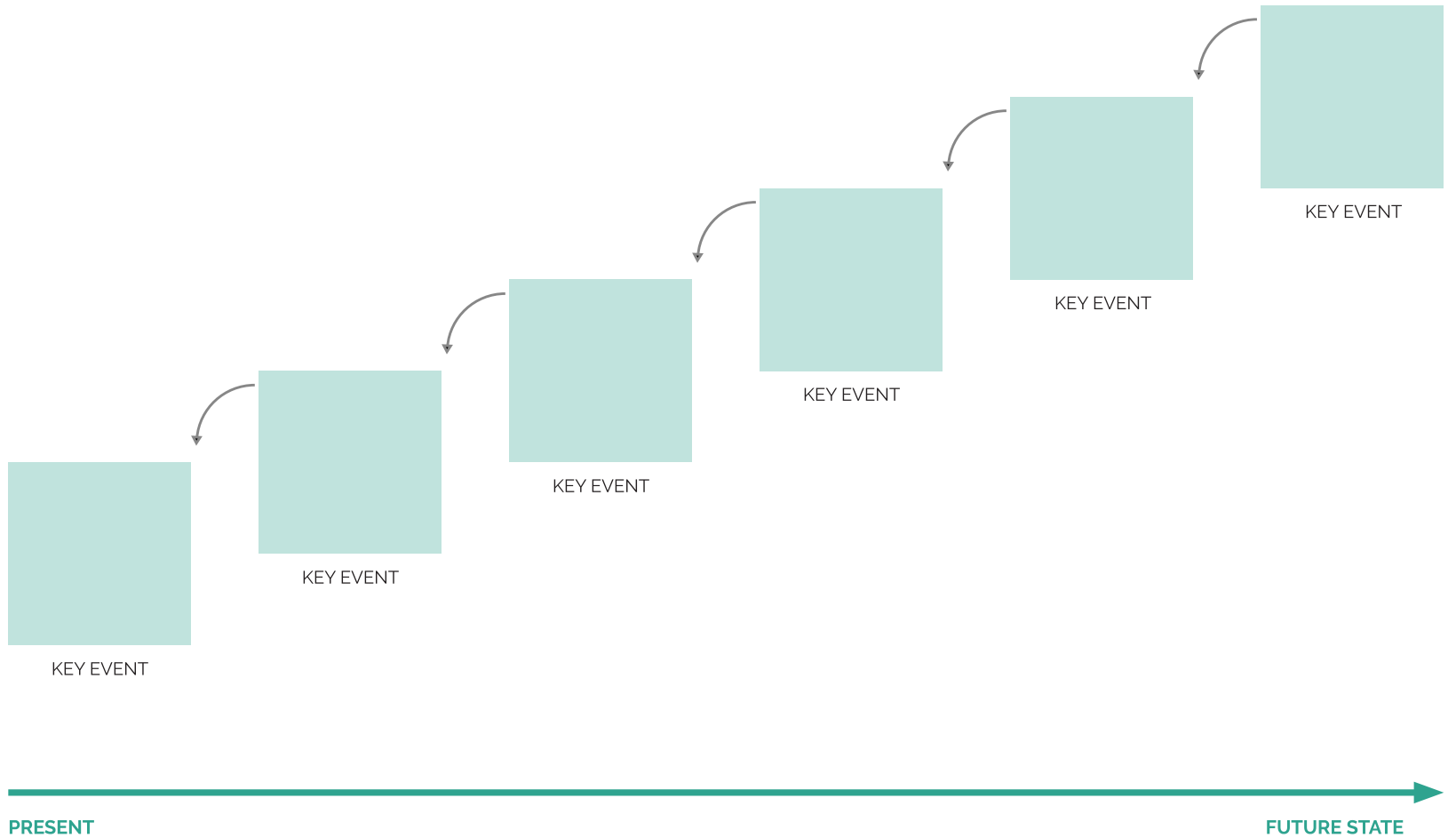
### Outcome

| Year     | a. Events | b. Interventions | c. Actions taken today |
|----------|-----------|------------------|------------------------|
| Future*  |           |                  |                        |
|          |           |                  |                        |
|          |           |                  |                        |
|          |           |                  |                        |
| Present* |           |                  |                        |

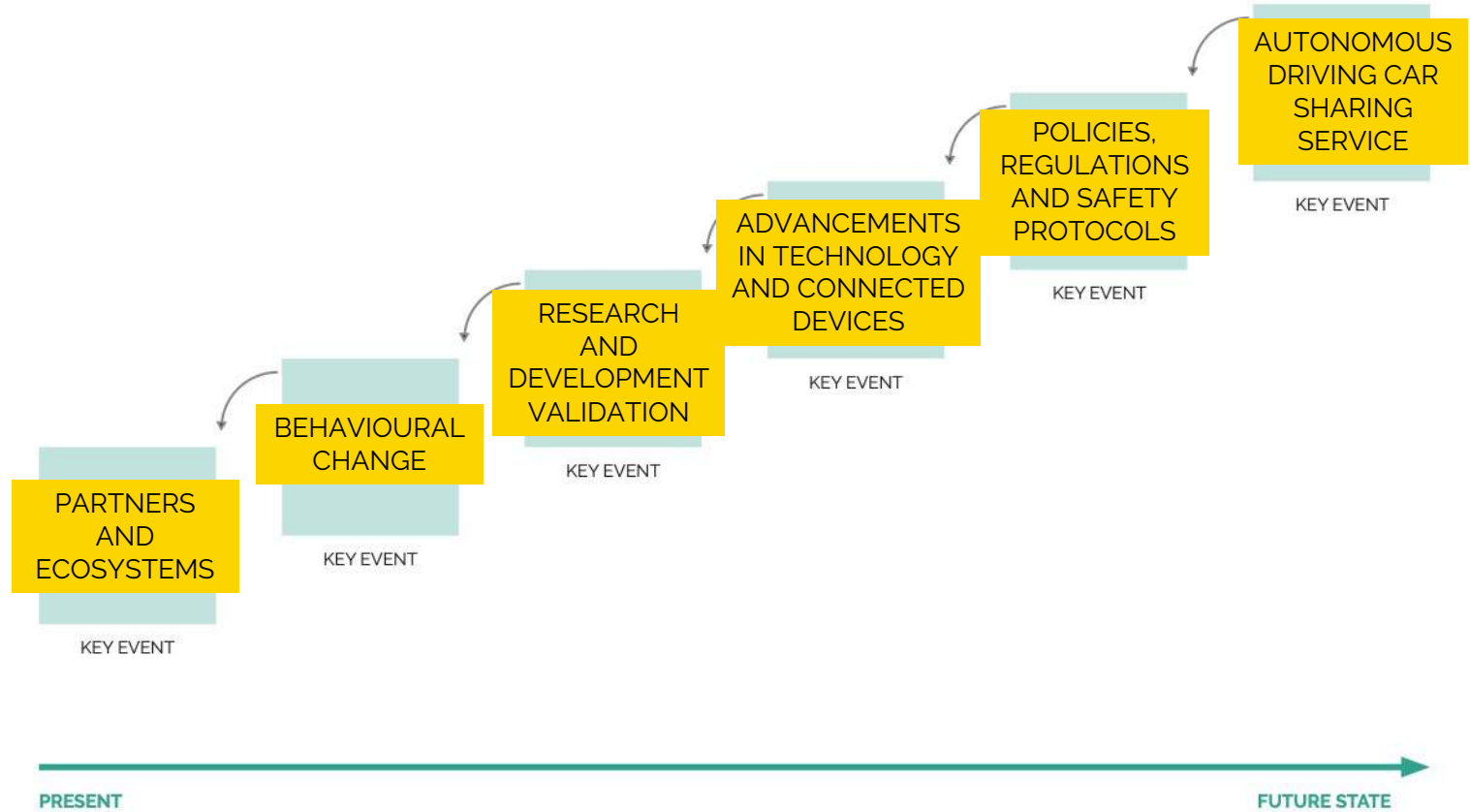
Tip: Start in the future and move progressively backwards to understand what needs to happen for a particular scenario or desired future to emerge.

\* Fill in intermediary timeframes to allow you to step back evenly from the future to the present.

## BACKCASTING



BACKCASTING



# WIND TUNNELING

A participatory discussion of strategy and policy options across different scenarios. It is particularly useful for understanding which strategies are most resilient across a range of future conditions, or to identify those which are important to plan or prepare for, in the event of a particular scenario.

## Wind Tunnelling Template

| Policy   | Vision (optional) | Scenario 1 | Scenario 2 | Scenario 3 | Scenario 4 |
|----------|-------------------|------------|------------|------------|------------|
| Policy 1 |                   |            |            |            |            |
| Policy 2 |                   |            |            |            |            |
| Policy 3 |                   |            |            |            |            |
| Policy 4 |                   |            |            |            |            |
| Policy 5 |                   |            |            |            |            |

The discussion's output is a matrix rating the effectiveness of strategies/policies across a range of scenarios.

As a next step, users can use the outputs to inform strategy and policy planning, risk monitoring, and assessing impact and capability.

| POLICY   | VISION/PURPOSE | SCENARIO 1 | SCENARIO 2 | SCENARIO 3 | SCENARIO 4 |
|----------|----------------|------------|------------|------------|------------|
| Policy 1 |                |            |            |            |            |
| Policy 2 |                |            |            |            |            |
| Policy 3 |                |            |            |            |            |
| Policy 4 |                |            |            |            |            |
| Policy 5 |                |            |            |            |            |



# TREND ANALYSIS

An in-depth analysis of trends will help you not only to understand your consumers better, but also a good way to gather insights and inspiration from your competitors, the industry and markets to help you develop a growth strategy for your idea.

## Trend analysis template

|   |          |
|---|----------|
| TREND   |          |
| APPLICATIONS  | IMPACT   |
|   | INSIGHTS |
| HOW CAN THIS TREND HELP YOU SERVE YOUR CUSTOMER'S EXPECTATIONS? |          |

### Analyze emerging trends that are changing your industry.

Start by looking for the applications of the trends and how businesses and organizations are using them.

Understand the political, socio-economic and technological factors that are driving this trend.

The impact this trend is having in your customer's behavior, needs and desires and the new expectations is creating.

Identify the key takeaways from this trend and ask yourself how can you use this trend to serve your customers better.

TREND

APPLICATIONS

IMPACT

INSIGHTS

HOW CAN THIS TREND HELP YOU SERVE YOUR CUSTOMER'S EXPECTATIONS?

## TREND HUMAN 4.0

Interfaces will become more intuitive allowing humans to move beyond screens towards a world where our bodies interact with wearables and smart environments to enhance our experiences, and augmenting our human characteristics and capabilities

### APPLICATIONS



Alipay has launched a new way to pay at KFC in China — by smiling. So far, the facial payment system is only available at a single KFC in Hangzhou, China. The Smile to Pay technology needs about one to two seconds of facial scanning with a 3D camera and a “liveness detection algorithm” to check the identity of the person paying, who must also enter their mobile phone number to help guard against fraud.

### IMPACT

The recent massive security breaches from platforms like Facebook and Uber have challenged user trust and sparked fears and threats about autonomy, identity, safety and privacy; and how consumers expect tech organizations to behave.

### INSIGHTS

Organizations need to ensure that their interfaces and algorithms are transparent, ethical and unbiased to mitigate the negative impact of their technology.

### HOW CAN THIS TREND HELP YOU SERVE YOUR CUSTOMER'S EXPECTATIONS?

As interactions with users evolve from periodic engagements via a screen to consistent, connected experiences, we must create new services that are deeply integrated in the physical world.

ZOOM OUT ↔ ZOOM IN

ZOOM OUT-ZOOM IN

REFLECT AND REFINE

Envision  
the future

Focus on  
what will be  
required for  
success

Define high-  
impact  
initiatives

Mobilize  
resources to  
take action

REFLECT AND REFINE

### 1. Envision

Synthesize a shared view of the long-term (10-20 years) direction of your industry

### 2. Focus

Determine what your business needs to look like to succeed in the future, specifying where to play and how to win

### 3. Define

Identify two to three initiatives (no more) that have the greatest potential to accelerate your path toward that long-term destination over the next six to 12 months

### 4. Mobilize

Ensure there is a critical mass of resources aligned against the key initiatives and that clear measures of success are established

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THE FUTURE  
WILL TAKE HOLD  
OF YOU –  
BE FUTUREWISE.**

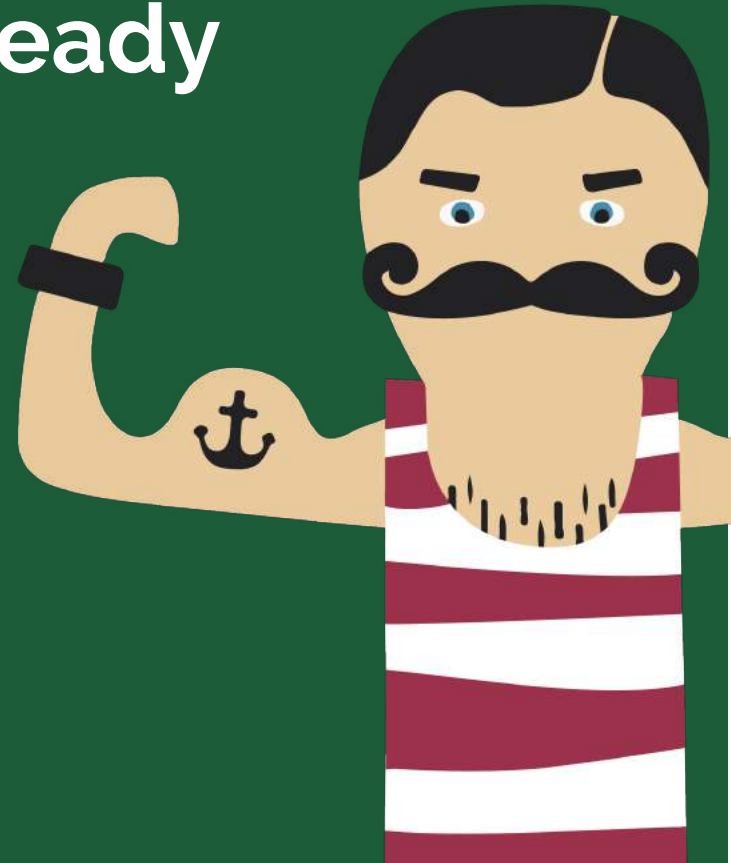
*- Patrick Dixon*



#futureready

# Making Boards Future-ready

TOOLS FOR STRATEGIC FORESIGHT



## Thanks

falberti@strategique.us

 falberti

 fredalberti