

Strategies for Future-Proofing - Your Organization

WELCOME TO THE “New normal”



**Changing
World**

Rapid Urbanisation
Climate Change / Resource
Scarcity
Political uncertainty
Shift in Global Economic
Power

Regulatory pressures
Technology / Digital disruption

Savvy Customer expectations
Activist Investors / Funders

Democratic & Social Change
Stagnating Globalization

Megatrends 2020-2030

Emerging themes for action



THE ALUDO GROUP
Think. Be. Do



1 Empowerment
the growth and re-invigoration of ideas and self-worth

- Rise of the individual
- Collaborative consumption
- Triple bottom line
- New markets
- Unconventional regimes

2 Polarization
the rise of divisiveness and divergence

- Rise of ideology
- Bursting digital bubble
- Politicism of science
- Skillset divide
- Institutionalized radicalism

3 Hyperconnectivity
the emphasis on interconnectedness and collective behavior

- Transparent lives
- Integrated systems
- Conflict minerals
- Hyper-sensitive markets
- Global regimes

4 Disengagement
the evolution of ways in which we communicate and interact

- Interpersonal divergence
- Digital personification
- NIMBY
- Fragmented workforce
- Political defiance

5 Aging
the changes in values, cultures, and priorities across generations

- Intra-generational fairness
- Digital rift
- Resource footprint
- Silver agers
- Gerontocracy

6 Dematerialization
the shift in the value structure from physical to intellectual

- Knowledge society
- Digitalization
- Scientification of agriculture
- Post-industrialism
- Shifting power bases

7 Scarcity
the unsustainable consumption of our natural resources

- Middle class angst
- Innovation
- Sustainability
- Qualitative growth
- Wealth distribution

8 Blurring Boundaries
the emergence of business ecosystems across traditional silos

- Melting pots
- Co-development
- Mass epidemics
- Shadow markets
- Nation state 2.0

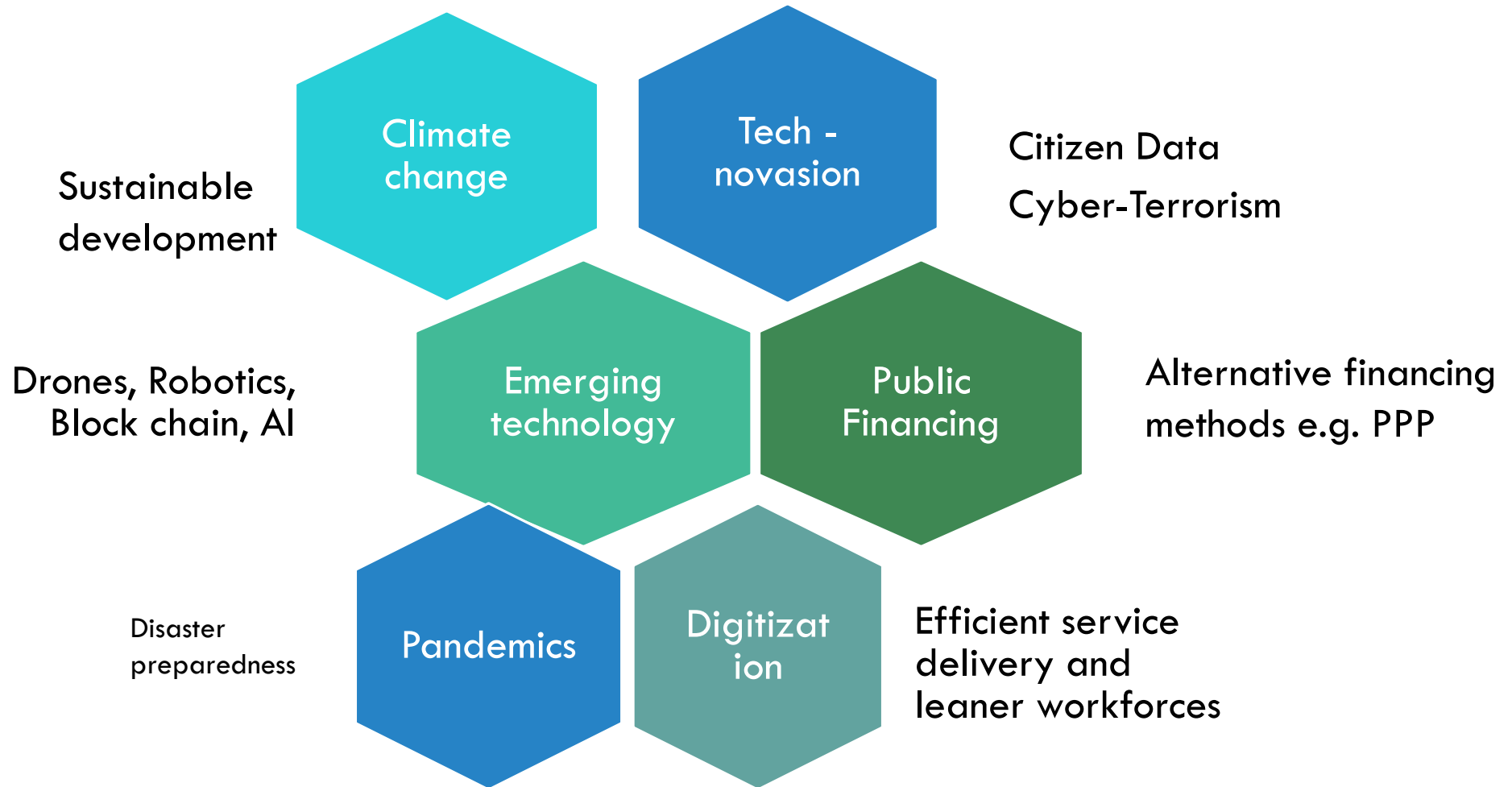
9 Erosion of Governance
the decline of the traditional world order Direct democracy

- Direct democracy
- Decentralization
- Resource disputes
- Free markets
- Alternative governments

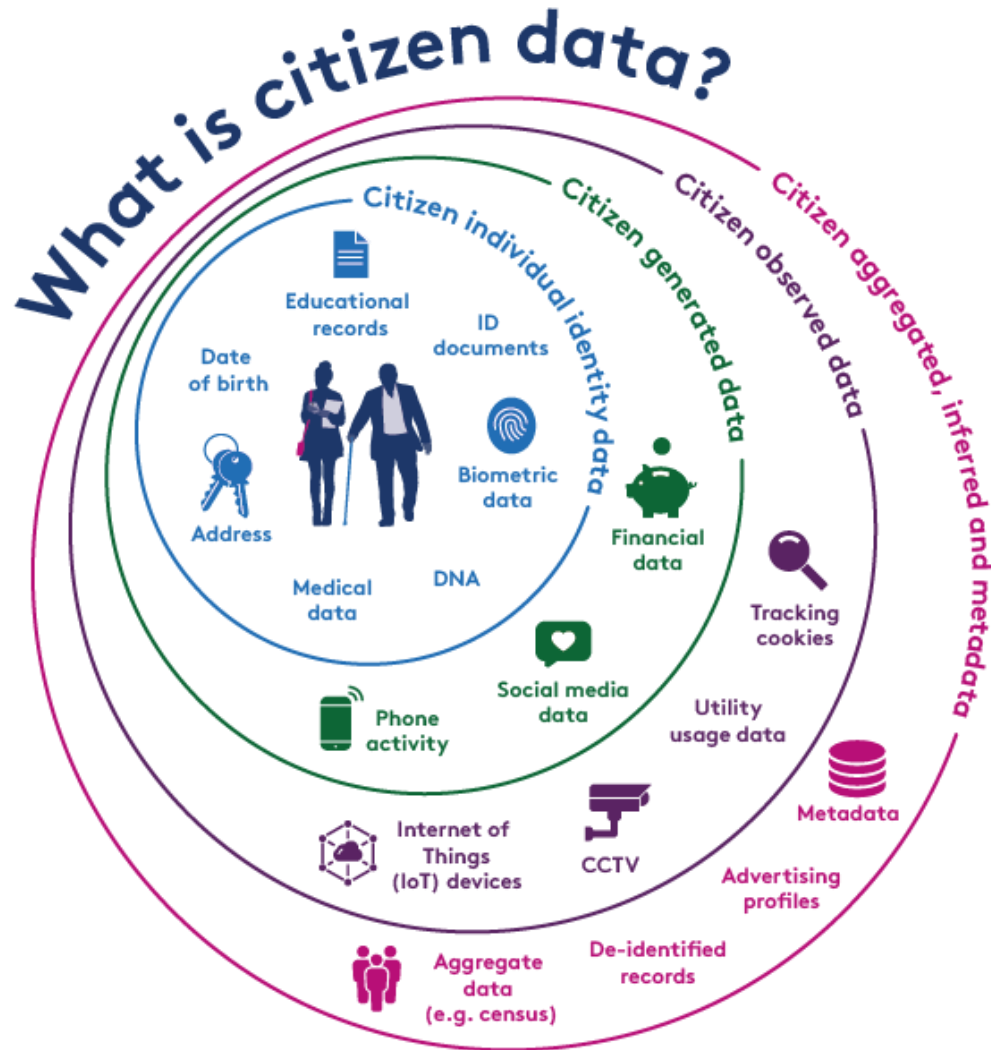
10 Displacement
the movement of people, ideas and challenges across the globe

- Mass migration
- Infrastructure shift
- Ecological pressure
- Global supply chains
- Allocation conflicts

THE FUTURE OF THE PUBLIC SERVICE DELIVERY



LINKING CITIZEN DATA



Linking together citizen data from different sources has the potential to improve services and create business opportunities, but also for misuse and, without careful management, harm to individuals, society and national security.

CYBER ATTACK

Russian Hackers Broke Into Federal Agencies, U.S. Officials Suspect

In one of the most sophisticated and perhaps largest hacks in more than five years, email systems were breached at the Treasury and Commerce Departments. Other breaches are under investigation.



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The Treasury Department was one of the agencies targeted by the hackers.

CLIMATE CHANGE



Climate change impacts the health of the people and economy.

EMERGING TECHNOLOGY



Drone technology is already in use in Kenya for agriculture, monitoring government projects and spraying locust invasions.

FUNDING / DEBT CRISIS - ALTERNATIVE FINANCING MECHANISMS



Use of public private partnerships to fund major projects

DIVERSITY AND INCLUSION



A diverse and inclusive environment is much more interesting and profitable than a homogeneous one

DISASTER PREPAREDNESS



The future brings pandemics and disasters that require governments to be well prepared for disasters

DIGITIZATION



The future of government is digitization for efficient service delivery and maintaining a lean workforce.

A world of relentless change

OLD POWER VALUES

Managerialism, institutionalism,
representative governance

Exclusivity, competition, authority,
resource consolidation

Discretion, confidentiality, separation
between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty,
less overall participation

NEW POWER VALUES

Informal, opt-in decision making; self-
organization; networked governance

Open source collaboration, crowd
wisdom, sharing

Radical transparency

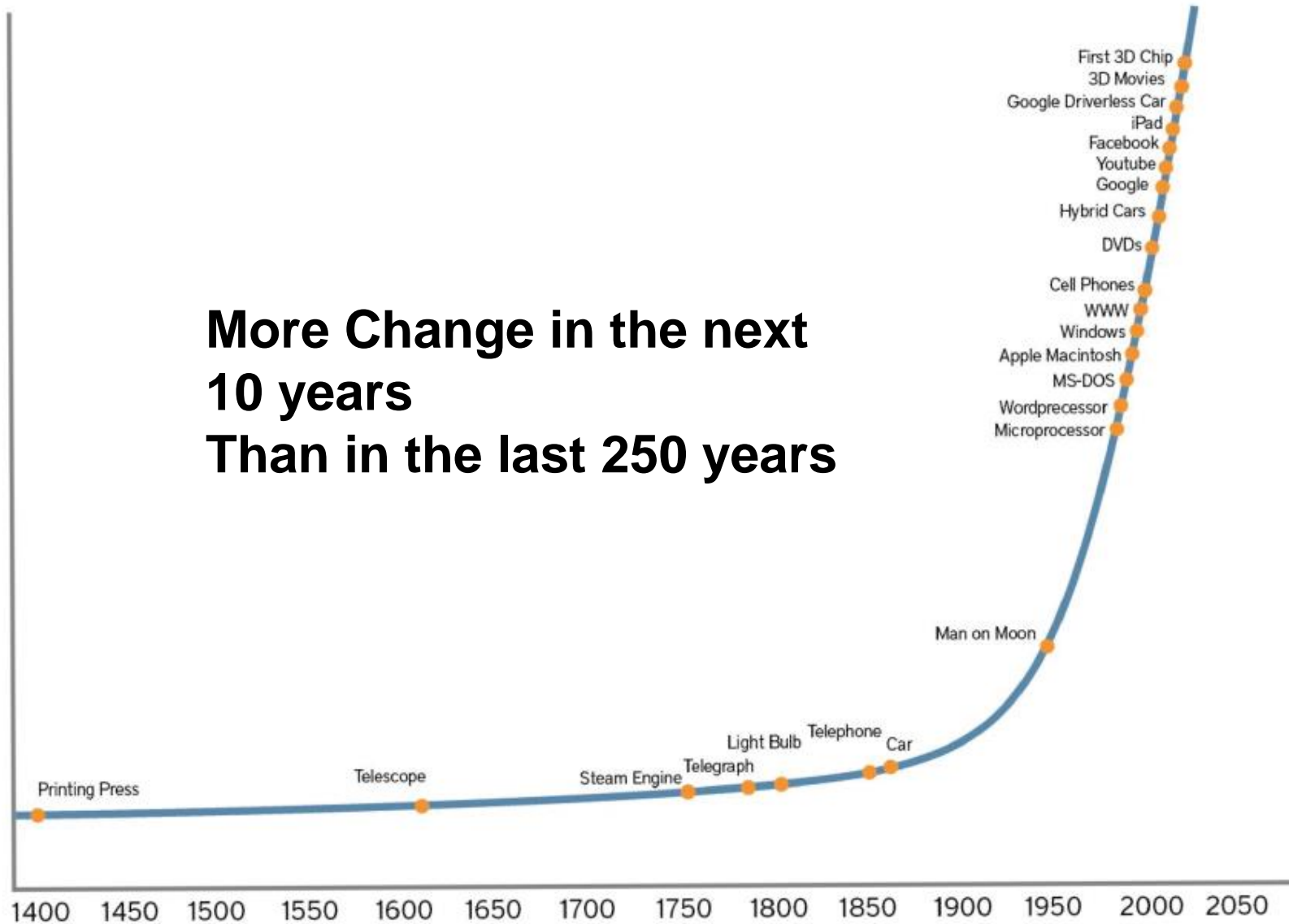
Do-it-ourselves, “maker culture”

Short-term, conditional affiliation;
more overall participation

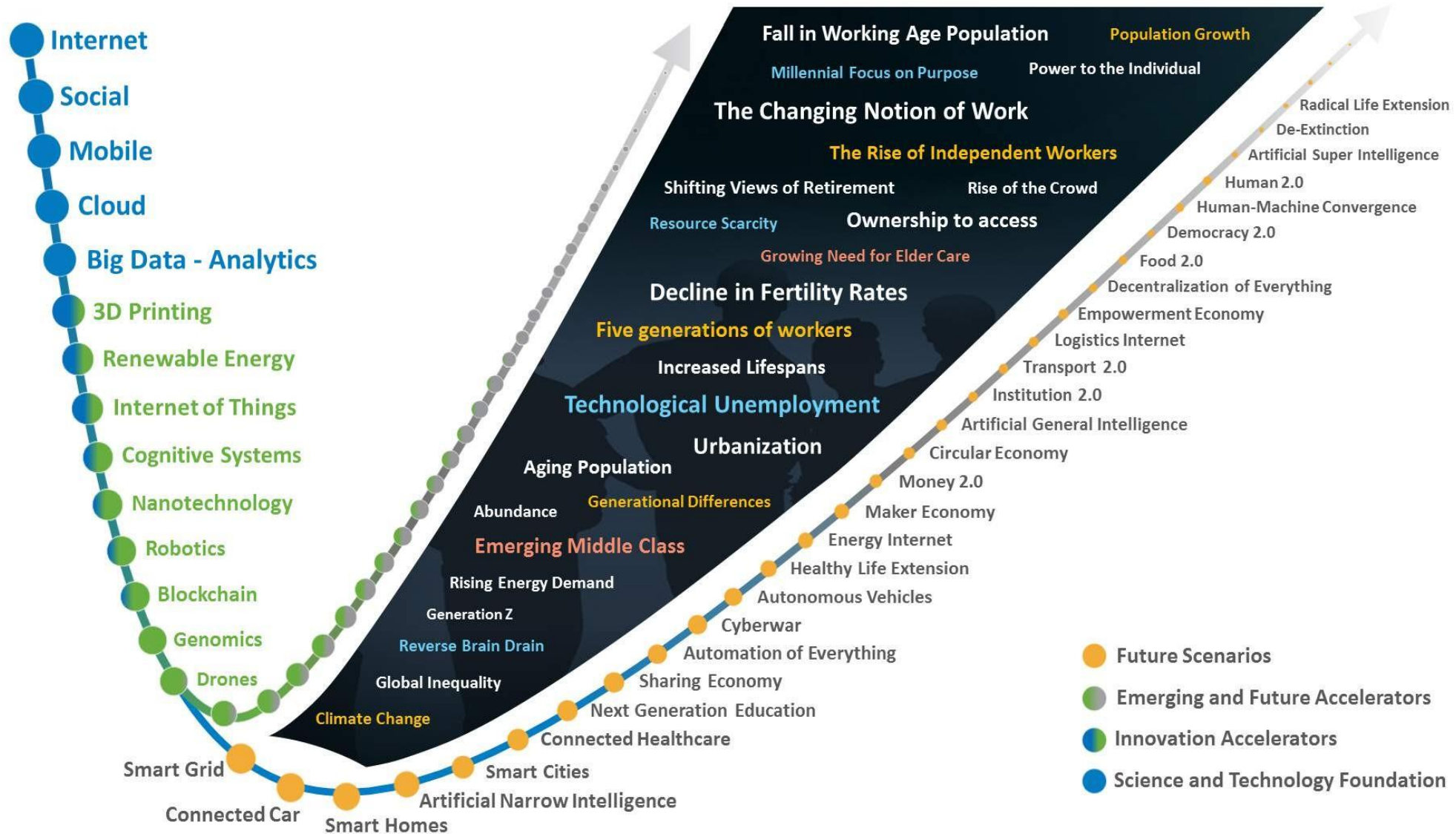
**THE FUTURE
IS NOT WHAT IT
USED TO BE**

THE NEXT DECADE OF INCREDIBLE CHANGE

**More Change in the next
10 years
Than in the last 250 years**



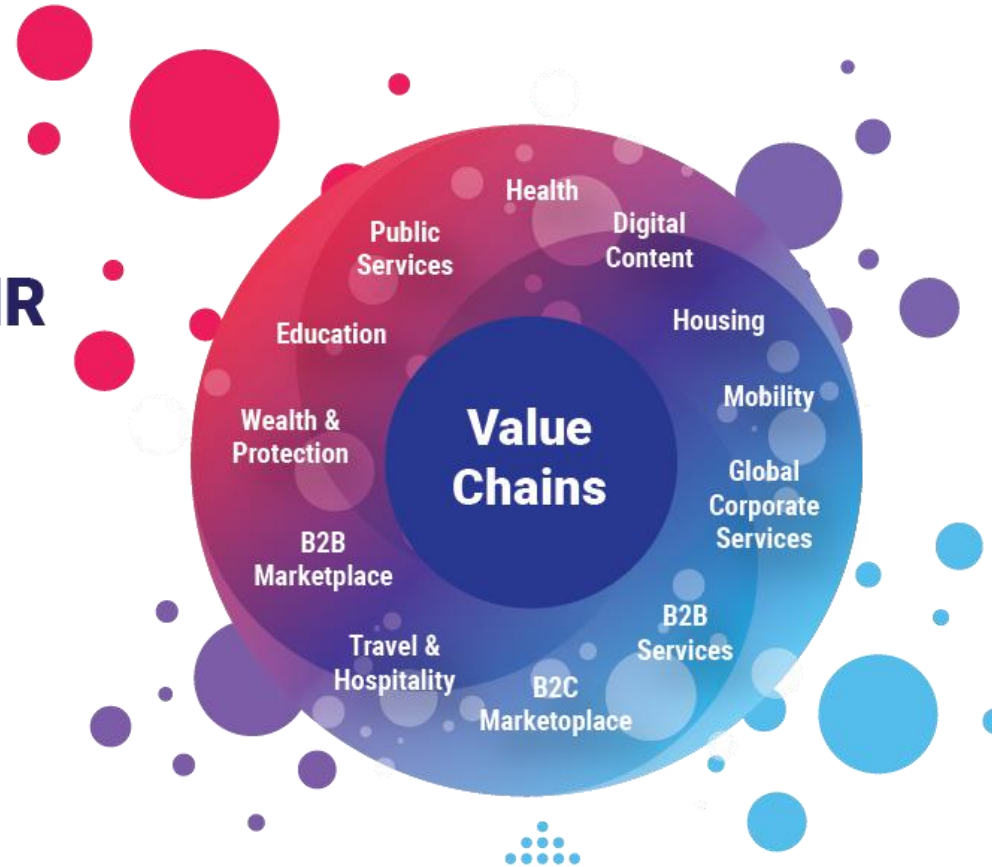
A WORLD OF LIMITLESS OPPORTUNITIES: New technologies + Changing society = New innovation spaces



(Source: WEF 2018)

Recent studies suggest that traditional vertical industries will be largely replaced by a dozen business ecosystems by 2025. These enormous value chains might look something like this:

Business Ecosystem Evolution in the 4IR



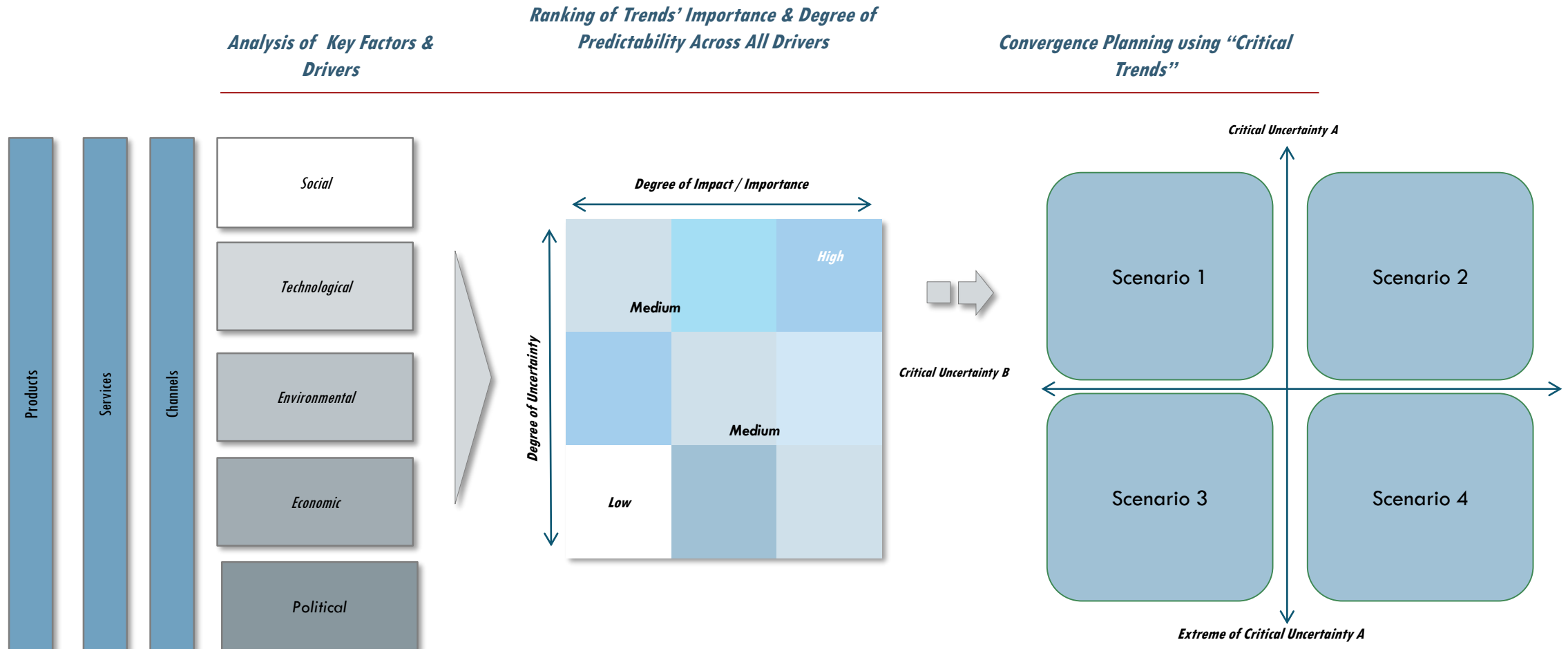
Within the next decade, industry boundaries will collapse from today's value chains and a finite set of perhaps a dozen or fewer ecosystems where all value is created and captured will remain.

Traditional (Vertical) Industries

Agriculture	Accounting	Advertising	Aerospace	Aircraft	Airline	Apparel	Automotive	Banking	Broadcasting	Brokerage	Biotechnology	Cargo	Chemical	Computer	Consulting	Consumer Products	Cosmetics	Defense	Education	Electronics	Energy	Entertainment	Financial Services	Fitness	Food & Beverage	Healthcare	Insurance	Investment	Legal	Manufacturing	Music	Pharmaceutical	Real Estate	Retail	Software	Sports	Technology	Telecom	Transportation
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THE NEW GAME OF STRATEGY IS STRATEGIC FORESIGHT

THE HISTORICAL STANDARD IN DEVELOPING STRATEGY HAS BEEN ON “INSIDE-OUT” BUSINESS DESIGN ANALYSIS...BUT THE REAL CHALLENGE IS TO GET BETTER AT ANALYZING FROM THE “OUTSIDE IN”



DEVELOPING FUTURE SCENARIOS

THE SCENARIO DEVELOPMENT PROCESS

Define Focal Issue, Question, or Decision and Relevant Timeframe
Review Past Events & Alternative Interpretations

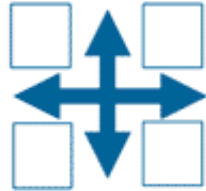
Identify
Driving
Forces



Identify
Critical
Uncertainties



Develop
Plausible
Scenarios



Discuss
Implications
& Paths



3 Steps to Build Internal Foresight Capabilities in Public Organisations

COLLABORATION
& CO-CREATION



Appoint further agents
across all positions,
levels and departments
to decentralise the foresight work

SUSTAINABLE
EFFORTS



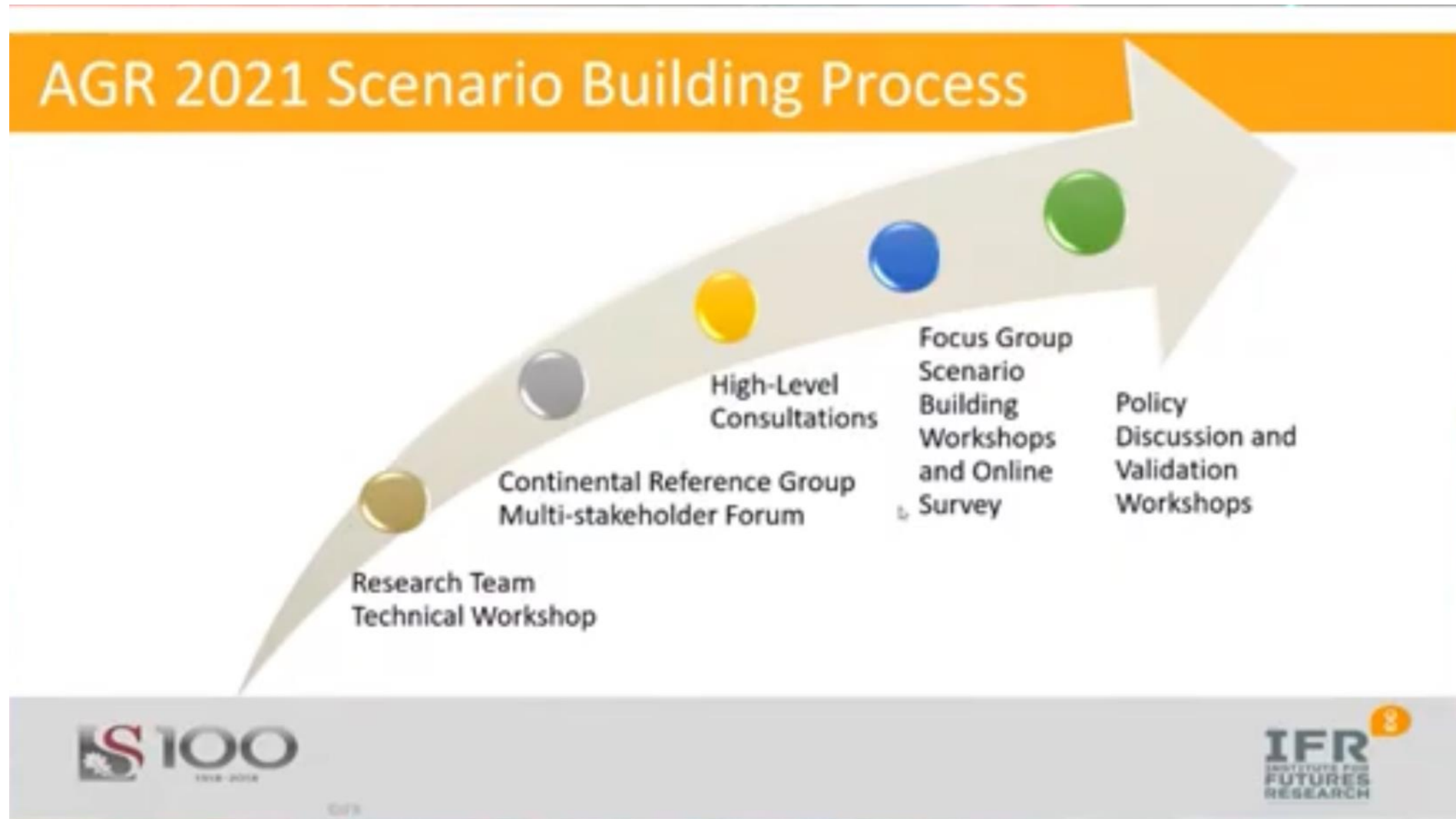
Make systematic &
continuous effort to
integrate foresight into
the everyday work of employees

FORESIGHT
COMMUNITIES



Collaborate with external
stakeholders, experts and the
public to look beyond your
operational environment

DEVELOPING FUTURE SCENARIOS FOR AFRICA GOVERNANCE 2063





HOW CAN YOU **CREATE** A BETTER FUTURE

1. START FROM THE FUTURE BACK

WHAT IS THE
FUTURE WE WANT
TO CREATE?

2030

REDEFINE
HOW TO
MOVE
FORWARD
2020

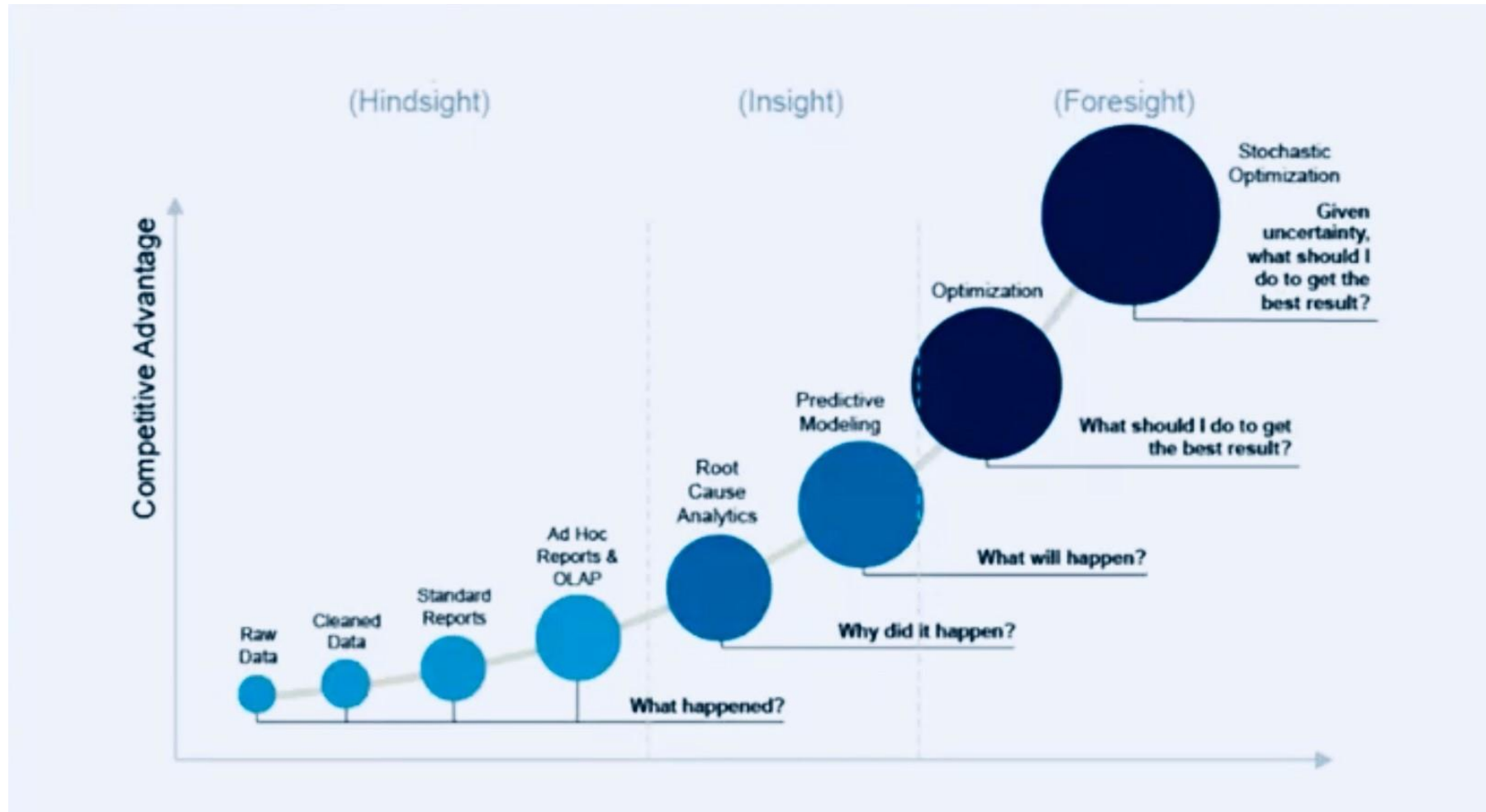

NOW FORWARD



FUTURE BACK



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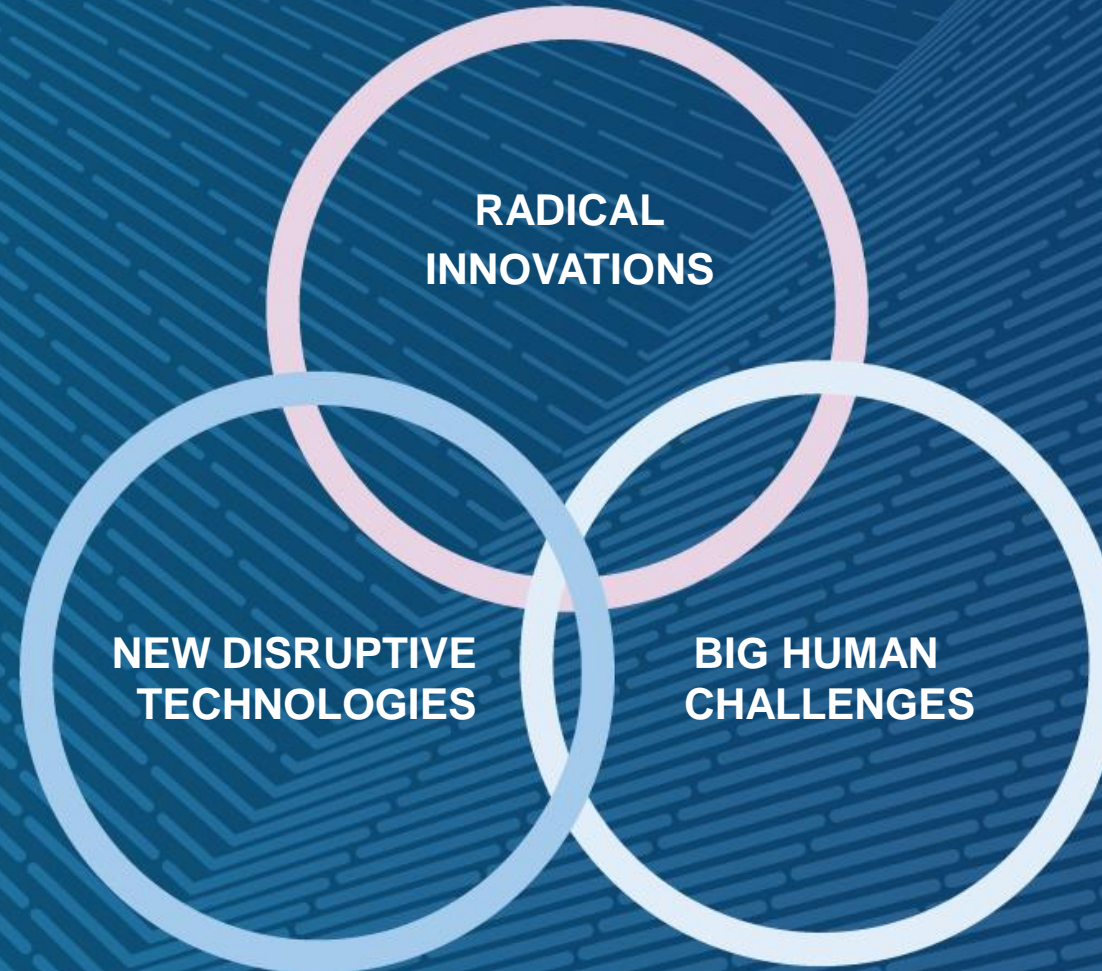
The historical standard in developing strategy has been on “inside-out” business design analysis...but the real challenge is to get better at analyzing from the “outside in”

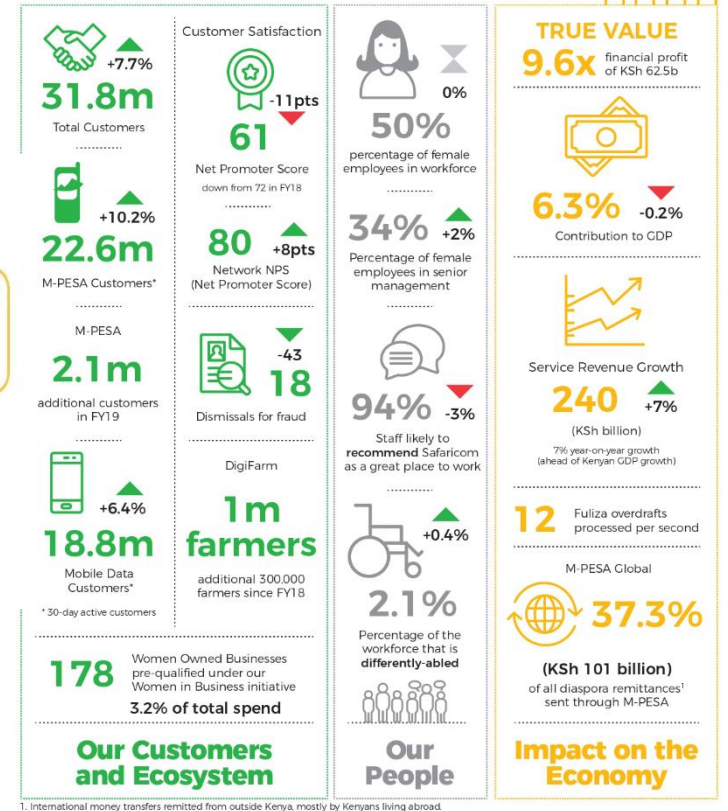
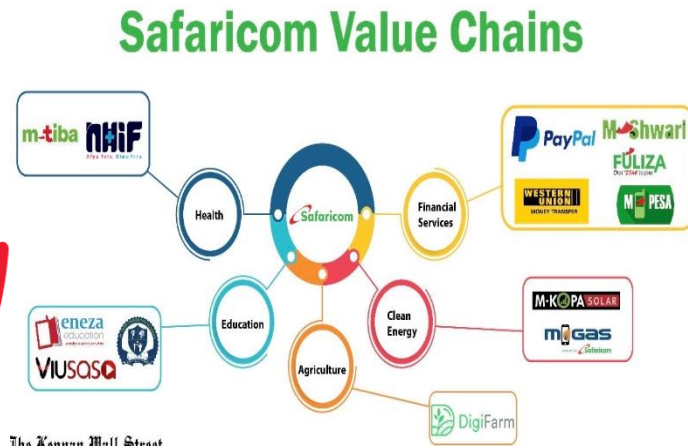




2. INNOVATE FROM THE “OUTSIDE IN

3. SOLVE IMPORTANT PROBLEMS





Safaricom aligns with the United Nations Sustainable Development Goals (SDG) that aims to reduce inequalities by enabling equal access to opportunities to everyone, especially to vulnerable groups, using the firm's leadership, network, solutions, and technology.

TRANSFORMING MARINE PLASTIC
POLLUTION INTO
HIGH PERFORMANCE
SPORTSWEAR
SPINNING THE PROBLEM
INTO A SOLUTION
THE THREAT INTO A THREAD
#ADIDASPARLEY




adidas

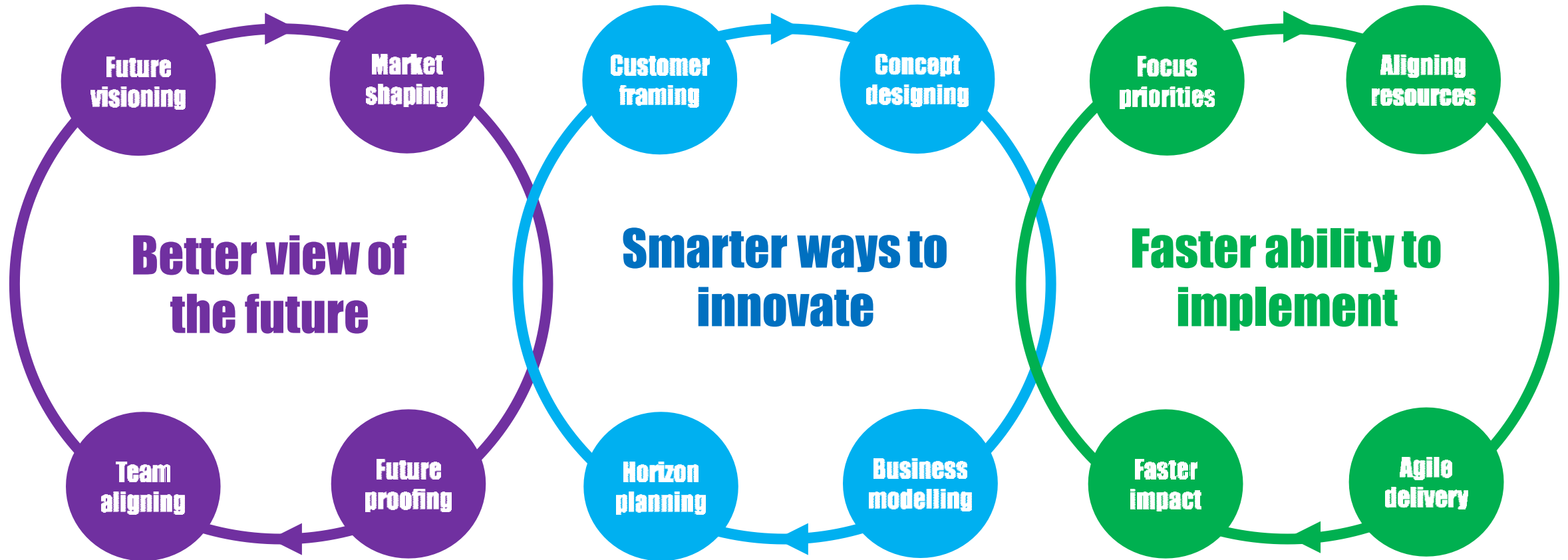
PARLEY



GAMECHANGERS: THE BUSINESS MODEL CANVAS

Customers <i>Who are our target segments of customers and users?</i>	Communication <i>What brand do we use? What are the key messages, and how do we engage customers?</i>	Proposition <i>What benefits do we enable our customers to achieve?</i>	Assets <i>What distinctive assets do we have to use in existing or new ways?</i>	Partners <i>Who are the external partners to help us create and deliver the offerings?</i>
	Channels <i>Which types of distribution channels will we use to reach customers?</i>		Resources <i>What are the main internal resources to create and deliver the offerings?</i>	
	Relationships <i>What kind of relationship do customers seek with us, and each other?</i>	Products & Services <i>What products and services do we bring together for our customers?</i>	Processes <i>What are the main internal activities to create and deliver the offerings?</i>	
Revenue streams <i>What are the main sources of revenue, and which could be largest?</i>	Pricing models <i>How, when and how often will we charge customers?</i>	Cost streams <i>What are the most significant ongoing costs to create and deliver the offerings?</i>	Investments <i>How much do we need to spend before we start earning?</i>	

5. ACCELERATE IDEAS TO ACTION



HAVE A 
GROWTH
MINDSET



CHANGE MANAGEMENT - FIXED VERSES GROWTH MINDSET

Reducing Resistance and Supporting Change Adoption

Organisation with a growth mindset provide their employees with Structural support aligning them with the organization's processes and systems

Leaders with a growth mindset sponsor, communicate and lead the change. They are behavioral and cultural architects

Managers with a growth mindset see the potential for employees to develop new skills and behaviors to adopt the change

Employees with a growth mindset tend to embrace and be the advocates of change, Keen to adopt the new skills and behaviors

Resist disruption and change
By default , it nearly always
Has negative impacts

My potential is predetermined

Setbacks are failure and the
Limit of our abilities

We stick to What we know



Enabling Step Change

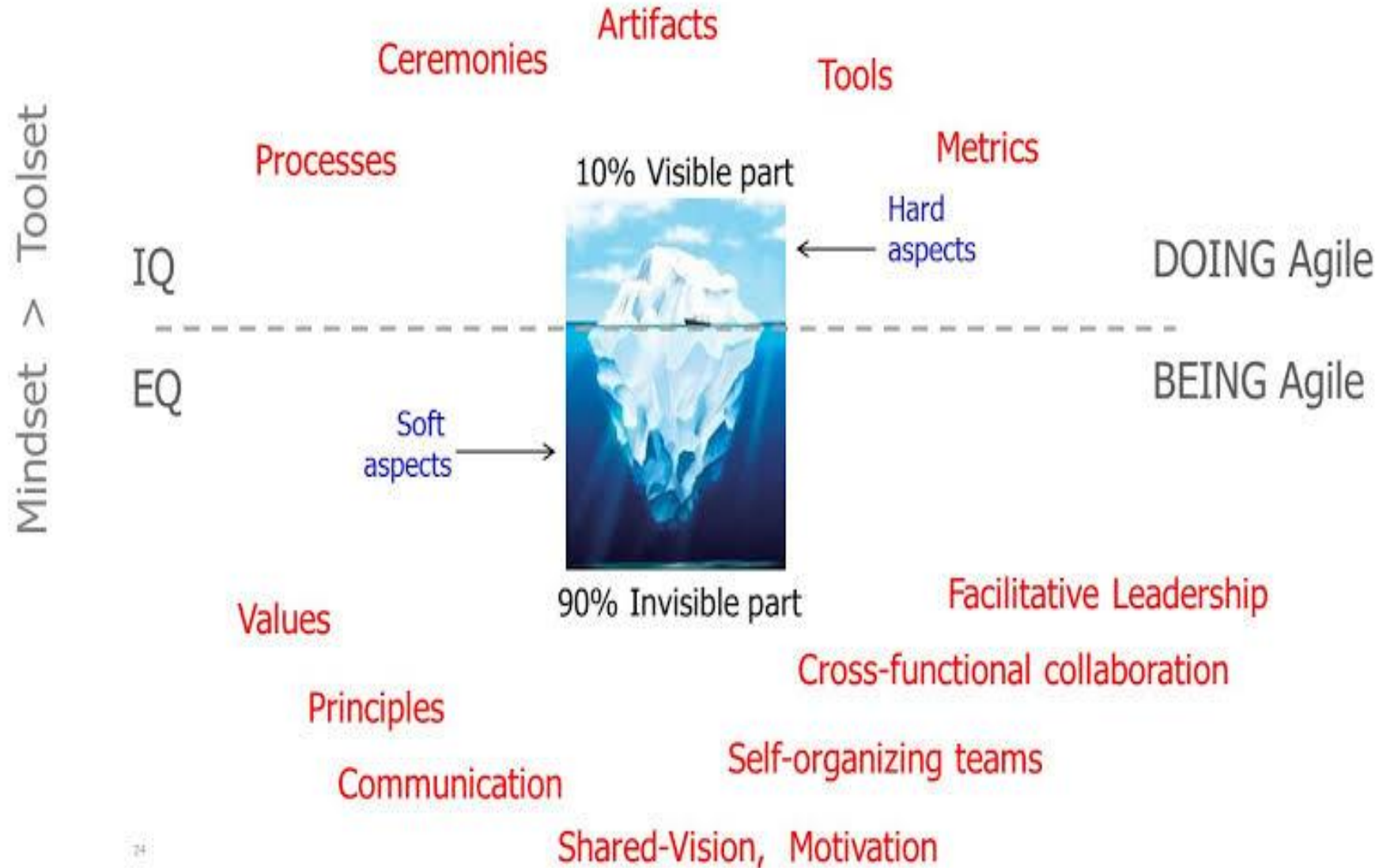


Embrace disruption and change
To improve Organisation

Setbacks are opportunities to
Learn and develop

Effort and attitude
Determine success

AMPLIFY AGILE MINDSET AND LEADERSHIP



CONTACT US



Jeff Aludo
Aludo Group
0722606966
jaludo@aludogroup.com

