

# Futureproofing your Organization – Calls for Strategic Foresight & Futures Literacy

DISRUPTIVE THINKERS REIMAGINE THE  
FUTURE AND TURN MARKET COMPLEXITY  
TO CATALYSTS FOR GROWTH

November 2021

# WELCOME TO THE “New normal”



**Changing  
World**

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

**Regulatory pressures**  
**Technology / Digital disruption**

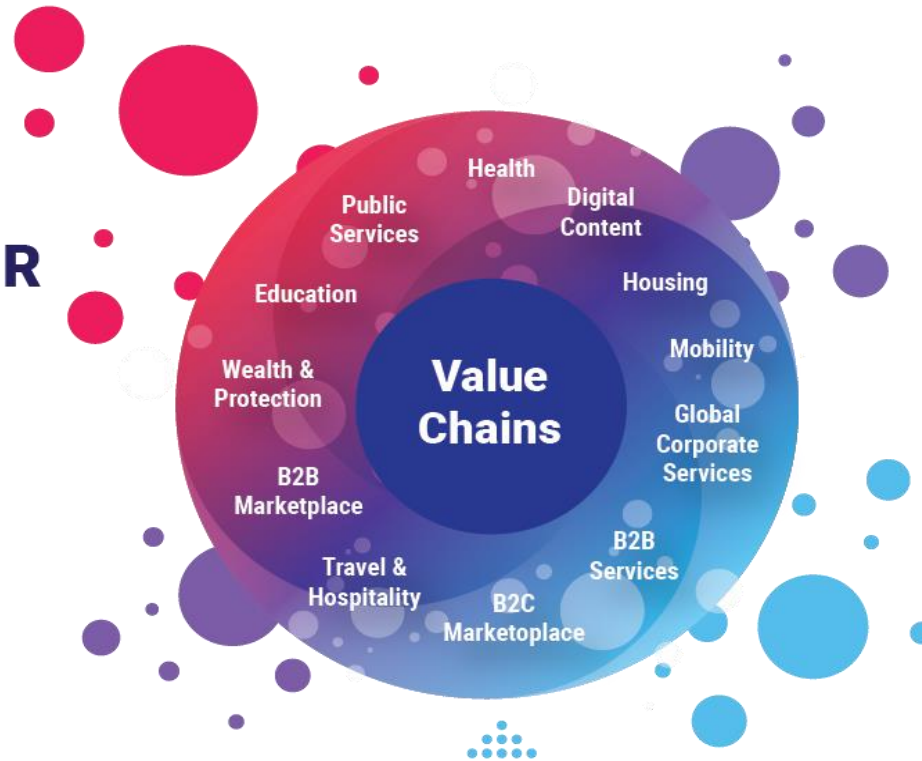
**Savvy Customer expectations**  
**Activist investors**

**Democratic & Social Change**  
**Stagnating Globalization**

**Political Polarization**  
**Commercial Blurring of**  
**Boundaries**

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

**WHAT IS YOUR EMOTIONAL REACTION  
TO:**

**THE PRESENT MOMENT  
THE FUTURE OVER 12 MONTHS  
THE FUTURE OVER 3 YEARS**

- Futures literacy is a skill you can use to write a new story about how THINGS will unfold.
- It is a way of taking back control in a world that some people feel is chaotic and threatening.

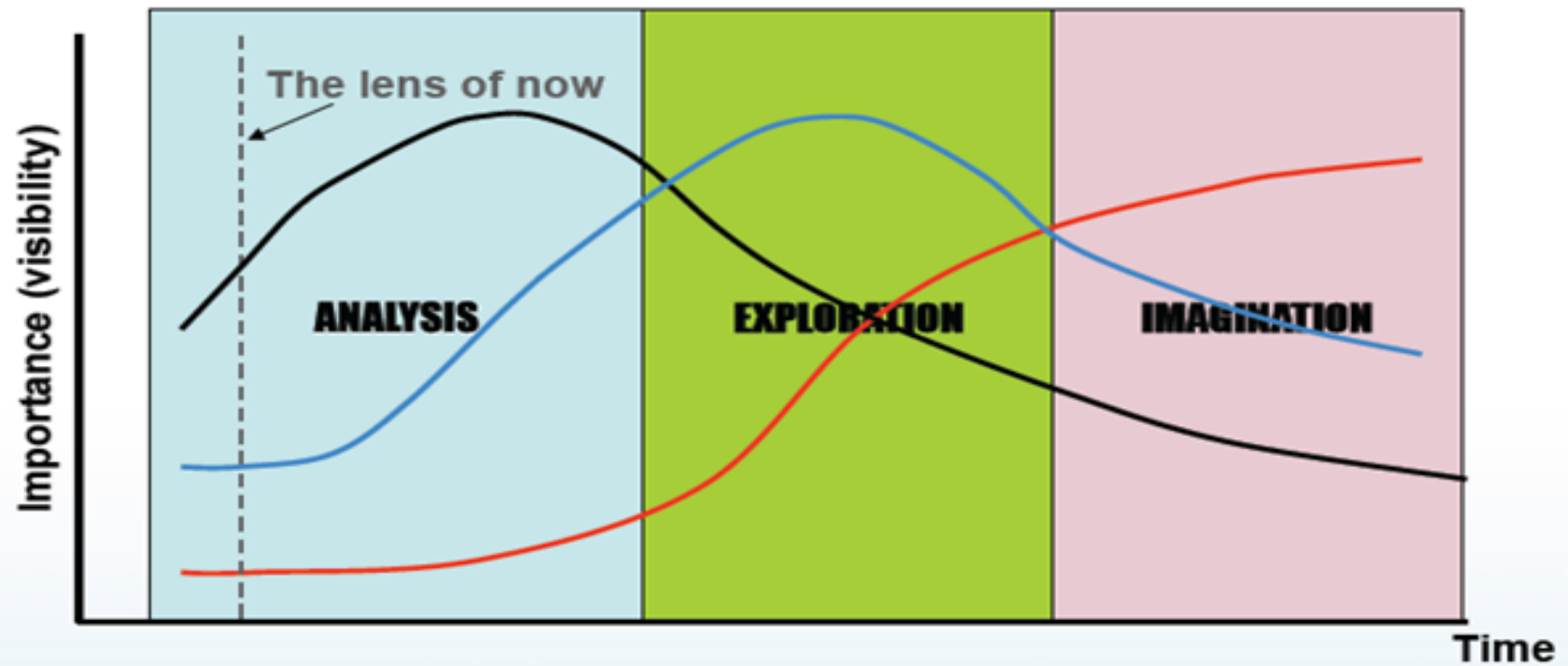
# Learning Points

- Understanding the Future in the context of our History
- Characteristics of the Future
- Gather Intelligence to Best Predict and Create the Future
- Read Signs and Describe Future
- What do we do next for the future?

## Outcomes

- Have some language to handle the future based analysis more concretely instead of as an abstract concept
- Understand why the future seems chaotic and how to make more sense of it
- Know what you can and what you cannot directly influence with respect to the future
- Begin to cast a vision for future that will direct you and your team through past obstacles and towards opportunities

## Three horizons to scan

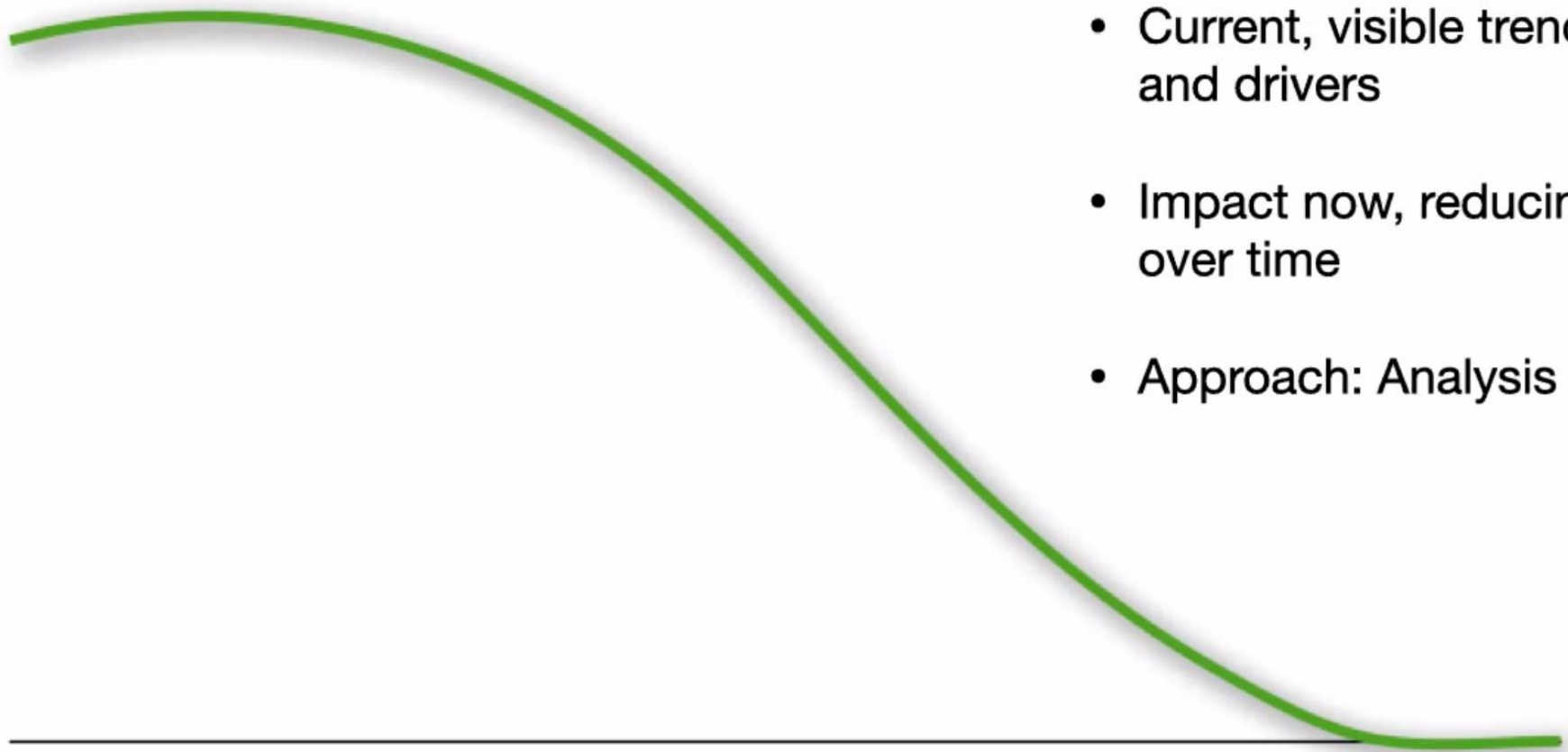


**Horizon 1: The current and near future**

**Horizon 2: Looking towards a further out future**

**Horizon 3: The distant future**

# Horizon 1



- Current, visible trends and drivers
- Impact now, reducing over time
- Approach: Analysis

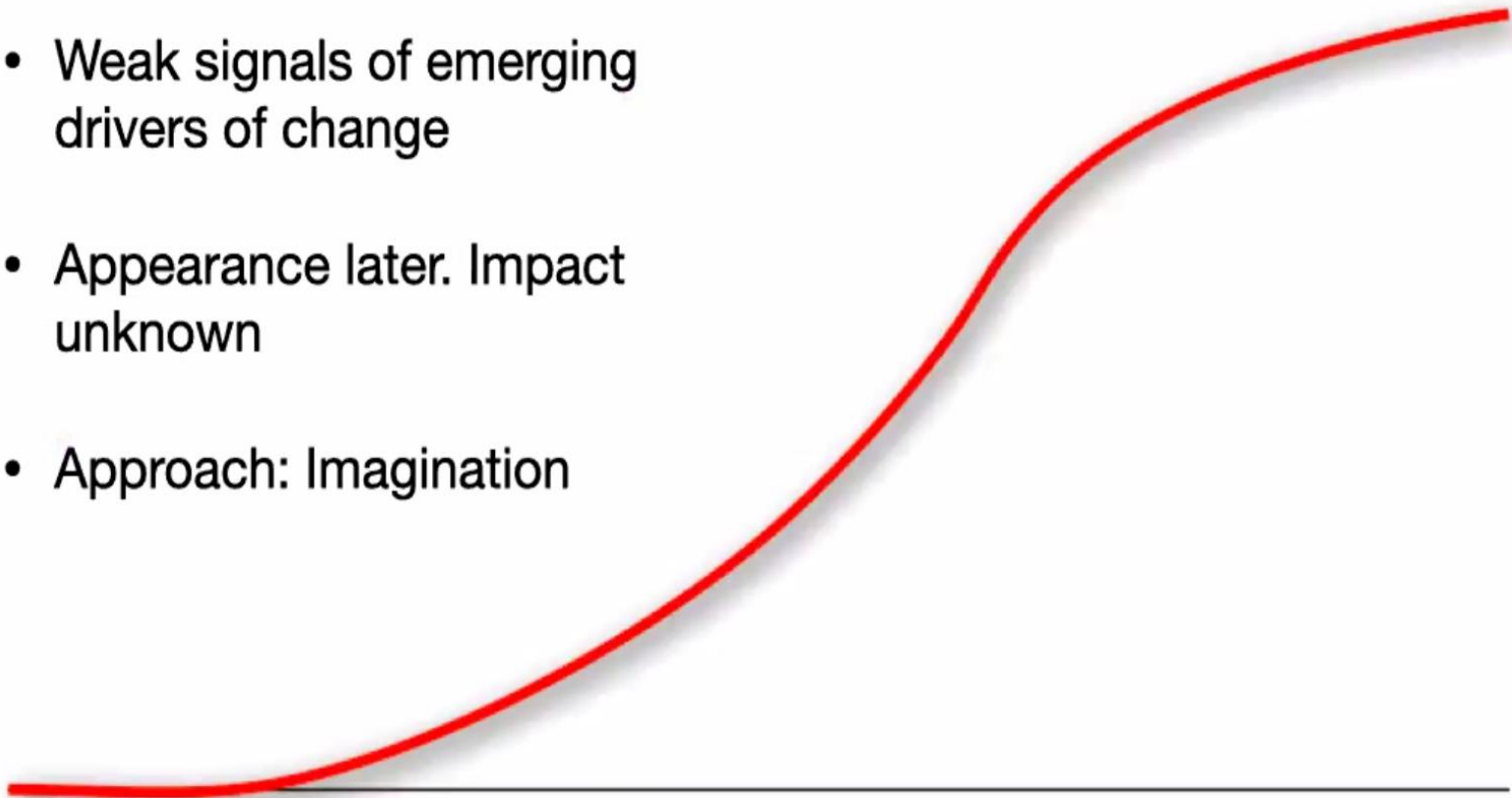
# Horizon 2



- Emerging drivers of change
- Impact is coming
- Approach:  
Exploration

# Horizon 3

- Weak signals of emerging drivers of change
- Appearance later. Impact unknown
- Approach: Imagination



## ESTABLISHING STRATEGIC CLARITY, PRIORITISED CAPABILITIES AND EXECUTION DELIVERS POSITIVE GROWTH

### What it Means?

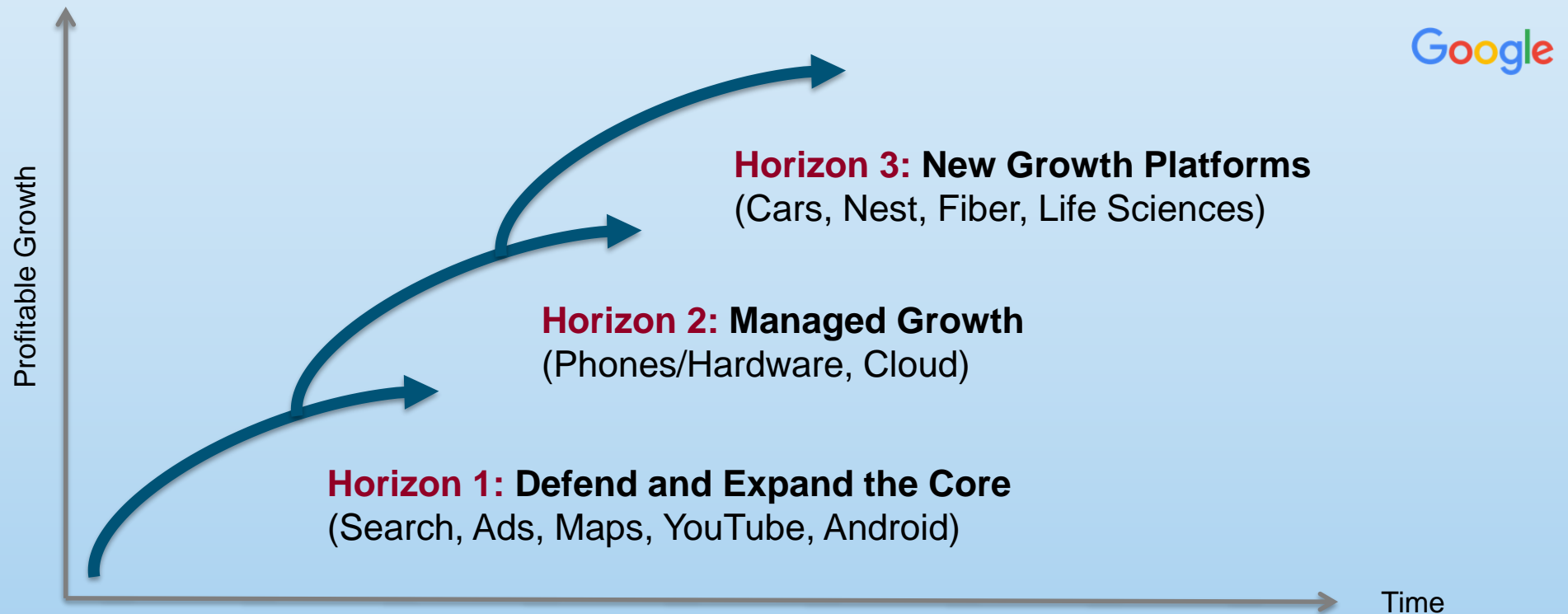
- Alignment around what differentiates you
- Differentiating capabilities exist and are prioritized
- Need to “Retain” “Maintain” and “Sweat the Assets” while you can
- Challenge your existing and new value creation.
- No approval without a business case
- Develop not only a Growth but a **Fit for Growth** mindset.

# Questions

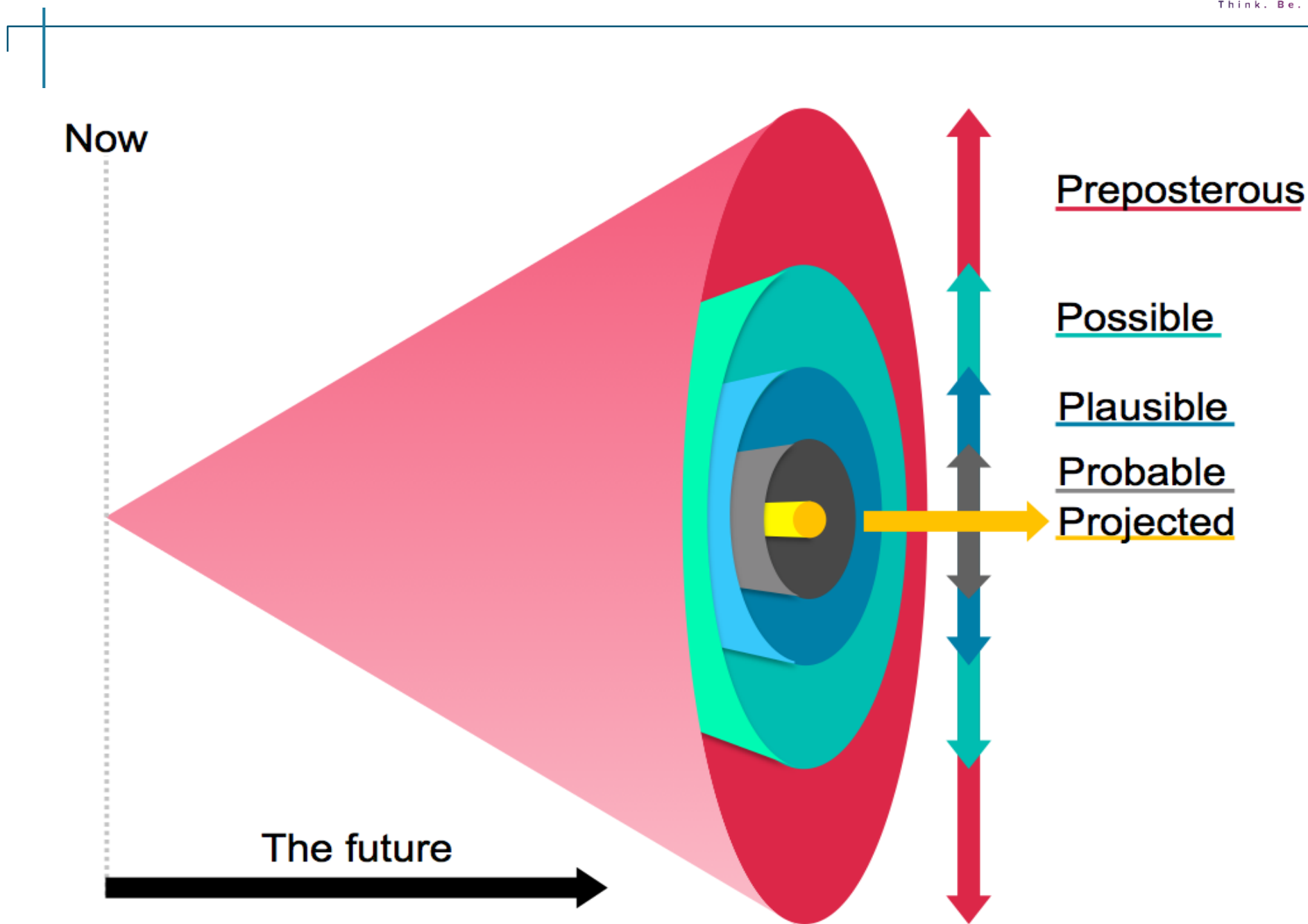


# An illustration...

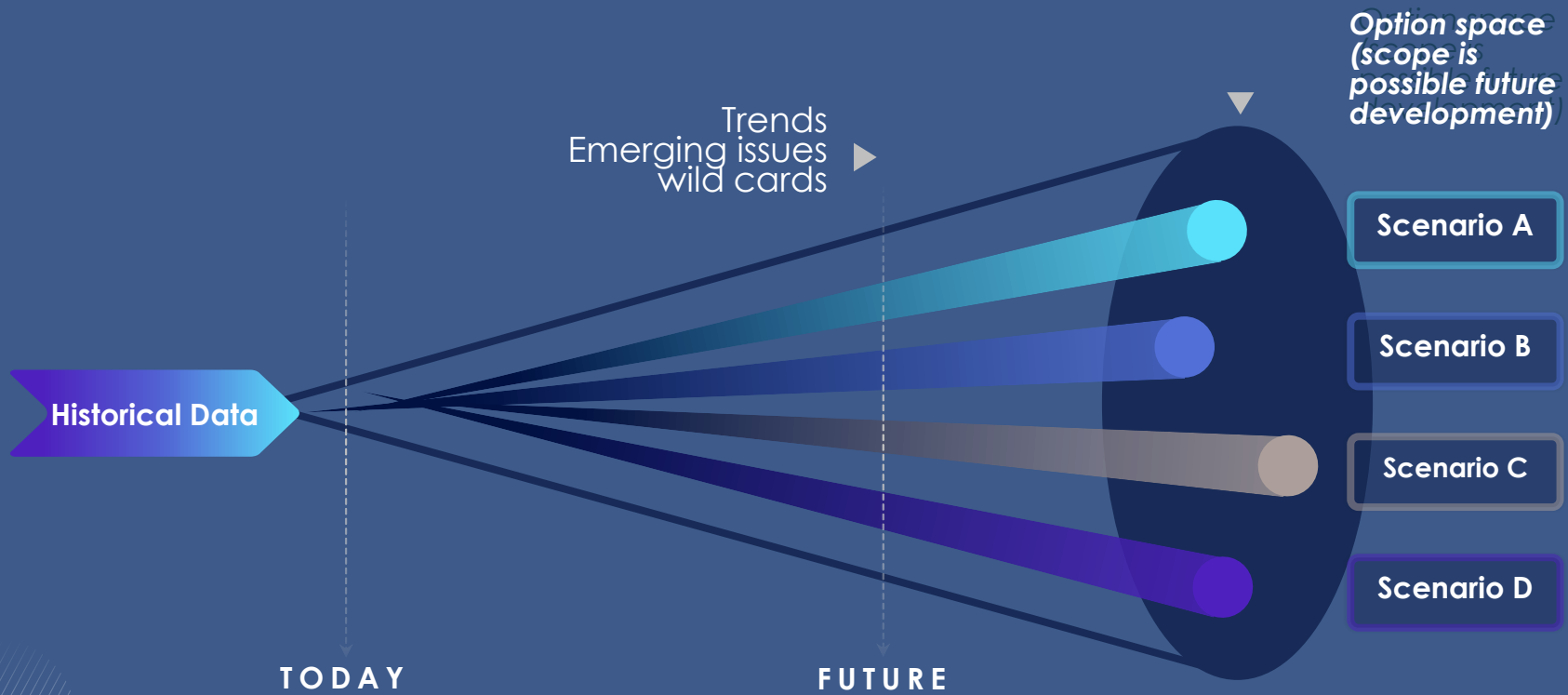
## Three horizons and Alphabet's strategic choices



Source: Adapted from Baghai, Coley & White



## THE SCENARIO FUNNEL



**Capability: Leverage deep market insights to rapidly innovate new products and new business models**

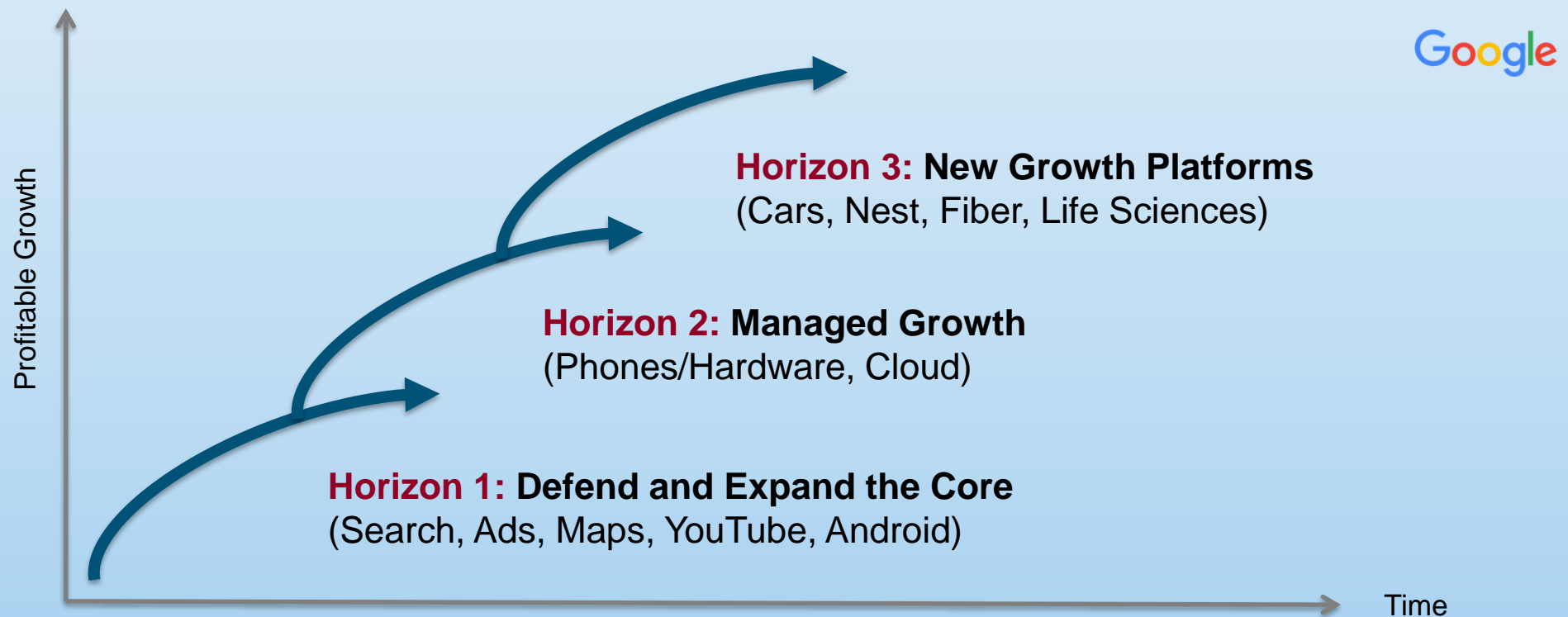
**Lagging (Hindsight) :**

*% of revenue from New Products (launched in last x years)*  
*New Product Revenue Growth (CAGR should be >> than core)*  
*New Product margins (vs. core)*  
*Sales to New Business (new markets, geographies)*  
*Margin impact/growth from business model innovation*

**Leading (Foresight):**

*Number of new hypothesis to test*  
*Total funnel value of new exploration / product opportunities*  
*Key milestones reached on growth initiatives*  
*Speed of execution*  
*Market innovation*

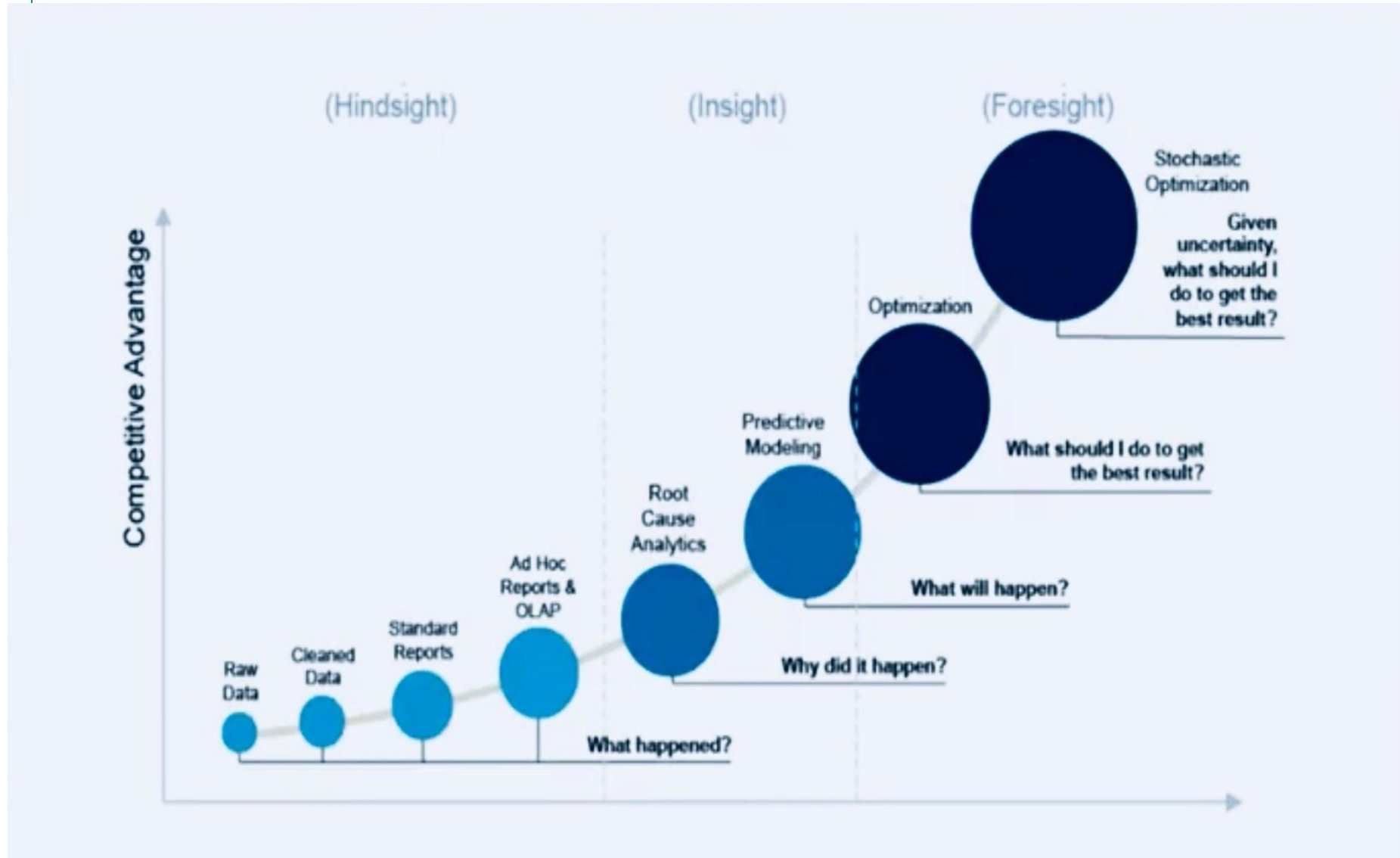
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The historical standard in developing strategy has been focused on “inside-out”

...but the real challenge is to get better at analyzing from the “outside in”



Diverse Vision capability brings useful decision-making perspective to board and corporate governance, deliberation, and future focus.

## JEFF ALUDO -Keynote Speaker

- Worked for more than 20 years in Big 4 Consulting and Strategy firms such as PwC and Deloitte - before founding **The Aludo Group**, a growth and innovation consultancy.
- He has extensive experience in strategy and innovation in the global space.
- Jeff explores the implication of emerging trends and identifies opportunities and risk for your preferred state.
- He prepares firms for transformational change.



■ Strategist ■ Transformation advisor ■ Futurist

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