2030 Scenario Planning ‘Workshop in a Box’

Half day senior management planning session format and template

February 2022 | www.whitespacestrategy.com
What does this pack contain?

The aim of this ‘workshop-in-a-box’ is to create and plan for three 2030 scenarios for your industry or market sector.

It’s based on the approach White Space Strategy has developed and used with many of the world’s most innovative companies over the past 15 years.

This pack provides a structure and set of templates to follow – it will need some adaptation for your company’s specific needs/ circumstances (and for virtual vs. in-person delivery).

Ideally, you would circulate a pre-read to all attendees in advance of the workshop. This would allow them to immerse in your market and in future trends. Slides 25 – 28 provide support with this.
How could you position this session to stakeholders in your business?

This workshop will help our organisation develop identify key future opportunities and threats – and develop an action plan so we can get ahead of our competitors.

Our market is changing rapidly, and will look fundamentally different in 2030.

We need to think about how the future might look for us – and how we will need to adapt.

This session requires minimal input from you – but will be interesting, enjoyable and incredibly useful to our organisation.
How White Space Strategy could help deliver this session

This pack has been designed to provide a workshop format that is fully self-deliverable

However, if you require support and external expertise, White Space Strategy can help:

- Facilitation
- Pre-Read & Stimulus Creation
- Output Production
  - Scenario Videos
  - Scenario Infographics
  - Action Plan Presentations

We’ve designed and delivered innovative workshops worldwide

Equally comfortable running in-person and virtually via Mural / Zoom
Suggested Workshop Agenda (half day / 4 hours)

1. Intro & session aims – 10 mins
2. Change Drivers Development – 90 mins
3. Future Scenarios Development – 70 mins
5. Next Steps – 10 mins
6. Appendix: Pre-Read & Stimulus Ideas
Today’s workshop has 3 aims...

Immerse…
...in how your customers, competitors and market forces might change between now and 2030

Build Scenarios…
...that credibly represent different possible versions of your future market

Create Action Plans…
...that allow you to take advantage of future opportunities and mitigate threats – putting your company in the best possible position to prepare for the future world
Today we’re stepping into our future world.

What do we think our market could look like in 2030?

What would the implications be, and how could we plan ahead now?

**’Do’s’**

- Be creative and imaginative
- Be open to new (& old) ideas from around the group
- Be open to ambiguity and ask questions
- Free-wheel – build on each other’s ideas
- Keep points short – speak in headlines
- Listen
- Be positive

**’Don’ts’**

- Impose negative behaviour (“Yes but…”, “Well I think…”, etc.)
- Withdraw if you disagree or it’s not your idea
- Dismiss ideas too quickly – give lots of feedback and constructive criticism though!
Scenario building involves interpreting drivers of future change into plausible outcomes for your market or company

Scenarios are not: predictions, or even always what we think is likely to happen

Scenarios are: things that could happen and we can plan ahead for to make us more agile and better prepared for the future

Step 1: Identify ‘Future Drivers’
Step 2: Translate Future Drivers into scenarios
Output: Create potential Scenarios:

- Which drivers would have the greatest impact?
- Which are most likely?
- How could they combine?

What might happen by 2030?

Competitors
- Existing incumbents
- Emerging high growth providers
- Potential new entrants

Customers
- Customers
- Prospects
- Channel partners

SLEPT
- Technology
- Legal/Regulatory
- Socio-demographic

What’s driving change to 2030?
Suggested Agenda (3 hours)

1. Intro & session aims – 10 mins
2. Change Drivers Development – 90 mins
3. Future Scenarios Development – 70 mins
5. Next Steps – 10 mins
6. Appendix: Pre-Read & Stimulus Ideas
We’re now going to identify key future ‘change drivers’, creating our tool-kit for scenario development

Key question…

What forces are going to change the future market we operate in?

We want to create a set of ~10 change drivers that we think will have a significant bearing on your company’s future, and on the markets you operate in.

We’re not aiming to describe the future at this stage (this happens later in the workshop).
BREAKOUT

Future Change Drivers Identification Session
50 mins
Divide into two groups. Group 1 will focus on ‘market’ future drivers. Group 2 will focus on ‘macro’ future drivers.

~10 mins.

**Immerse:**
Re-read the stimulus information / pre-read content that’s been provided

~10 mins.

**Ideate:**
Create a long-list of forces, developments or events that could change the future of your company’s market(s)

~10 mins.

**Prioritise:**
Which 4-5 ‘change drivers’ do you think are most important to consider for future planning?

Then present your thoughts back to the full group

**Output:** when both groups have presented, come back together and populate the prioritisation matrix on the following slide

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**Breakout groups:**

- **Market Group**
  Focus = customers, competitors and disruption

- **Macro Group**
  Focus = technology, regulation and sustainability

Slide 25 provides more detail on what falls under these headings
Now come together as a full group and plot all of your Future Drivers on this prioritisation matrix (30 mins. task).

<table>
<thead>
<tr>
<th>Likelihood of Happening</th>
<th>Potential Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future Driver 1</td>
<td>Future Driver 2</td>
</tr>
<tr>
<td>Future Driver 6</td>
<td>Future Driver 3</td>
</tr>
<tr>
<td>Future Driver 8</td>
<td>Future Driver 4</td>
</tr>
<tr>
<td>Future Driver 9</td>
<td>Future Driver 5</td>
</tr>
<tr>
<td>Future Driver 10</td>
<td>Future Driver 7</td>
</tr>
<tr>
<td>Future Driver 11</td>
<td></td>
</tr>
</tbody>
</table>

If it happened, how big an impact would it have by 2030?

How likely is it to happen by 2030?

Future Drivers in the top right should be prioritised.

Future Drivers in the top left should also be considered: they could help create ‘wildcard’ left field changes that turn your market on its head.

Your populated matrix will be used in the next workshop session to develop future scenarios.
Suggested Agenda (3 hours)

1. Intro & session aims – 10 mins
2. Change Drivers Development – 90 mins
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5. Next Steps – 10 mins
6. Appendix: Pre-Read & Stimulus Ideas
You now have an hour to develop 3 scenarios for 2030. Divide into three groups and take a scenario each...

Scenario 1
Evolutionary
Your market evolves largely out of trends that are already visible and in train today. By 2030, it’s fundamentally different to today, but is not unrecognisable.

Scenario 2
Revolutionary
Your market is heavily disrupted by new technology, new ways of buying and by far-reaching global megatrends. Many developments are not yet visible in your market. By 2030, your market looks very different to today.

Scenario 3
Left Field
Unexpected and unlikely events/forces emerge in the 2020s. This leads to radical new opportunities and threats, which were very difficult to foresee at the beginning of the decade.
BREAKOUT

Scenario Development Session 60 mins
Split into a breakout group for each scenario. Each group has got half an hour to complete the following task...

~10 mins.

Discuss Future Drivers:
Which are most relevant to your scenario?
Use your Future Drivers Prioritisation Matrix as a guide

Make sure your ideas align with the scenario your group’s been given to work on

~10 mins.

Brainstorm Future Possibilities:
What significant changes could happen by 2030?
What might your market look like?

Try to tell a story, or paint a picture. Be creative – but be succinct (you’re aiming to develop a single paragraph that’s clear and concise)

~10 mins.

Create scenario:
Combine what you’ve brainstormed into a future vision for your market

Then present your scenario back to the full workshop group

~10 mins.
This example gives an idea of the kind of output that's achievable and useful

White Space Strategy created this scenario for the consumer insurance market back in 2017...

Scenario 2: Tech Giants Become Serious Players

Tech giants start offering home contents and possessions insurance, sometimes bolting it as a free add-on to connected offerings. They rapidly grow market share, leveraging their brands and easy access to customers at point of sale.

Effects:

- Tech giants create slick, consumer-focused experiences that engage with millennials
- Shift in customer expectations in service and digital experience
- This becomes a core distribution channel for millennials

Nb. this scenario is beginning to come true...

In 2021 Amazon started offering contents insurance, cyber insurance and professional indemnity insurance to small businesses in the UK. A move into the consumer market would be a logical next step, in line with the scenario.
Suggested Agenda (3 hours)

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5. Next Steps – 10 mins
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So…

What does all of this mean for us?
This final session focuses on identifying actions, relating to the here and now

Come back together as a full group

Step back into 2022

And discuss the following three questions:

- What are the main opportunities that might open up to us?
- What are the main threats we may need to mitigate?
- What five things should we do over the next 12 months to get ahead?

Discuss as a group

Capture thoughts as you go – try to prioritise and reach consensus

Produce an output (template on next slide)
The key opportunities, threats and actions from our scenario planning are as follows:

**Key Opportunities:**
- 1
- 2
- 3
- 4
- 5

**Key Threats:**
- 1
- 2
- 3
- 4
- 5

**Top 5 Actions:**

- **TOP PRIORITY**
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2030 Action Planning Template
Suggested Agenda (3 hours)

1. Intro & session aims – 10 mins
2. Change Drivers Development – 90 mins
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5. Next Steps – 10 mins
6. Appendix: Pre-Read & Stimulus Ideas
We recommend 3 key next steps following a scenario planning workshop...

1. Assign owners to each of the actions you’ve identified – and set a date in about a month’s time to discuss implementation and progress

2. Publicise your scenarios within your business: consider creating videos or posters for each scenario, and holding lunch-time walk-through sessions on them

3. Embed your scenarios in future decision making: use them to stress test, inform and challenge your thinking

White Space Strategy would be happy to support with any or all of these next steps. Feel free to get in touch:

www.whitespacestrategy.com
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### Market Size & Growth

How is your market forecast to grow/decline to 2030?
What about adjacent spaces?
What about key product lines?
What about key customer groups/segments?

### Customers

Who are your customers now?
How are their needs changing?
What are their key priorities for the future?
What pressures are they facing, and which are likely to intensify?
How have they been affected by the pandemic?

### Competitors, Channels & Disruptors

What new products, services and capabilities are competitors developing?
How are they planning for the future?
Who are the current/future disruptors, or market new entrants?
How are your routes to market changing?

### Mega Trends & Regulation

What broader macro ‘mega trends’ will affect your market?
What regulatory changes could happen between now and 2030?

### Technology

What new technologies are emerging/might emerge?
How is AI developing in your market?

### Sustainability

What environment/sustainability pressures are developing?

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- Ideally, this should be collated into a detailed pre-read pack
- Key materials could also be displayed in the workshop room, printed or on screens
The Evolve website contains a wealth of resources you could use as stimulus for the workshop:

World in 2030 themes:

The world in 2030: 8 global themes to grow towards

Animated infographics:

Business leader videos:

https://whiteboard.whitespacestrategy.com/
**World in 2030 Stimulus Materials:**

Cut and paste tiles onto single slides to view full size.

Tiles could be printed and displayed in breakout rooms.

Some themes will be more relevant to your company/market than others.
World in 2030 Stimulus Materials:

Cut and paste tiles onto single slides to view full size

Tiles could be printed and displayed in breakout rooms

Some themes will be more relevant to your company/market than others

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2030 QUANTUM COMPUTING & GENERATIVE AI

2030 CONNECTIVITY & IoT

2030 HEALTH & WELFARE

2030 ENVIRONMENT & SUSTAINABILITY

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WORLDIN2030.com

WhiteSpaceStrategy.com
About White Space Strategy:
We unlock growth in complex markets...
WE’VE BUILT GROWTH STRATEGIES & PROPOSITIONS FOR MANY OF THE WORLD’S MOST INNOVATIVE ORGANISATIONS
WHITE SPACE ARE GROWTH STRATEGY SPECIALISTS:

Award-winning, global strategy consultancy focused on growth
Awarded FT medals in the ‘Innovation, Growth & New Business Models’ and ‘Strategy’ categories

Customer & market-led
Customer and competitor research is at the heart of our approach – alongside data analytics and stakeholder facilitation

Free-thinking, challenging and creative
We come at problems from different angles and don’t use the standard approaches. Our answers are unique, based on fresh perspectives. This allows our clients to take a different path and beat their competition

Granular & actions-focused
Our clients need to know how to grow, down to the brass tacks of an action plan. Our business model and curiosity means we deliver this efficiently and effectively

“All the intellectual capability of McKinsey or Bain, without the cost or arrogance. That’s rare. They’ll tell me if I’m being unreasonable. And they’ll listen to other ideas. It’s a two-way relationship”

Strategy & Transformation Director, Samsung
WE OFFER:

Growth & Innovation
- Growth Opportunity Identification
- Market Analysis & Assessment
- Scenario Planning
- Proposition Development
- Go to Market Strategy

Investment Decision Support
- Capital Projects Investment Cases
- Acquisition & Partner Identification
- Analytics
WE DELIVER:

Rock solid growth strategies built to work in the real world