



# STRATEGIC FORESIGHT

*Crafting Strategy for the Future*

Resilience

| Agility

| Growth



# COURSE DESCRIPTION

The external environment is an uncontrollable factor that is rapidly changing and unpredictable. The current business environment has been described as a BANI landscape, which stands for brittle, anxious, non-linear, and incomprehensible. Organizations that are unable to adjust themselves to fit into this landscape, could be disrupted by competitors. Thus, to create agility and gain a sustainable competitive advantage, it is essential for firms to embrace new organizational development approaches.

Strategic foresight is a strategic thinking process that allows the company to create functional views of alternative futures and possibilities. It also helps the company to be resilient and to prepare for potential threats as well as capitalizing hidden opportunities that could lead to future strategies and a new business model.

## Learning Objectives

- ✓ To understand BANI landscape and the changing environment
- ✓ To realize the 21<sup>st</sup> century megatrends around the globe
- ✓ To be able to create future scenarios
- ✓ To be able to identify opportunities and challenges for business
- ✓ To create strategies/a new business model which respond to the future

# AGENDA

## 1<sup>st</sup> Day

- From VUCA to BANI
- Barriers to Future Thinking
- Strategic Foresight Process
- Framing the Future
- Environmental Scanning

## 2<sup>nd</sup> Day

- Scenario Planning
- Implications Analysis by Future Wheel
- Visioning and Crafting Strategies for the Future
- Executing Your Future

## Strategic Foresight Framework



**Framing**  
Scoping the project



**Scanning**  
Collecting information



**Forecasting**  
Describing baseline and alternative futures



**Visioning**  
Choosing a preferred future



**Planning**  
Organizing to achieve the vision



**Acting**  
Implementing the plan

