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Institute for Foresight & Reglab



From Trends to Scenarios to Strategy
Example from health care
/ Martin Kruse

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Copenhagen Institute for Futures Studies

International independent non-profit organization with 45 years of experience as strategic advisors

Members



Clients in relation to scenario-, risk- & trendanalysis



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Agenda

Strategic foresight
Recap of how foresight and the use of scenarios can help us plan for the future?
Case based run through of the process
Strategy under uncertainty

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That'll be the day...

The United States is in dialogue with us when they have a black president and the world has a Latin American pope."



Estados Unidos vendrá a dialogar con nosotros cuando tenga un Presidente negro y haya en el mundo un Papa latinoamericano.
Fidel Castro, 1972

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Why a goldfish does not need resilience

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Resilience can be understood as the ability of systems to respond and adapt effectively to changing circumstances; a process of positive adaptation before, during and after adversity

Why is resilience so difficult?

Resilience in real life

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1. Wrong toolbox



2. Complexity



3. Short-termism



4. Wishful thinking



5. Incentive alignment

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Source: CIPS, 2016.

Scenarios – a tool to:

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Reduce complexity

- Focus on uncertainties that matter most
- Processes 14 megatrends and 18 operational trends into 4 scenarios

Structure your thinking about the future

- Set strategic direction
- Identify key areas for R&D, innovation and risk mitigation

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Initiate dialogue

- Discuss important strategic issues from a common frame of reference
- Build shared vision and confidence

Enable structured ideation

- Scenario-led innovation/risk assessment
- Scenario-tested innovation/risk assessment

What makes a good scenario

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Story: A vivid description for engaging stakeholders

Decision-making power: provide insights useful to decision-makers

Plausibility: The future and events must be possible

Consistency: Must be logically consistent

Differentiation: Must be structurally or qualitatively different

Memorable: Easy to remember; it helps to have sexy or catchy titles

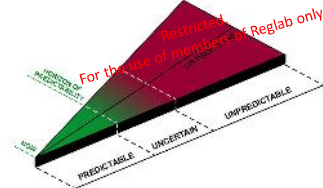
Challenge: Must challenge organizations' perceived wisdom about the future



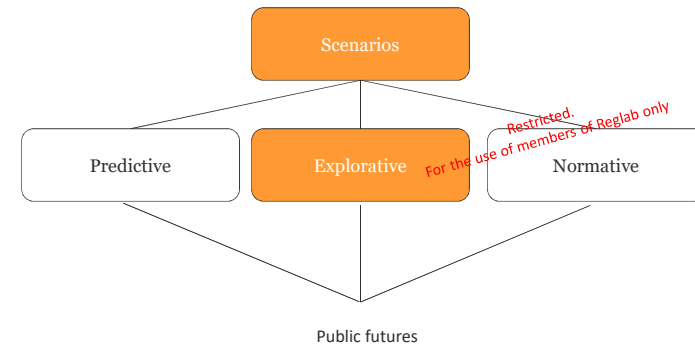
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What is the correct time horizon?

- Two factors must be reflected:
 - Goals
 - Organizational needs
- The critical balancing act:
 - Far enough ahead so that uncertainty is a critical factor
 - Not so far ahead that hope becomes dominant
- Example
 - Retail – 18 months – 2 years
 - Security – 5 + years
 - Energy – 20 – 40 years



Different approaches to working with the future



Identifying the focal point – What is the challenge?

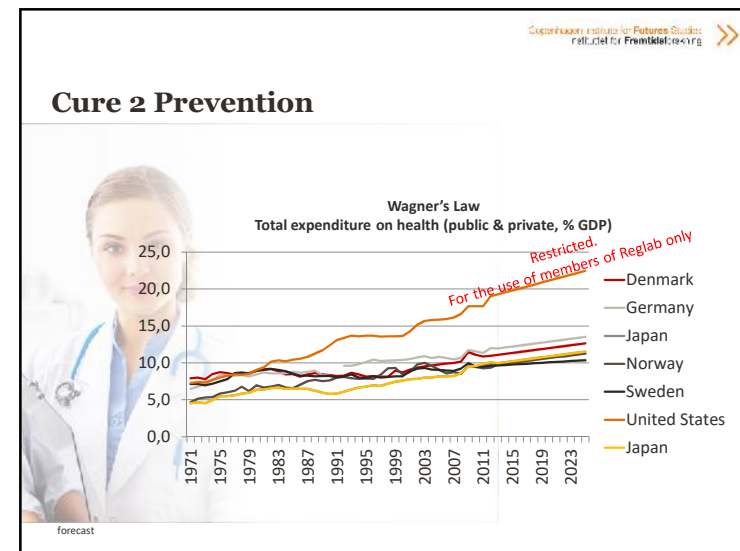
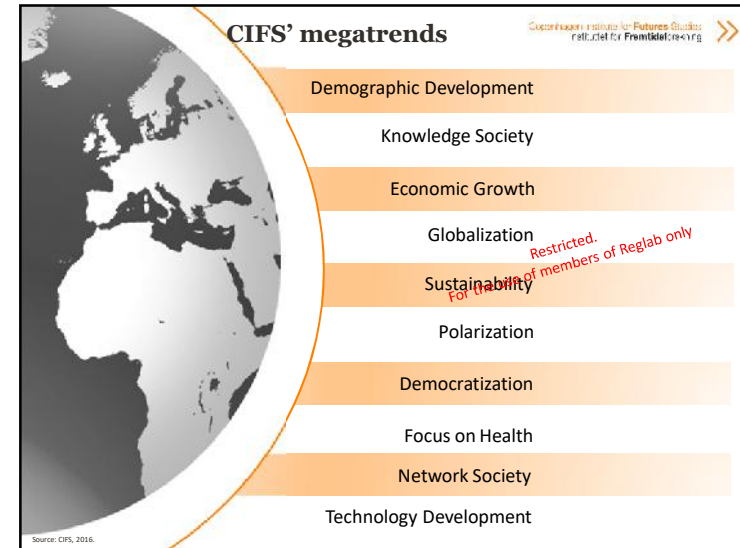
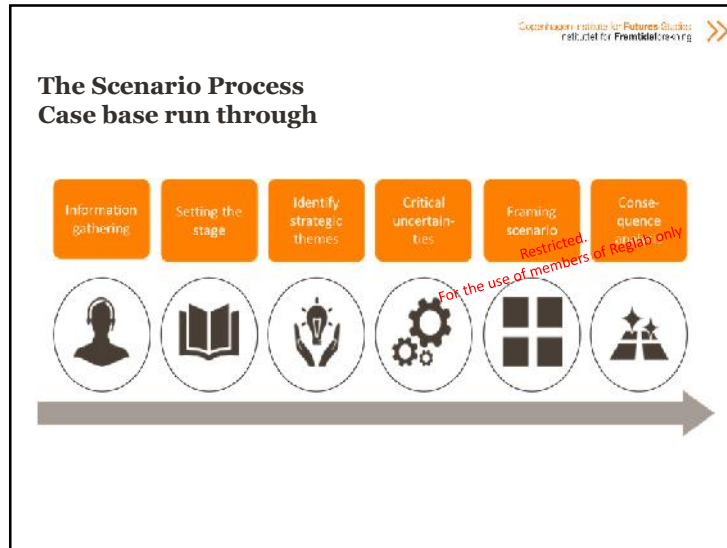
- What is the challenge from your organization's perspective?
 - Identifying the challenge can be difficult!
 - Are you asking the right questions?
- Questions that one could ask:
 - "What specifically are we concerned about with respect to the future?"
 - "How will people expectations to services be in the future?"
 - "How will technology impact our capabilities?"
 - "What will changing environmental laws mean to our operations?"

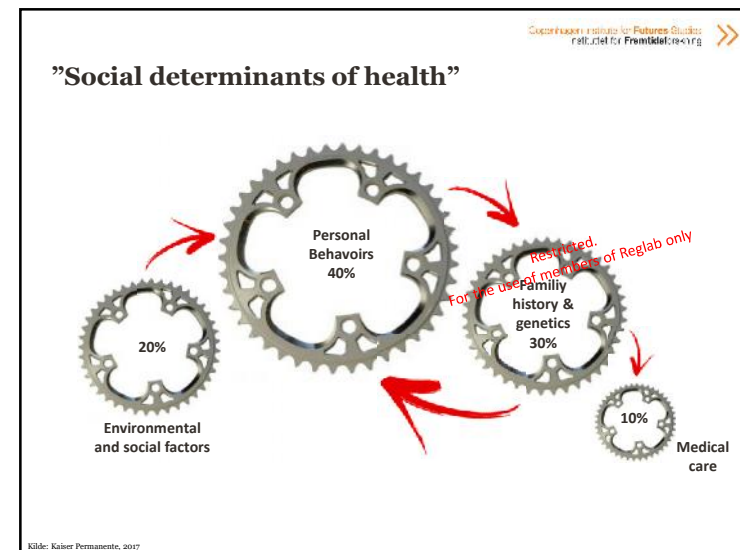
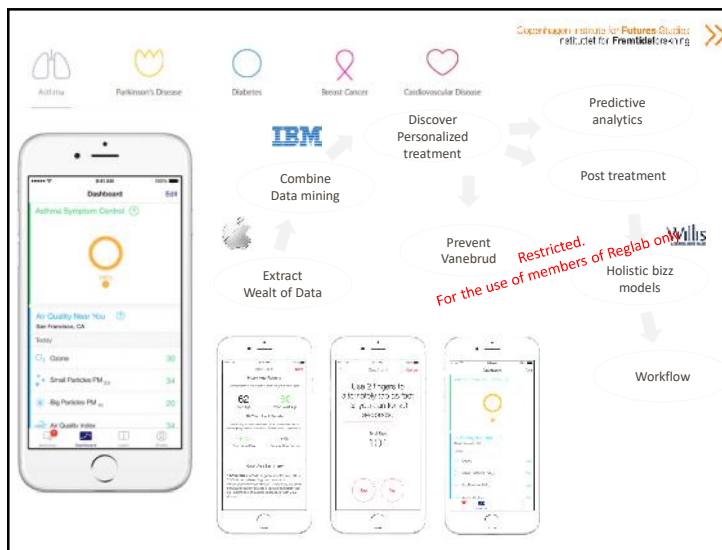
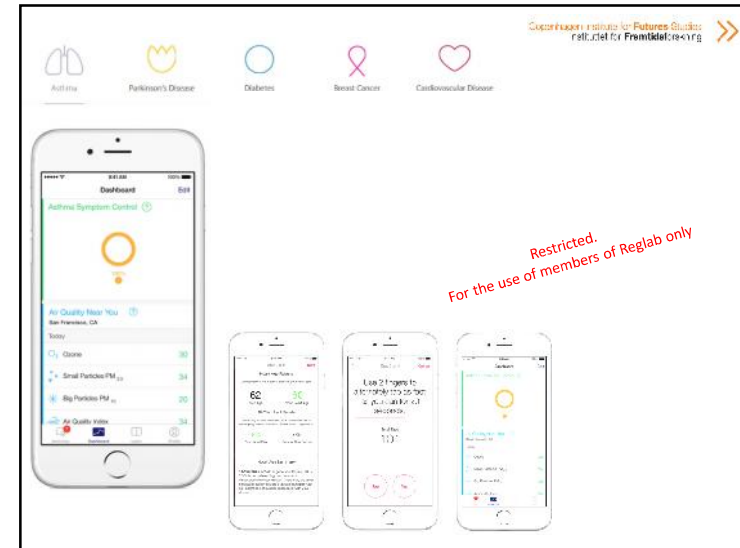
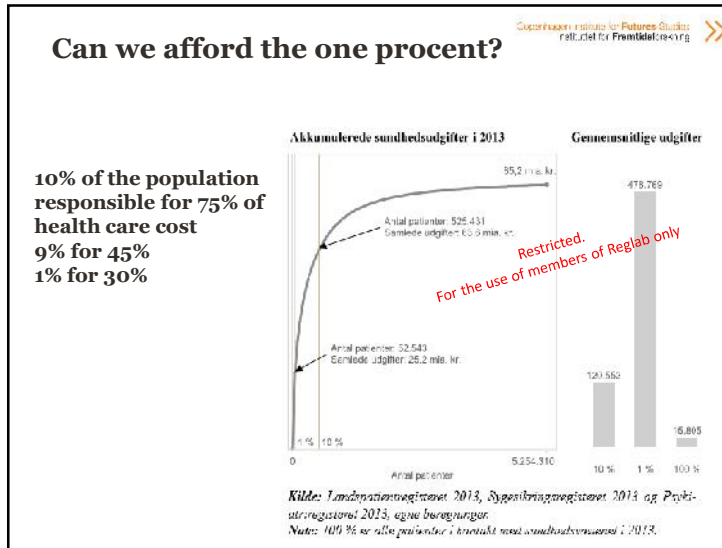
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Don't be the goldfish! - The world is not an aquarium



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Facebook knows you Power of Psychometrics

- 10 better than the average work colleague
- 70 better than your friends
- 150 better than your parents
- 300 better than your partner
- more better than you



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Synthized trends

Democratization of health
Proliferation of self-diagnosis responsibility for personal health

Technology
Use of algorithms and AI, smart technology, wearables, mobile health and telemedicine, use of molecular biology and genetic engineering

Demography
The importance of socioeconomic factors for access to health goods, social inequality

Innovation Agenda
DK as a pioneer country, economic perception of health, new business models

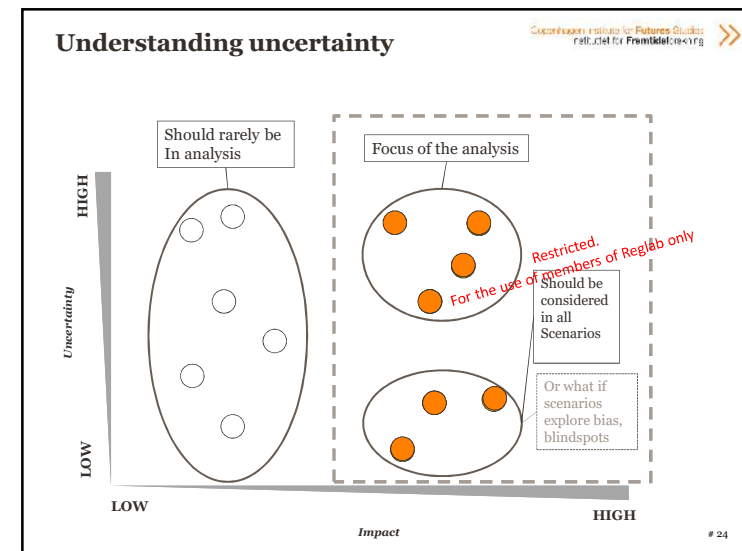
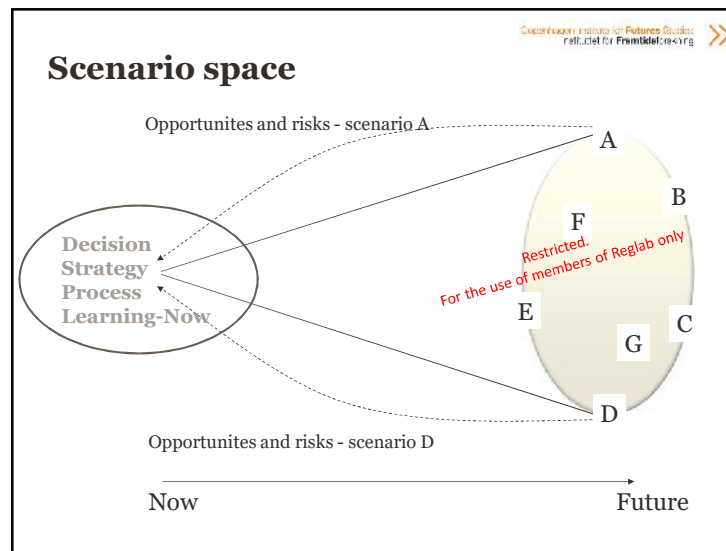
Policy framework and strategy
Expectations for the welfare state, prevention as a political agenda, health legislation and national control

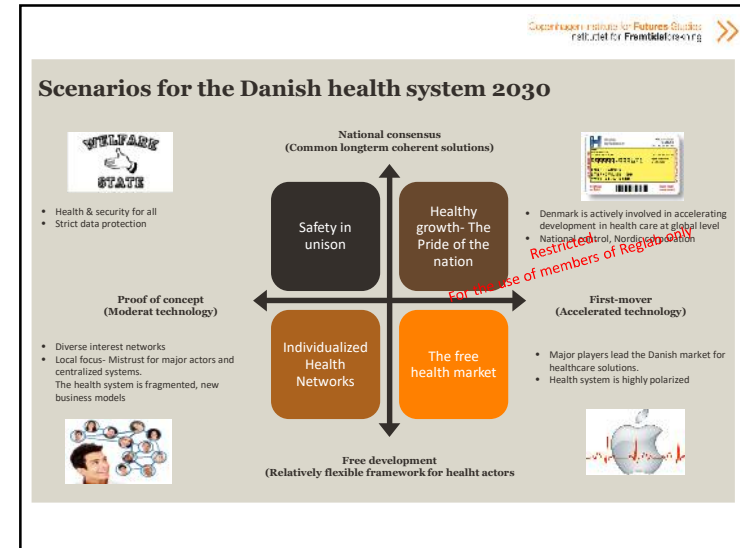
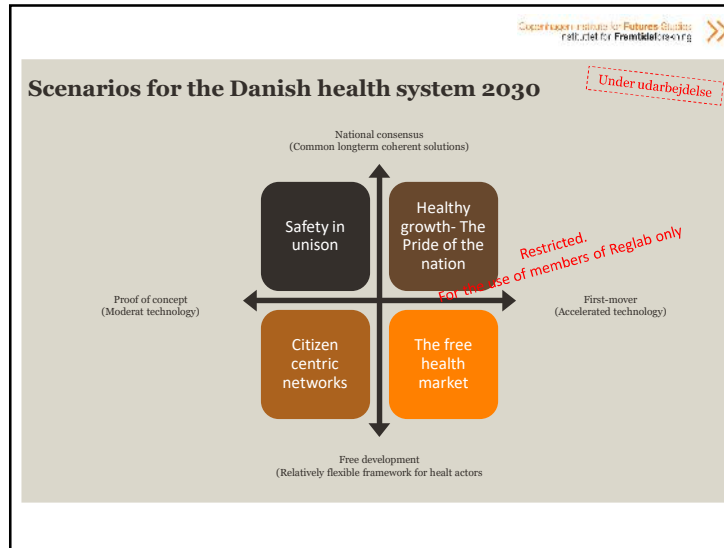
Health paradigm
Specialization and centralization, cohesion in the health ecosystem

Requested health
Health communication, trust in the health system

Political framework
Health-policy-ethical framework, Nordic health cooperation, certification, standardization and validation, EU regulation, data management and ownership, expectations for the welfare state, global cooperation

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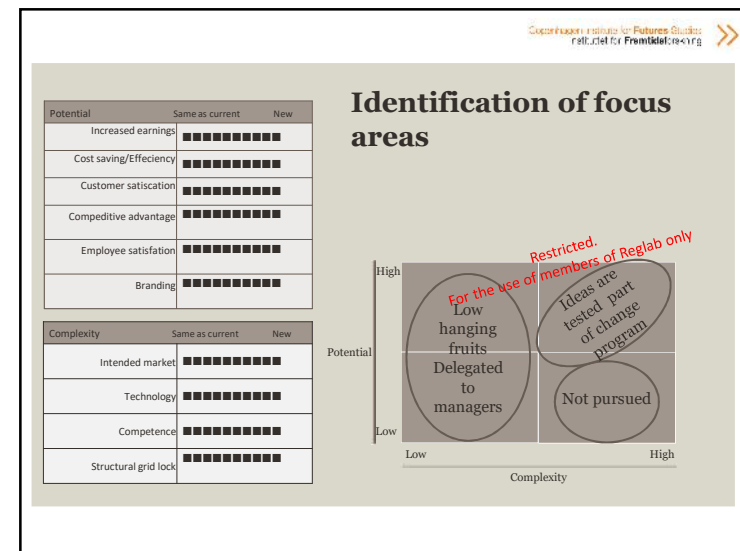


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Wind tunneling strategies

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	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Action 1				
Action 2				
Action 3				
Action 4				
Action 5				
Key	Cure strategy	Supportive strategy	Control productive strategy	Uncertain strategy



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Recommendations

- Establish common incentive structures across health actors, cable of handling prevention, predictive and personalized health services– incentive move from "fee for service" to "fee for outcome".
- Establish a health and growth ministry to support the above mentioned and drive it to secure cohesion between societal challenges , research and growth potential in the bioindustry.
- Clarify legislation about data handling and data sharing, and highlight what the citizen get out of sharing data.

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Remember strategy

.....Is just as much about
choosing what not to do!

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