

# Corporate Foresight

How to Understand Complexity, Navigate Uncertainty

Qazaq Research Institute for Futures Studies

Dr. John A. Sweeney, Director

[john.sweeney@narxoz.kz](mailto:john.sweeney@narxoz.kz)

# QRIFS

QAZAQ RESEARCH INSTITUTE  
FOR FUTURES STUDIES



“This present moment used to be  
the unimaginable future.”  
- Stewart Brand





**WEAR A MASK  
OR GO TO JAIL**





NOT WHAT  
FUTURISTS  
REALLY DO

“I’m no prophet. My job is to make windows where there were once walls.”

- Michel Foucault





NATIONAL RESEARCH UNIVERSITY

INTERNATIONAL



FEDERATION

مركز محمد بن راشد  
للابتكار الحكومي  
MOHAMMED BIN RASHID CENTRE  
FOR GOVERNMENT INNOVATION



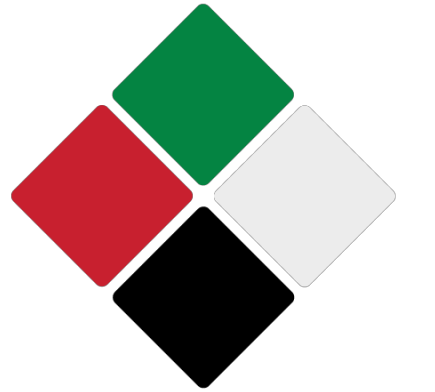
Empowered lives.  
Resilient nations.



HAROLD K.L. CASTLE  
FOUNDATION



basque  
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center



برنامج قيادات حكومة الإمارات  
UAE GOVERNMENT LEADERS PROGRAMME



United Nations  
Educational, Scientific and  
Cultural Organization



PUBLIC SERVICE  
DEVELOPMENT AGENCY



INTERPOL

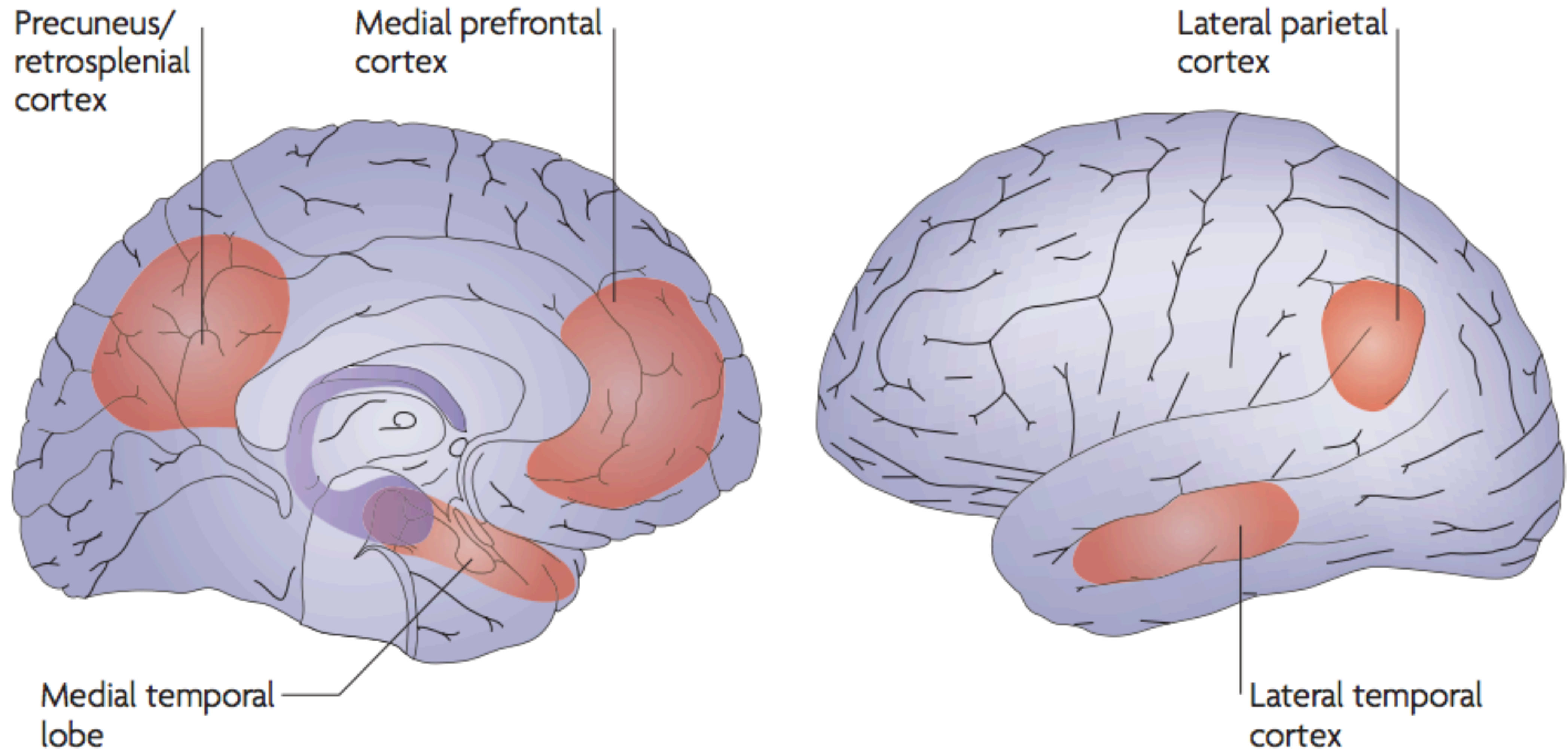


PETRONAS



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WHY IS IT SO  
HARD TO  
THINK ABOUT  
THE FUTURE?



“We suggest that this core brain system functions adaptively to integrate information about relationships and associations from past experiences, in order to construct mental simulations about possible future events” (Schacter 2007).

WE WALK  
BACKWARDS  
INTO  
THE FUTURE

**INTERNAL**



**PERCEPTUAL**



**ACTUAL**



**EXTERNAL**



**INTERNAL  
PERCEPTUAL**

**INTERNAL  
ACTUAL**

**EXTERNAL  
PERCEPTUAL**

**EXTERNAL  
ACTUAL**

**INTERNAL  
PERCEPTUAL**

**INTERNAL  
ACTUAL**

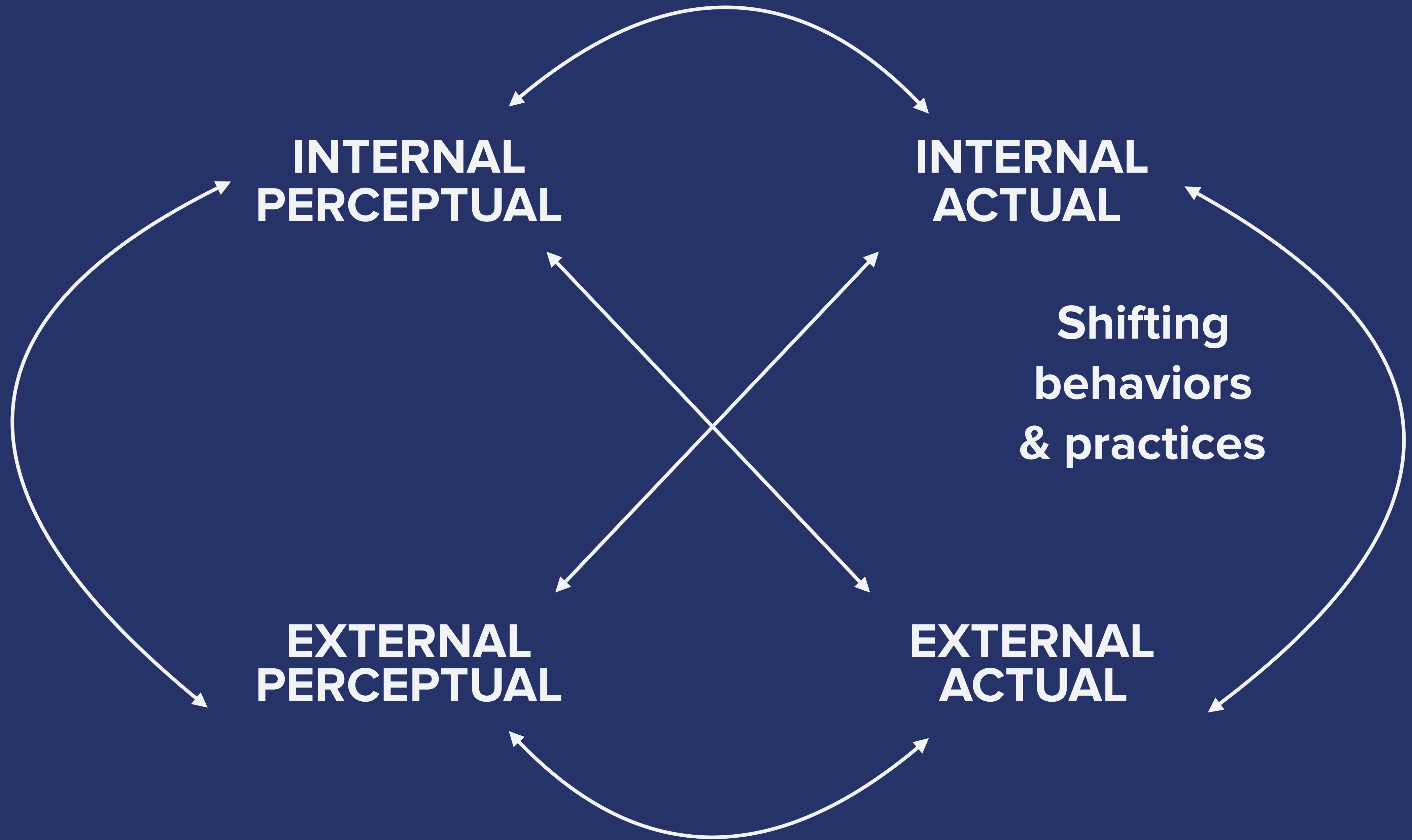
**EXTERNAL  
PERCEPTUAL**

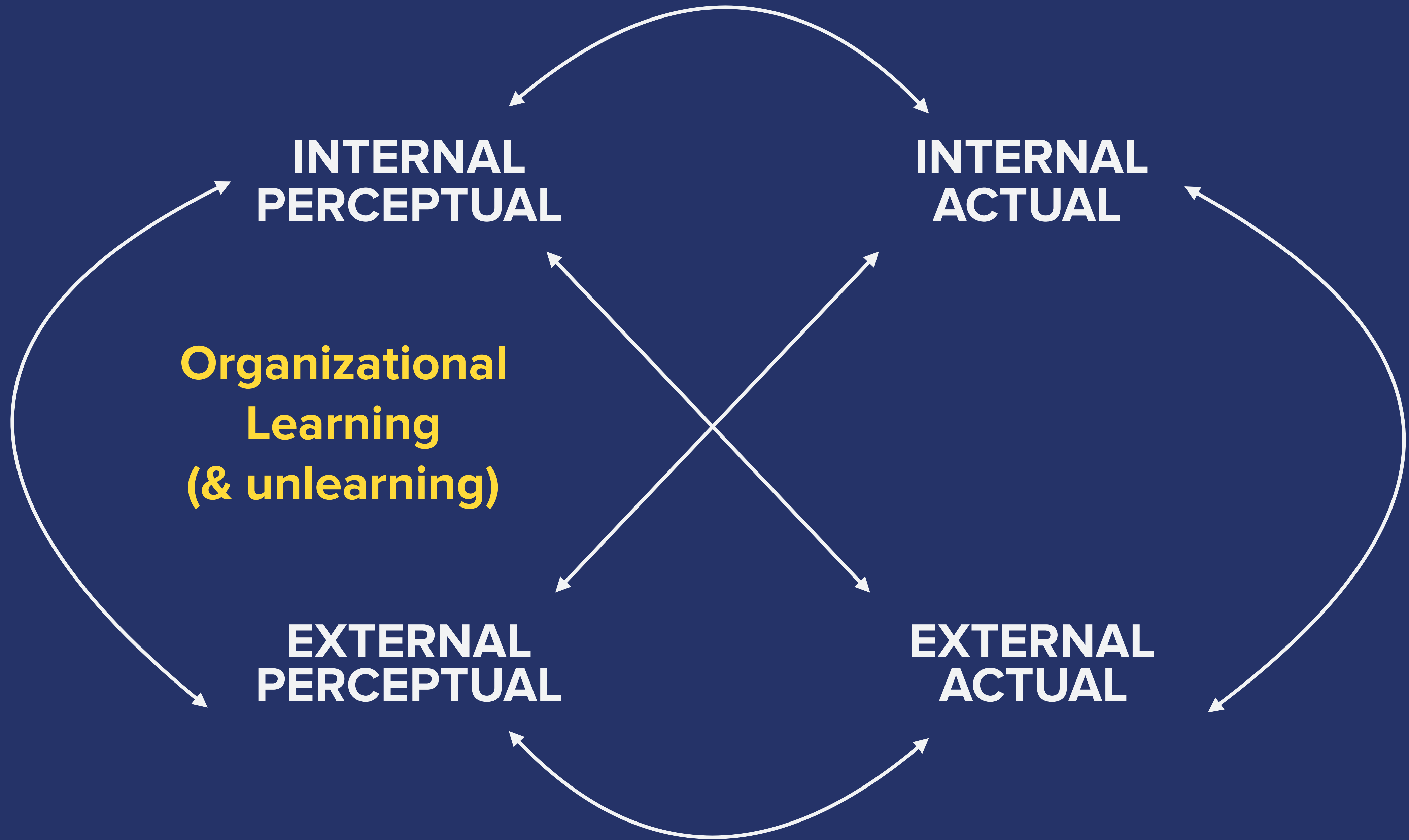
**EXTERNAL  
ACTUAL**

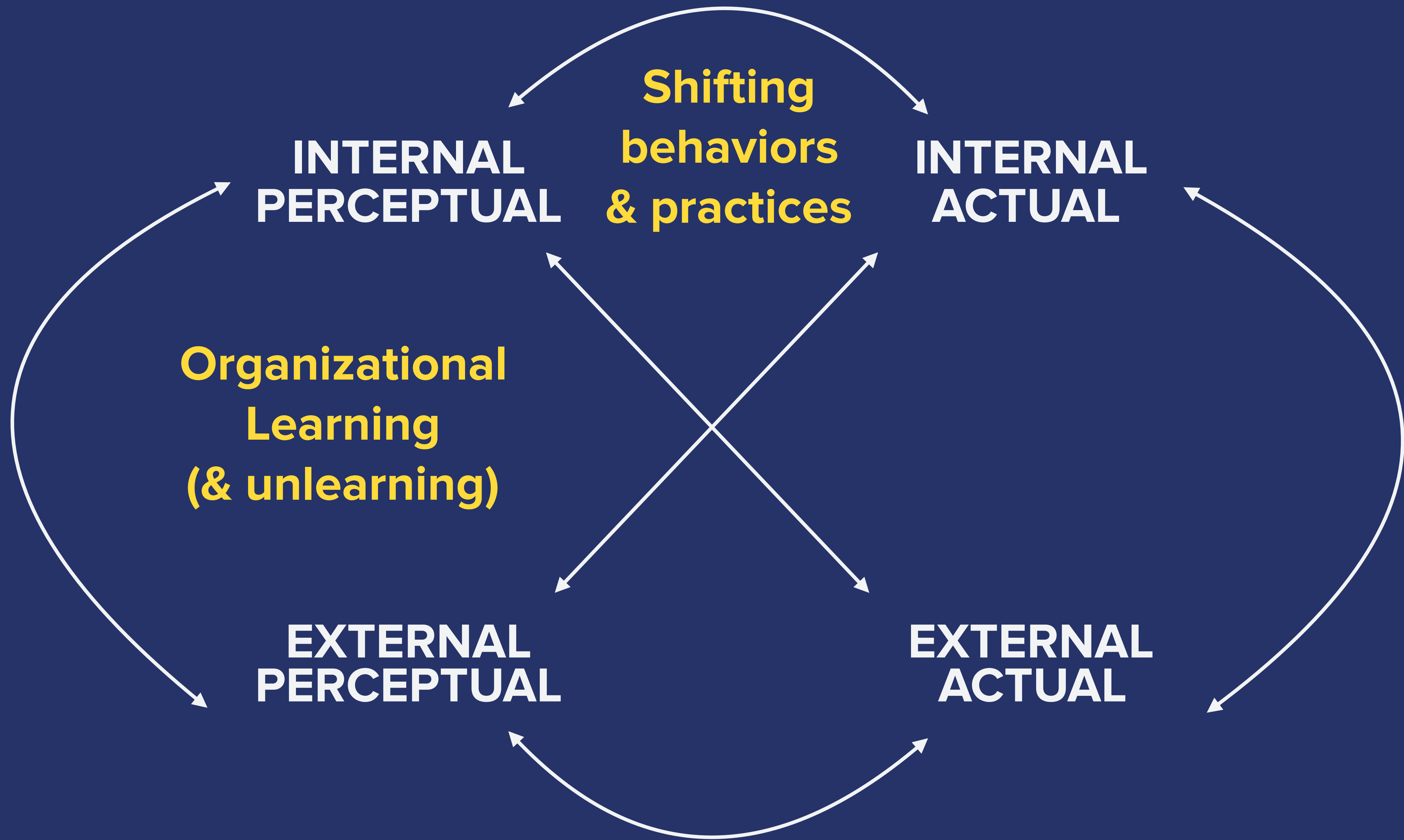


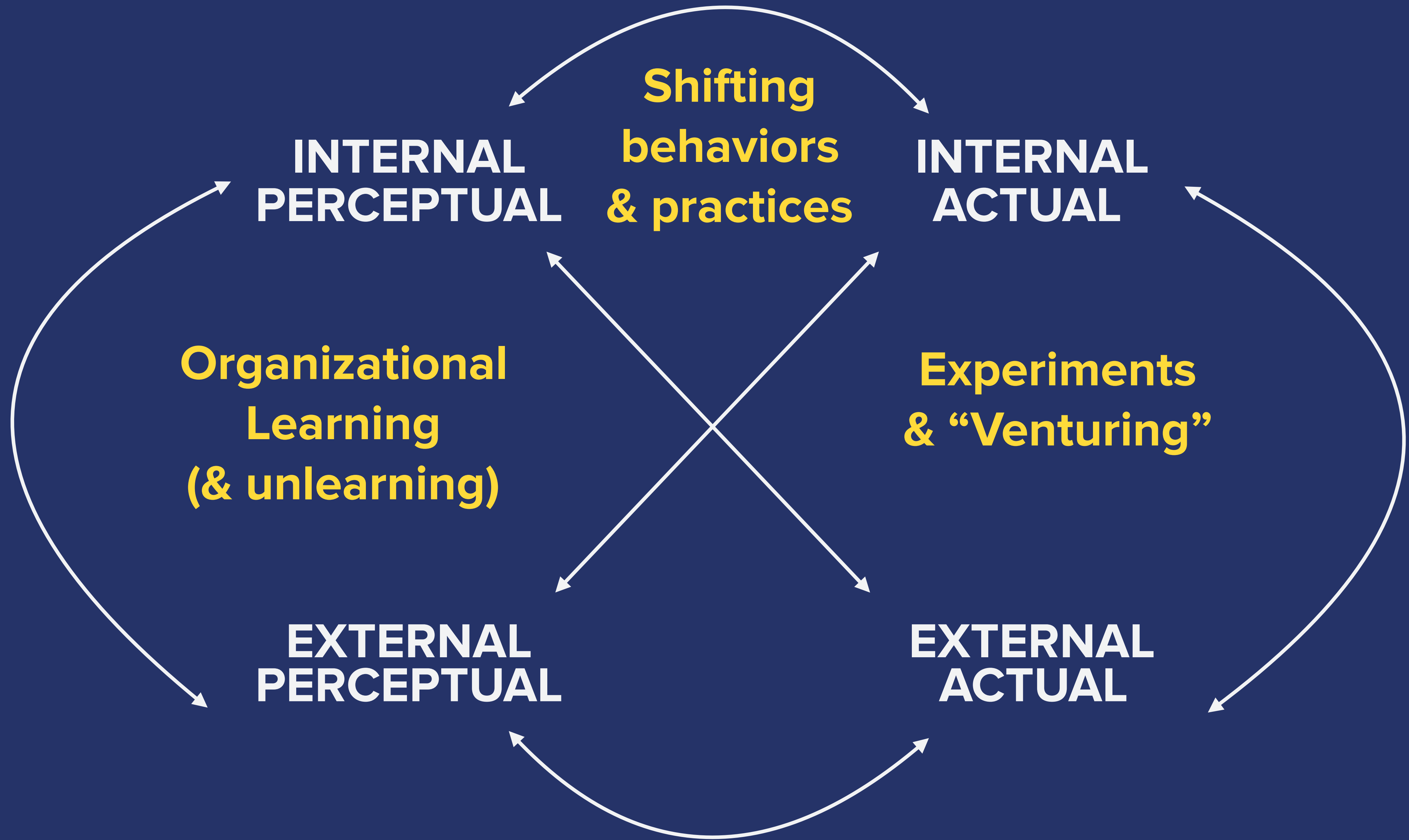
“The danger of forecasts is that usually they are right. Forecasts fail you just when you would need them most. Forecasts fail to anticipate major changes and major shifts [...]. Shifts that make whole strategies obsolete.”  
- Pierre Wack



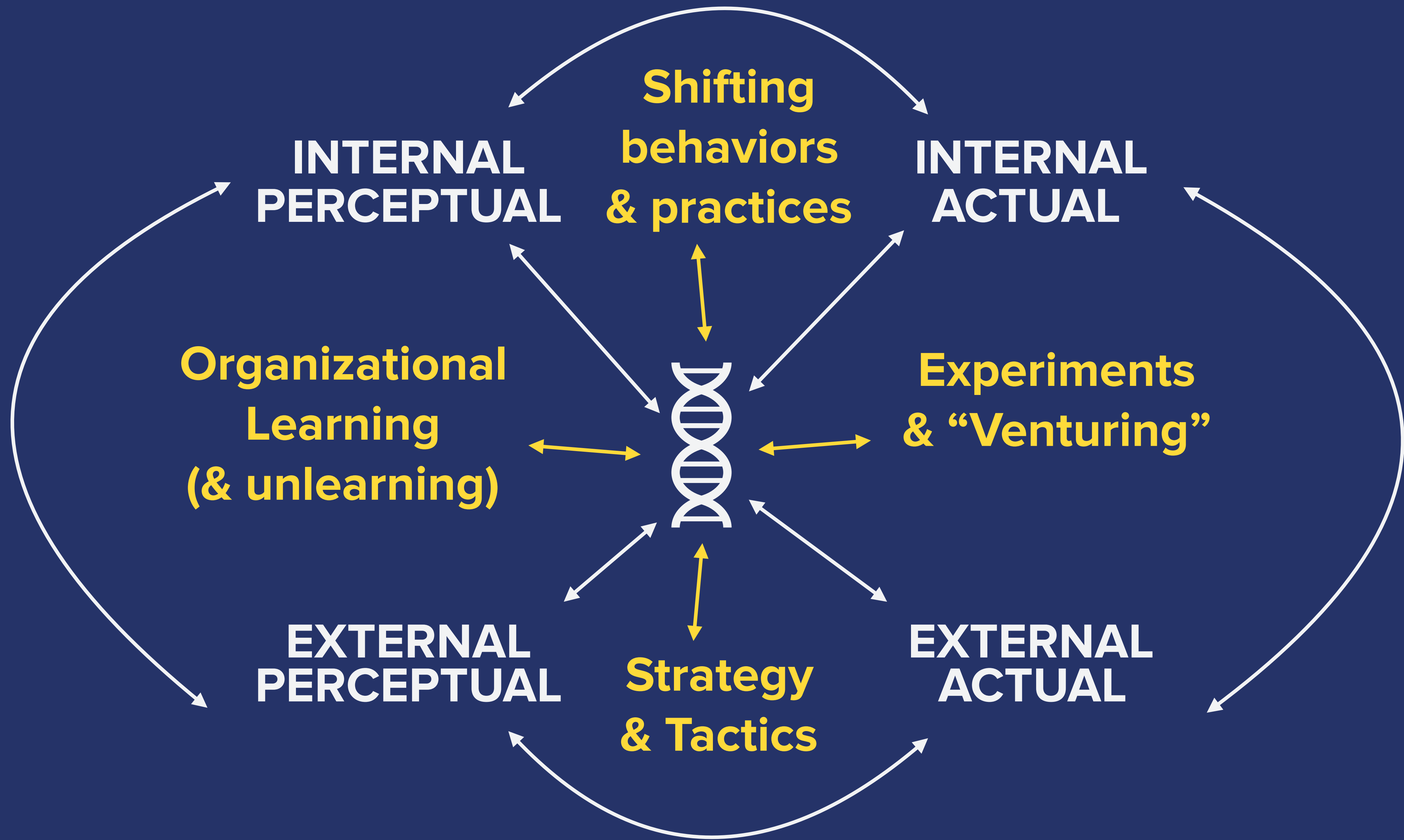


















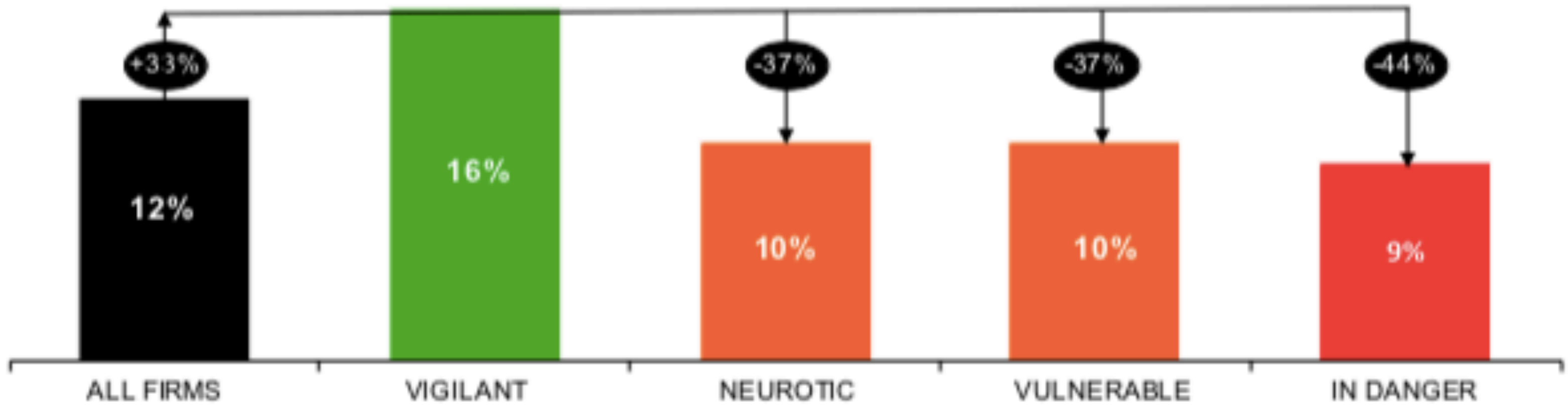
A close-up photograph of hands being washed in a sink. The hands are covered in white soap suds, and a stream of water is falling from a faucet above. The background is a blurred stainless steel sink.

# **HYGIENE**

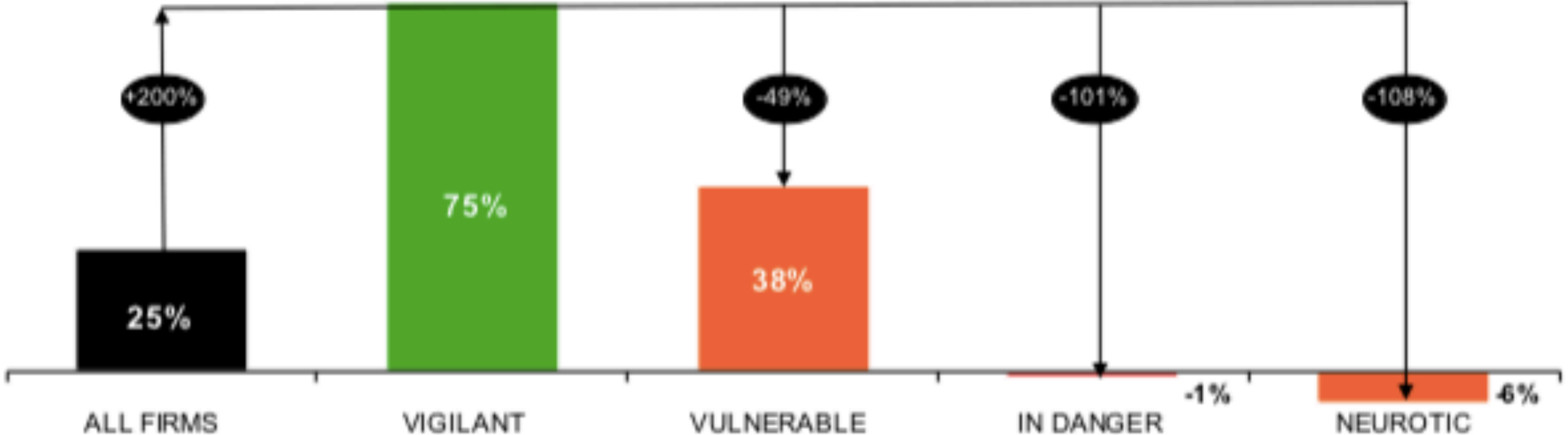
A seven-year study of European corporations who made foresight part of their organizational DNA found some interesting results.

Rohrbeck, René, and Menes Etingue Kum. 2018. "Corporate Foresight and Its Impact on Firm Performance: A Longitudinal Analysis." *Technological Forecasting and Social Change* 129 (April): 105–16.  
<https://doi.org/10.1016/j.techfore.2017.12.013>.

# PROFITABILITY\*



# MARKET CAPITALIZATION\*

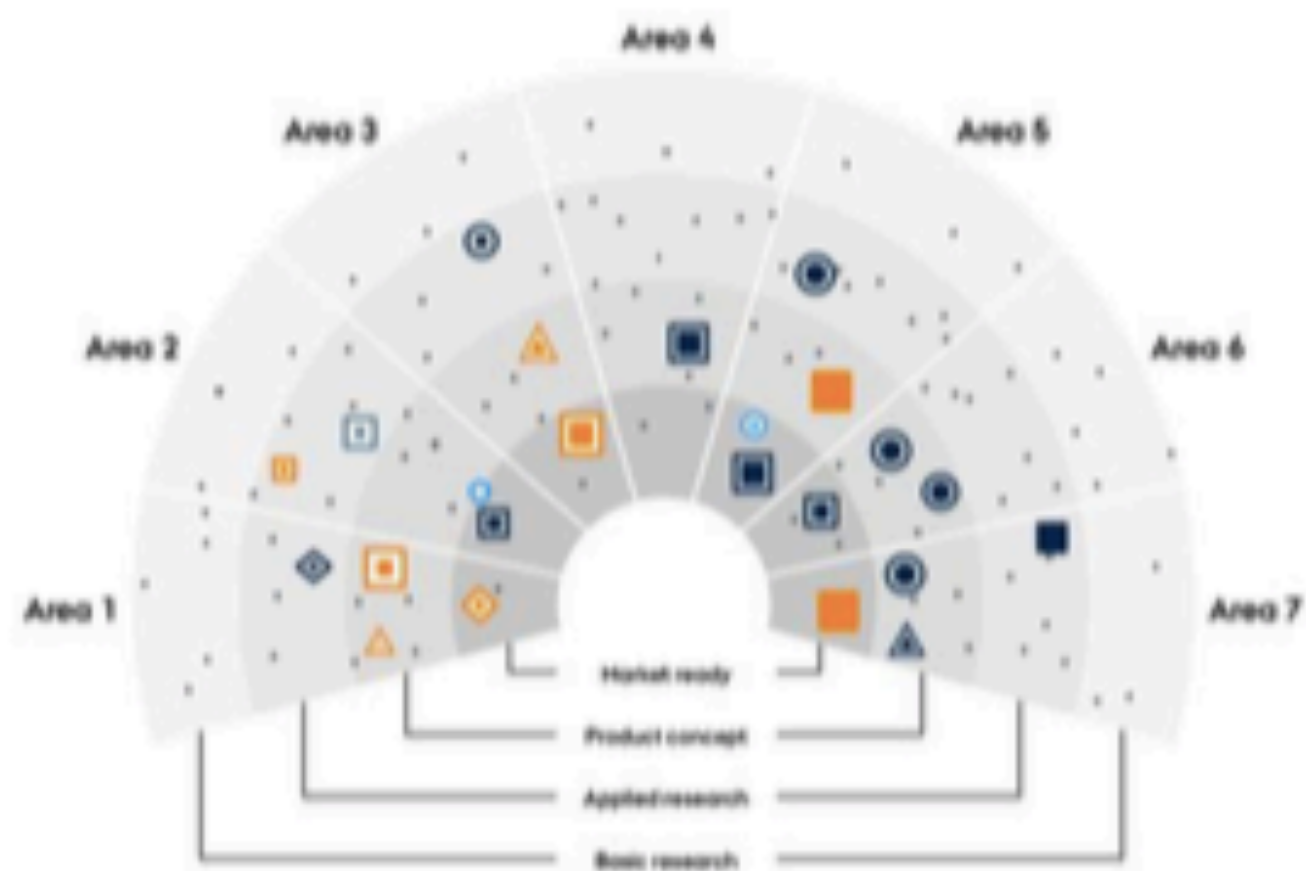


Overall, “vigilant” firms were more profitable and had a greater market capitalization than their competitors.

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# Strategic Radars



# Strategize with Scenarios

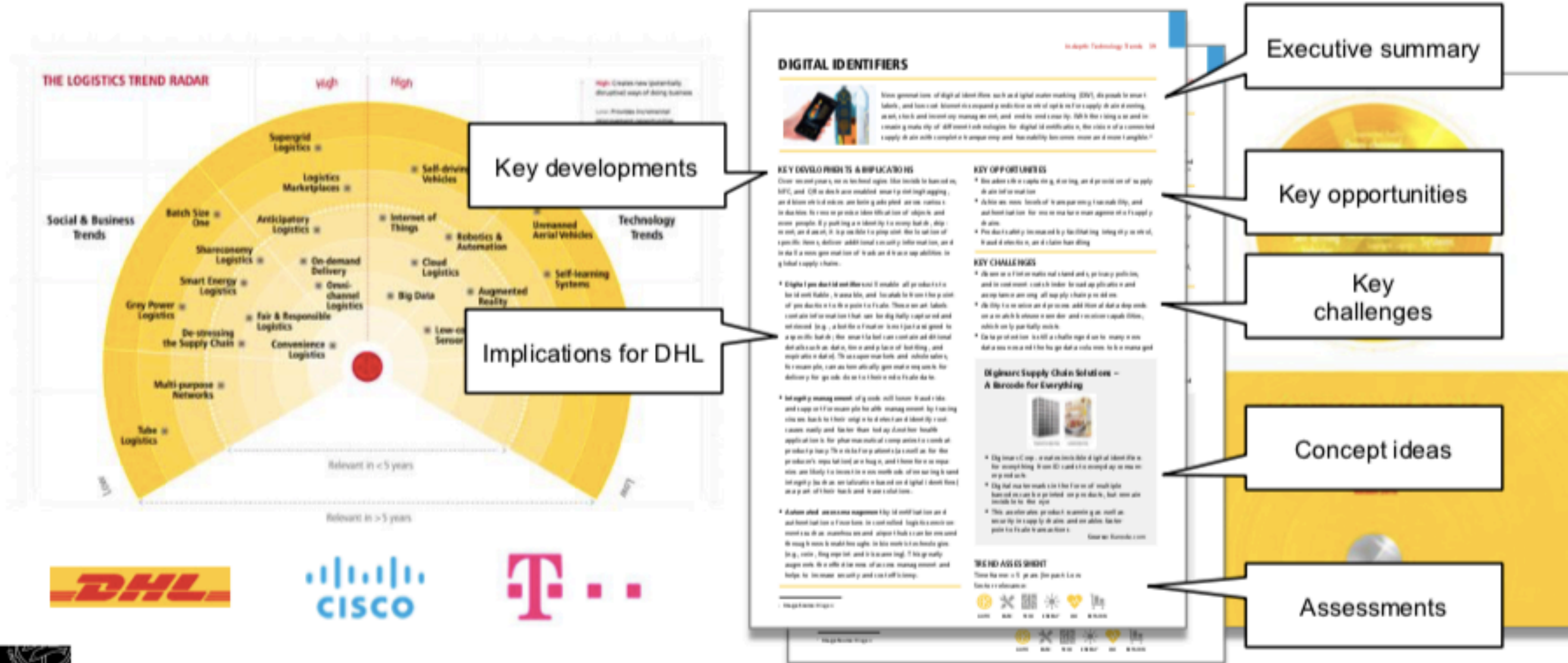


# Continuous Venturing



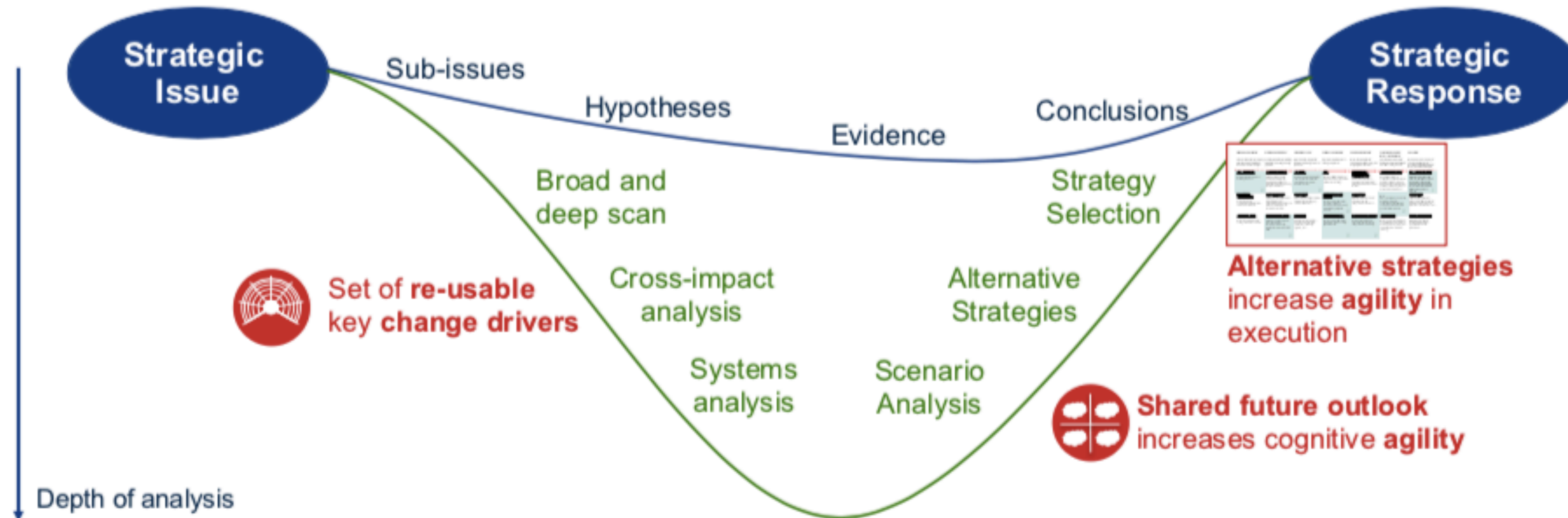


# Build a **Strategic Radar** to align and enable organizational learning.





# Use **Scenario-based strategizing** to be ahead of your peers.



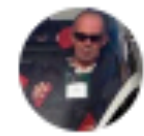
**BOSCH**  
Invented for life





Invest into continuous **Venturing** to probe into new markets.

## Deutsche Post DHL is developing its own fleet of autonomous delivery vehicles



Mike Hanlon | October 11th, 2017



YAY! 

CORPORATE  
FORESIGHT  
WORKS!

BUT, NOT BECAUSE  
IT CAN HELP US  
PREDICT “THE”  
FUTURE...

FORESIGHT  
CAN HELP US  
UNDERSTAND  
COMPLEXITY  
AND NAVIGATE  
UNCERTAINTY





# Eyjafjallajökull









DELIVERING  
TOMORROW

Logistics 2050  
A Scenario Study

“GOOD SCENARIOS  
INCORPORATE RIGOROUS  
ANALYSIS AND DATA, BUT  
THEY ARE ALSO DRIVEN  
BY PROFOUND AND  
INSIGHTFUL  
IMAGINATION. THEY ARE  
NOT ABOUT GETTING  
THE FUTURE RIGHT, BUT  
ABOUT MAKING BETTER  
DECISIONS TODAY.”

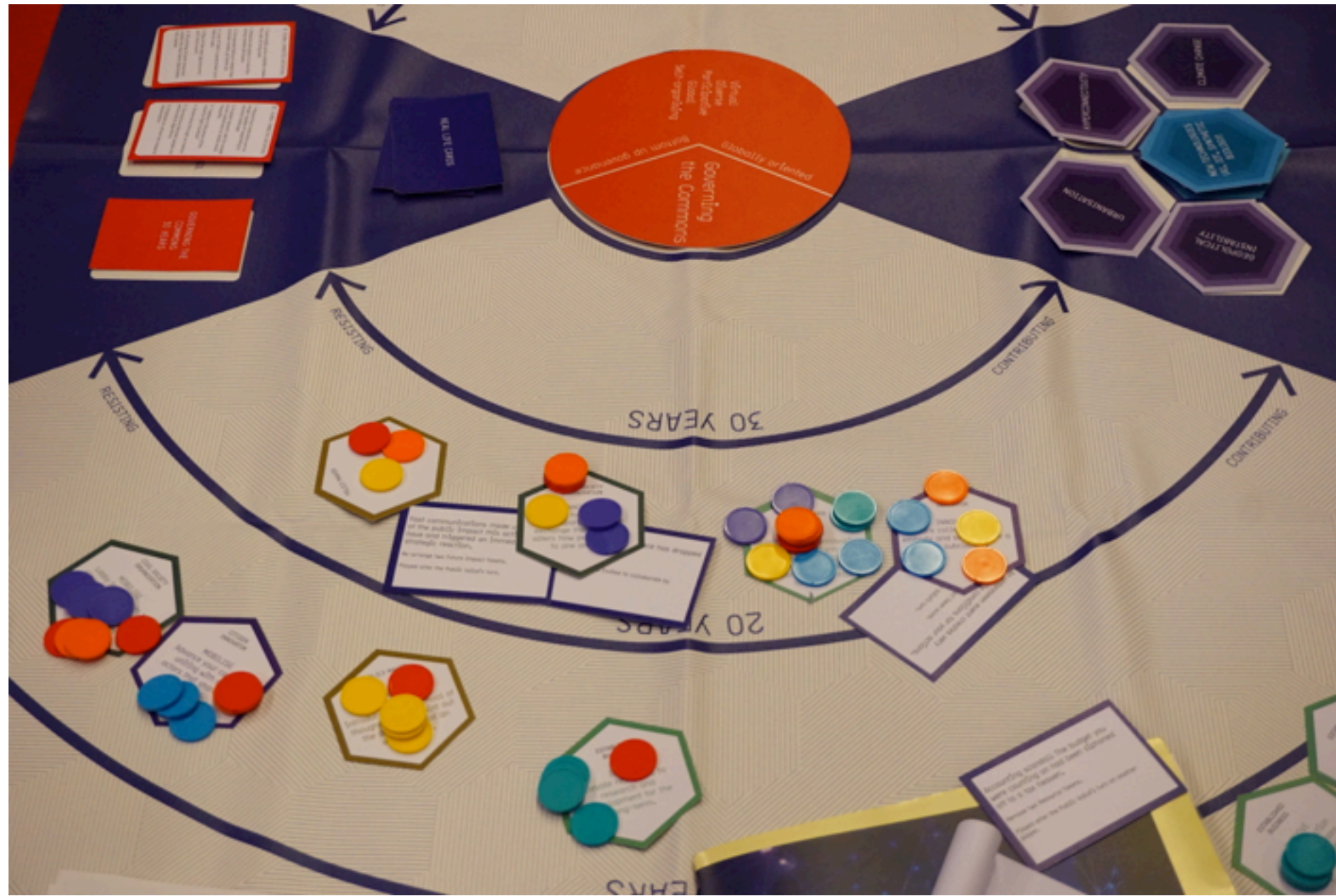
“[...] Scenarios in a workshop  
need to be plausible.

Reality has no such obligation.”

- Stewart Brand

# GAMES AND SIMULATIONS





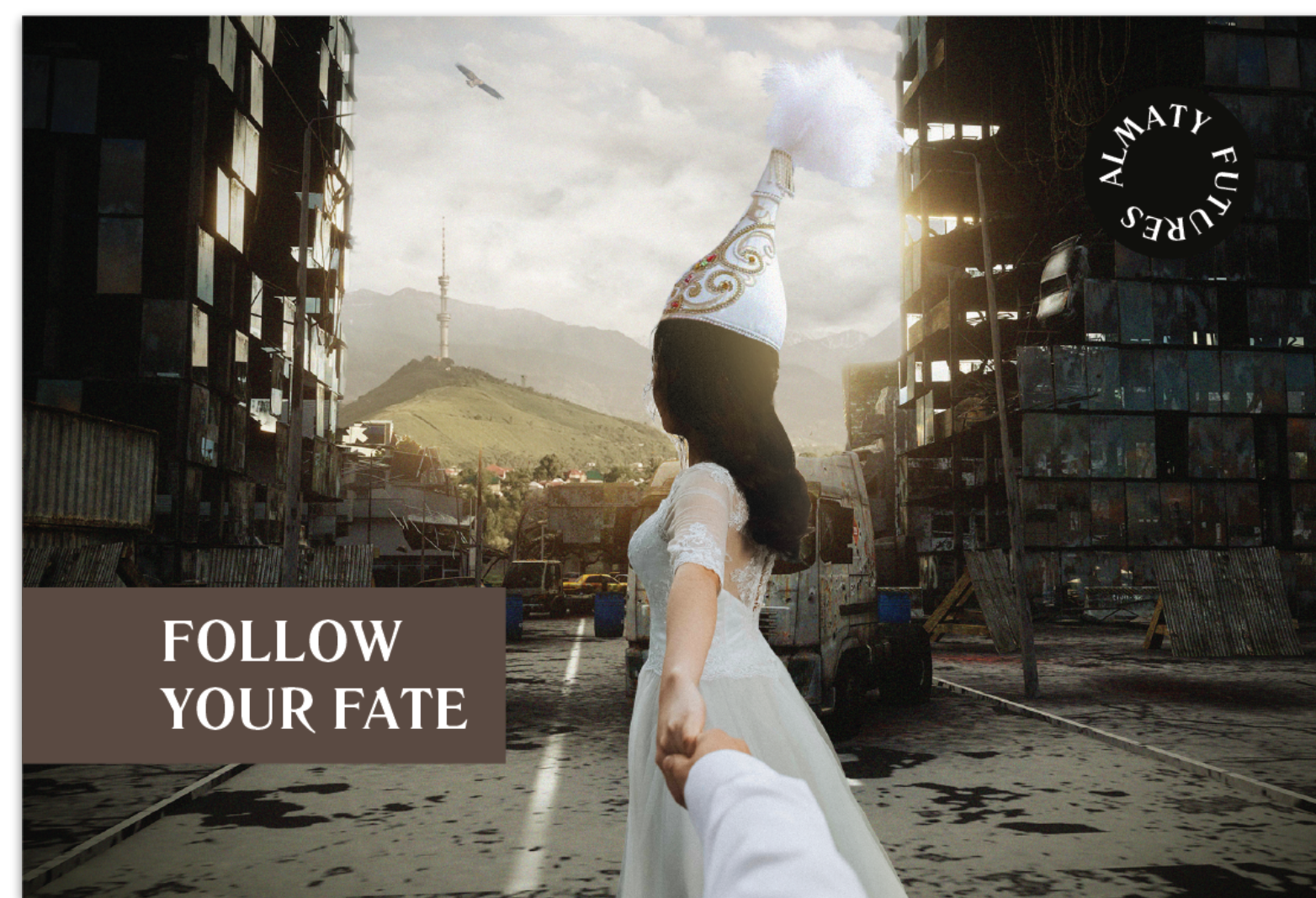
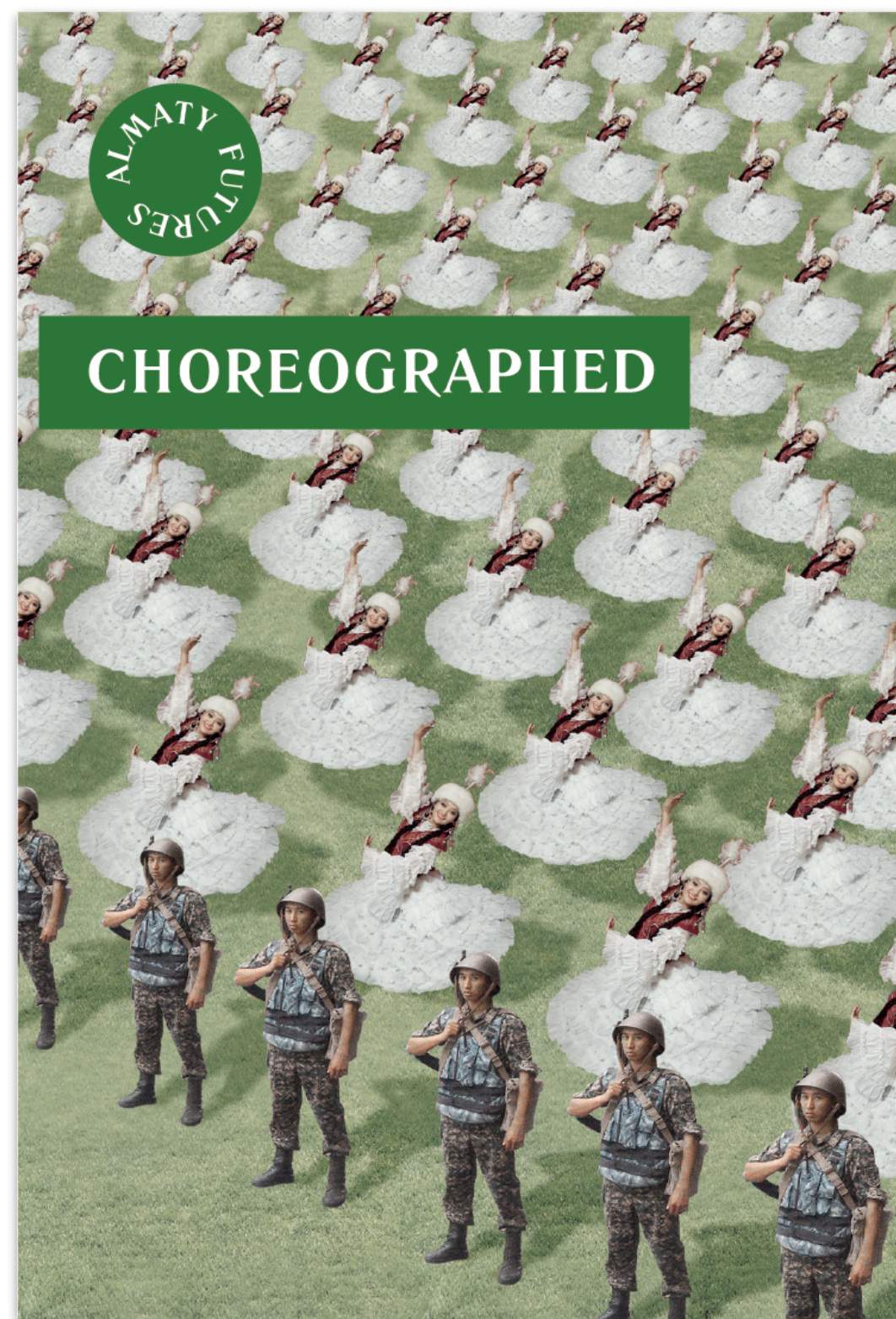
<https://blogs.ec.europa.eu/eupolicylab>

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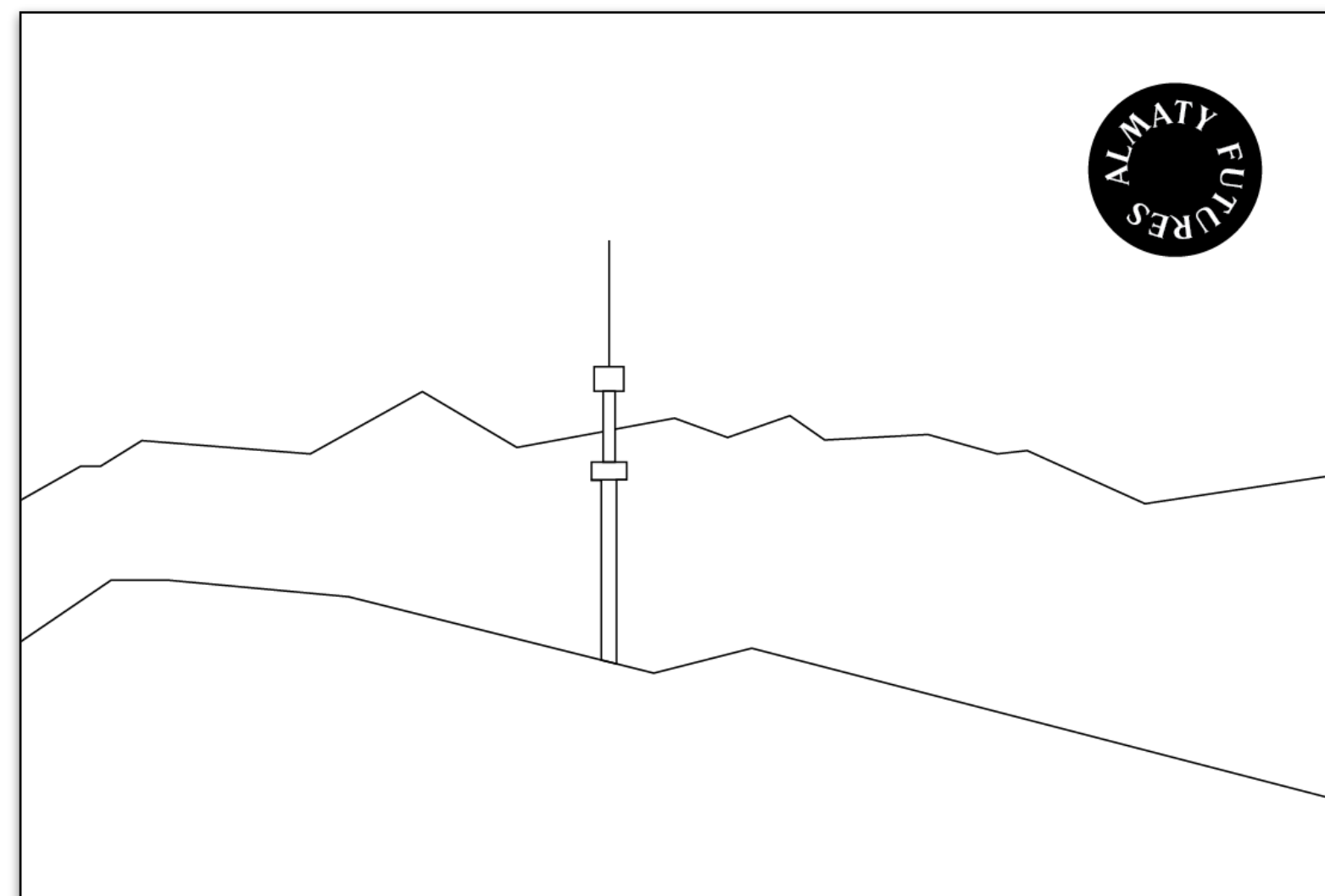




**SWIM MEDEO!**



# ALMATY FUTURES POSTCARDS PROJECT



## QRIFS QAZAQ RESEARCH INSTITUTE FOR FUTURES STUDIES

### WHAT IS THIS?

When imagining the future, our brains gravitate toward memories. Intended as provocations, these postcards are not predictions or preferred futures. They are speculative memories from possible futures.

### WHY POSTCARDS?

Postcards are snapshots of a particular time and place. Our postcards are memories from possible futures that can be sent anywhere in Qazaqstan, or around the world, to stimulate civic imagination.

### WHAT'S NEXT?

These postcards are the result of a collaboration between the QRIFS (Qazaq Research Institute for Futures Studies) and Étage design agency. In addition to our postcards, there is also a blank. What future will you create?

### If you want to use the postcards to explore possible futures, start with:

What do these postcards reveal and/or conceal about the future?

What hopes and fears about the future do these postcards make you think about?

If you wanted to write a message from the future of Almaty, what would you say?

Who would you send one to? Why?

### БҰЛ НЕ?

Біз болашақты елестеткенде миымыз еске алу үдерісіне жүгінеді. Провокацияға арналған бұл ашық хаттар жорамалдар немесе қолайлы болашақ емес. Бұл мүмкін болар болашақтың спекулятивті жобалары.

### НЕГЕ АШЫҚ ХАТТАР?

Ашық хаттар — белгілі бір уақыт пен орынның түсірілімі. Біздің ашық хаттар — болашақтан еске алу хаттары, оларды Қазақстанның және әлемнің кез келген бұрыштарына азаматтық елестету мақсатында жіберуге болады.

### АРЫ ҚАРАЙ НЕ?

Бұл ашық хаттар — QRIFS (Қазақстан болашақ ғылыми-зерттеу институты) және Étage дизайн агенттігі арасындағы ынтымақтастық нәтижесі. Ашық хаттарға қосымша бланк берілген. Сіз қандай болашағыңызды қалыптастырасыз?

**Егер ықтимал болашақты зерттеу мақсатында ашық хаттарды қолданғыңыз келсе, келесі сұрақтардан бастасаңыз болады:**

*Бұл ашық хаттар болашақ туралы нені көрсетеді әлде жасырады?*

*Бұл ашық хаттар болашақ туралы қандай үміттер немесе үрейлерді ойландырады?*

*Егер болашақ Алматыдан жолдау жібергіңіз келсе, не айтар едіңіз?*

*Оны кімге жіберер едіңіз? Не үшін?*



Foresight “is the art of anticipation based on the science of exploration.”  
- Ziauddin Sardar



What we see  
& how we see it



# CRIMME IS A BEAST



# BUILD PRISONS



# CRIME IS A VIRUS

# EDUCATION



“We find that metaphors can have a powerful influence over how people attempt to solve complex problems and how they gather more information to make “well-informed” decisions.”



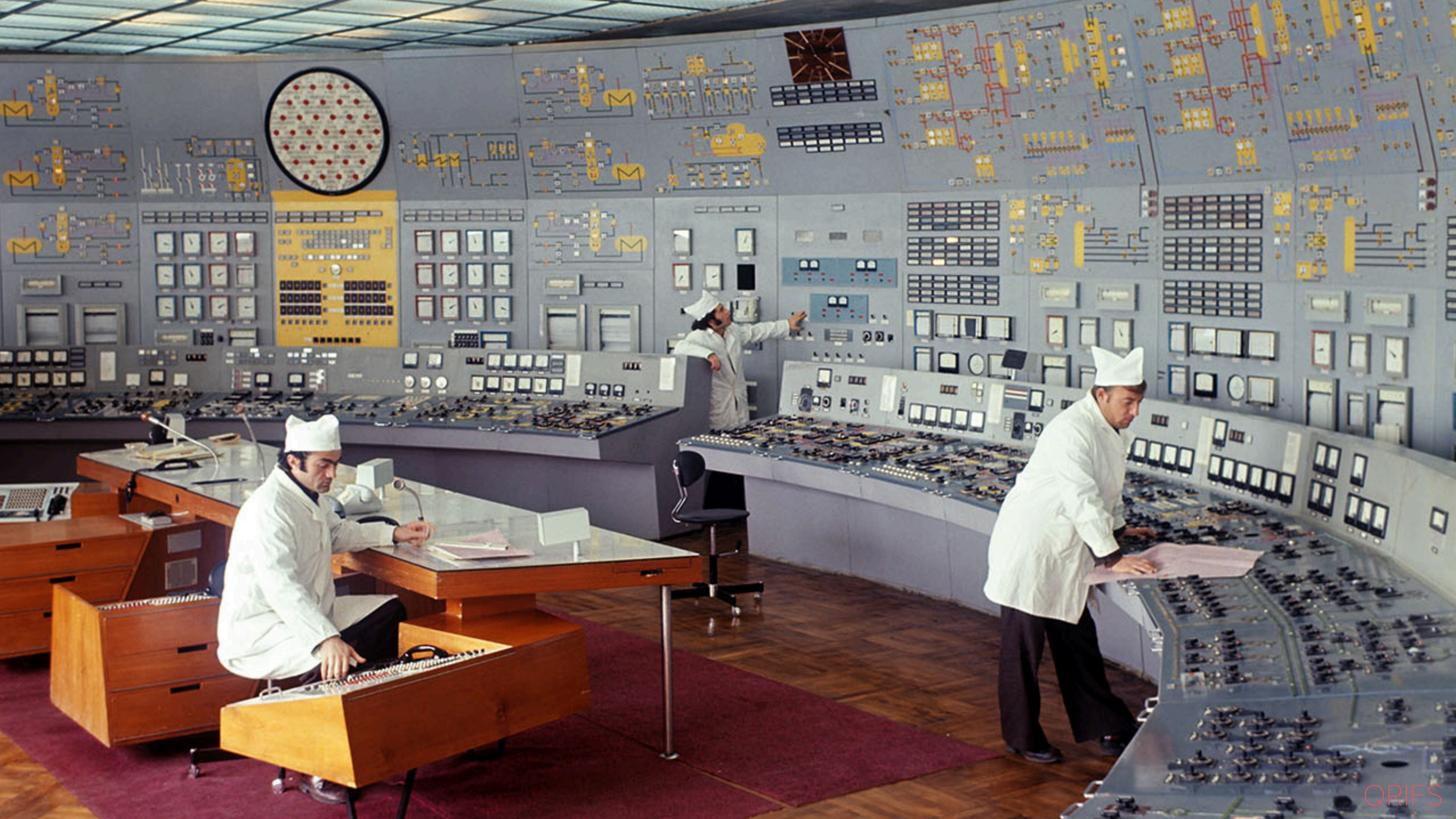


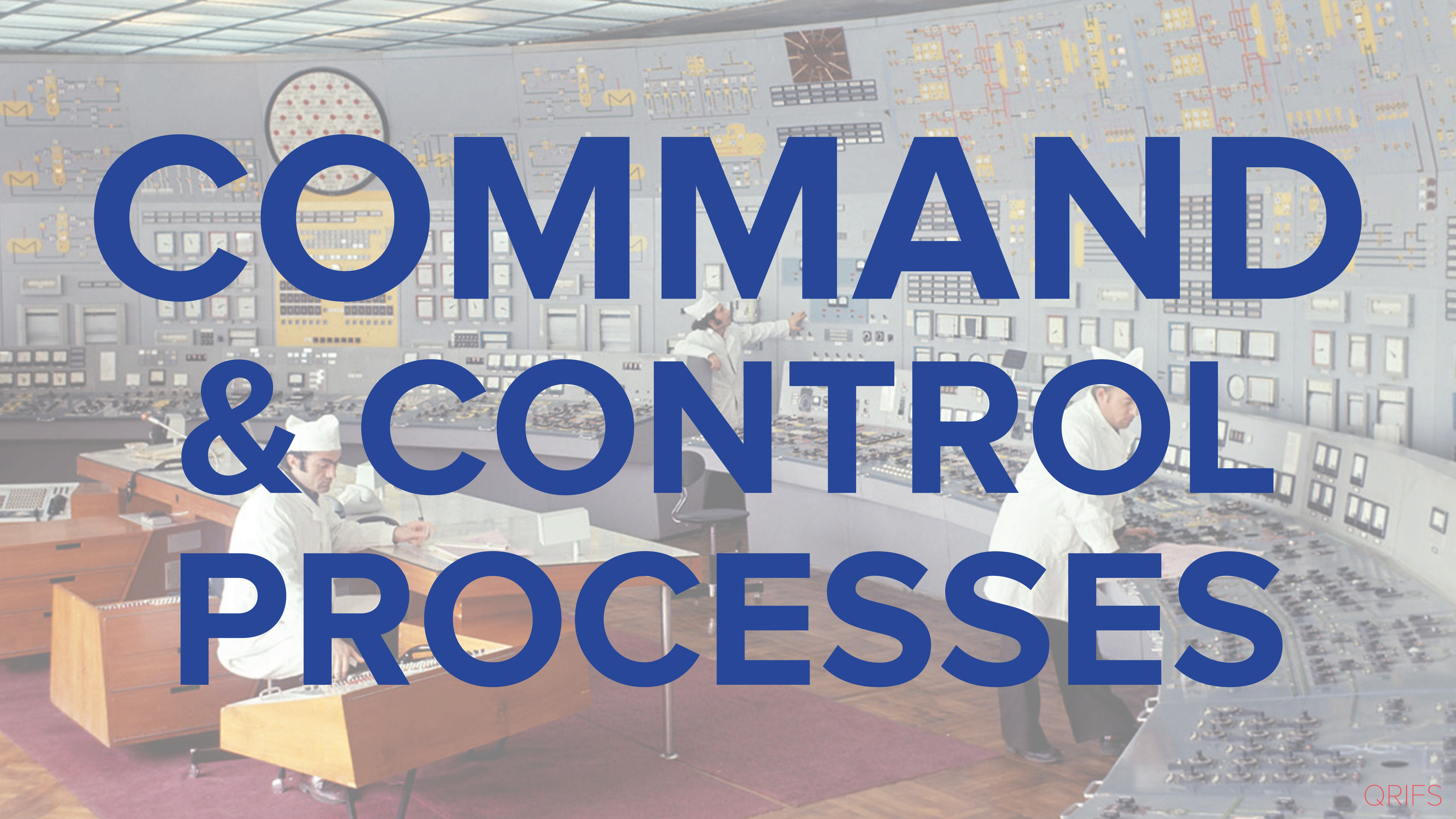
373  
JOHN W. PANIN  
FLOOR OFFICIAL  
JMK SECURITIES CORP.



# RISK MANAGEMENT MINDSET

31  
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FLOOR OFFICIAL  
SECURITIES CORP





# COMMAND & CONTROL PROCESSES

# SUNDAY Mirror

SUNDAY NEWSPAPER OF THE YEAR MARCH 15, 2020 £1.70

GET TOMORROW'S DAILY Mirror FOR JUST 50p

FREE PUZZLES INSIDE



## Davina Notebook

on finding love and getting her life back on track

FREE INSIDE

MARKETS, STRATEGIES, GUIDES, REVIEWS, FEATURES

# World War V

### Economists call on Govt to roll out big guns if coronavirus hits harder



We meet today in the shadow of one of the biggest uncertainties that the global economy has seen in recent times. Finance Minister Grant Robertson (above)...



It is impossible to forecast [the coronavirus] impacts accurately. But it's very clear they aren't going to be anything good. And it's increasingly clear that they aren't going to be brief.

### Few winners from brutal stock sell-off

Netflix, Citicorp and Gilad Sciences are among the more hand-picked winners in the S&P 500 during a market rout this week, as investors back companies mostly low-value economic fallout has a potential upside.



## LATEST ON WAR AGAINST COVID-19

# IT'S WAR ON THE VIRUS

**BY NICOL MILSON**  
**EIGHT** thousand private hospital beds will be used to relieve pressure on the NHS as it battles the coronavirus crisis.

They will be used as the Government steps up its fight against the disease. Troops will be mobilised to these units to keep the country running.

Cher: "This could be told to tell us for FOUR MONTHS."

And as the US banned flights from the UK, planes en route to Spain had to turn around in mid-air yesterday.

COVID-19: PAGES 4, 6, 7, 8, 10, 11

# Johnson declares war on coronavirus

4 News



What options become available to us if we add some windows into our walls?

Where can your organization improve its hygiene and begin making foresight part of its DNA?

How will your organization surf the “tsunamis of change?”

спасибо  
рақмет  
Thank you