

Motion project



FORESIGHT WORKBOOK FOR PRACTITIONERS



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**UNIVERSIDAD
DE GRANADA**



**NICOLAUS COPERNICUS
UNIVERSITY
IN TORUŃ**



**Klaipeda
University**



**MONACHIL
AYUNTAMIENTO**

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HOW TO USE THIS WORKBOOK?

FOLLOW the instructions and **PAY ATTENTION** to the tips that will help you understand the task and complete it successfully.



HELPFUL ICONS



TIME RESERVED



TIPS



TASK AIM



WORKSHEET



TASK DESCRIPTION



PAY ATTENTION

1

GETTING TO KNOW THE TEAM



Build intercultural competences and learn to work in a multicultural team in a productive and positive way.



90 min



Welcome your team members and find out about their cultural background and how they work as part of a team. Share and test any national stereotypes you may have.



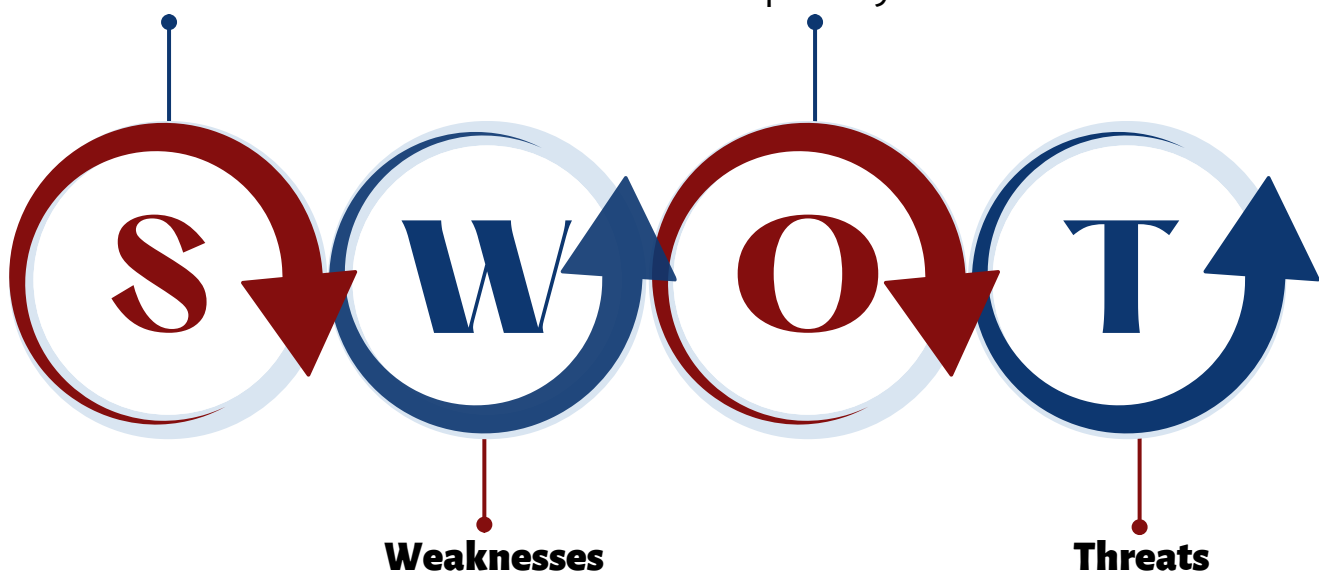
Build a picture of your team identifying and writing down the team's Strengths, Weaknesses, Opportunities, and Threats. Use the helper questions to create a SWOT analysis of your team.

Strengths

What do you do well?

Opportunities

What opportunities are open to you?



Weaknesses
What could you improve?

Threats
What negatives threaten the team's performance?

1

GETTING TO KNOW THE TEAM



Worksheet 1 SWOT analysis.

STRENGTHS

S

WEAKNESSES

W

OPPORTUNITIES

O

THREATS

T

2

PRE TASK FOR ETHNOGRAPHY



Become familiar with ethnographic methods that will help you to understand the business, service users, and the environment the business operates in.



15 min



Study the material/posters and answer the test in Canvas with your team members.

3

PRE-MATERIAL & TEST



Build your understanding of futures thinking, design thinking, and sustainability. After reading the material, you will have basic knowledge of essential concepts in the ISP that you can demonstrate through completing the test.



20 min



Read the material in Canvas and take the test.

4

MMSB1.0 – PRESENT SITUATION QUESTIONS



Review the list of supporting questions for each dimension of the model that will help you to learn more about the business you will be working with, their customers, the business environment and how sustainable it is.



15 min



Review the questions for each dimension of the MMSB model and add any that the team feels would help build their understanding of the business.



Make sure you understand the questions and what kind of information you would need to answer them. Consider any additional questions you might need to ask.

RESOURCES

- Physical / natural assets
- Human resources / know how / competencies
- Financial resources / liabilities

CUSTOMER

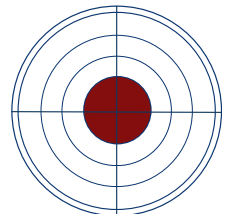
- Customer segments – importance and size / wants and needs
- Geographical and demographic aspects of customers
- Buying power / behaviour of segment
- Potential customers

VALUE PROPOSITION

- What is the value proposition?
- How does it utilise resources and competencies?
- How does it meet customer wants and needs?
- What are the aims and values of the organisation?



Worksheet 4.1 Question sheet.



4

MMSB1.0 – PRESENT SITUATION QUESTIONS

SOCIAL SUSTAINABILITY

- Treatment of internal stakeholders – staff and supply chain (including - equality, equity, and accessibility)
- Health and safety practices
- Community engagement
- Ethical stance / public advocacy
- Cultural integrity

ECOLOGICAL SUSTAINABILITY

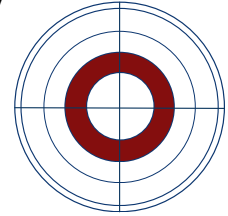
- Resource consumption – material and energy
- Waste minimisation / management
- Pollution prevention
- Environmental protection

ECONOMIC SUSTAINABILITY

- Economic resilience
- Impact of the growth of the business
- Green investment that generates cost savings
- Use of by-products / waste to generate value – circular economy



Worksheet 4.2 Question sheet.



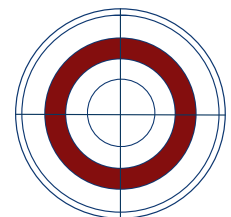
MARKET OUTLOOK

(Industry analysis; Market analysis; Competition analysis; Customer interface & value delivery).

- How large is the market / is it growing?
- How is it segmented and where does the business fit?
- Who are the key players in the marketplace (competitors / retailers / suppliers etc)?
- What are the pull factors / main attractions?
- What is the brand and image of the destination?
- Competitor analysis
- Is there a gap in supply in the microenvironment?



Worksheet 4.3 Question sheet.



5

ETHNOGRAPHIC DATA GATHERING

interviews
observations
netscouting



To develop a deeper understanding of the core business, their customers, and business environment using ethnographic methods including interviews and netscouting.



60 min



Use the supporting questions from the earlier task to develop an interview question list and search criteria.



Collect the data and present it in the form of a table then analyse and use the data to create a model of the current state of the business.

Sustainability will be focused on in the next task so you can leave that element out for now.

NETSCOUTING

means conducting a systematic information search of the internet. You can use it to find information and data concerning the competition and market situation.



Make your list of interview questions carefully - don't ask anything you could have found through the company website.



Interviewing increases knowledge of the core of the business idea (value proposition), as well as creating an in-depth understanding of the customer interface.

5

ETHNOGRAPHIC DATA GATHERING

interviews
observations
netscouting



Worksheet 5 Netscouting.

TARGET	TOPIC	TOPIC	TOPIC	SOURCE (HYPERLINK)
What is the target which has been researched?	Decide what the search words and topics are and fill them in in the columns.	Carry out the research and fill the cells in the tool.	Include also qualitative information, that gives you more insight.	Remember to mark the hyperlink to the website where you found the information.

6

MMSB1.1 – SUSTAINABILITY



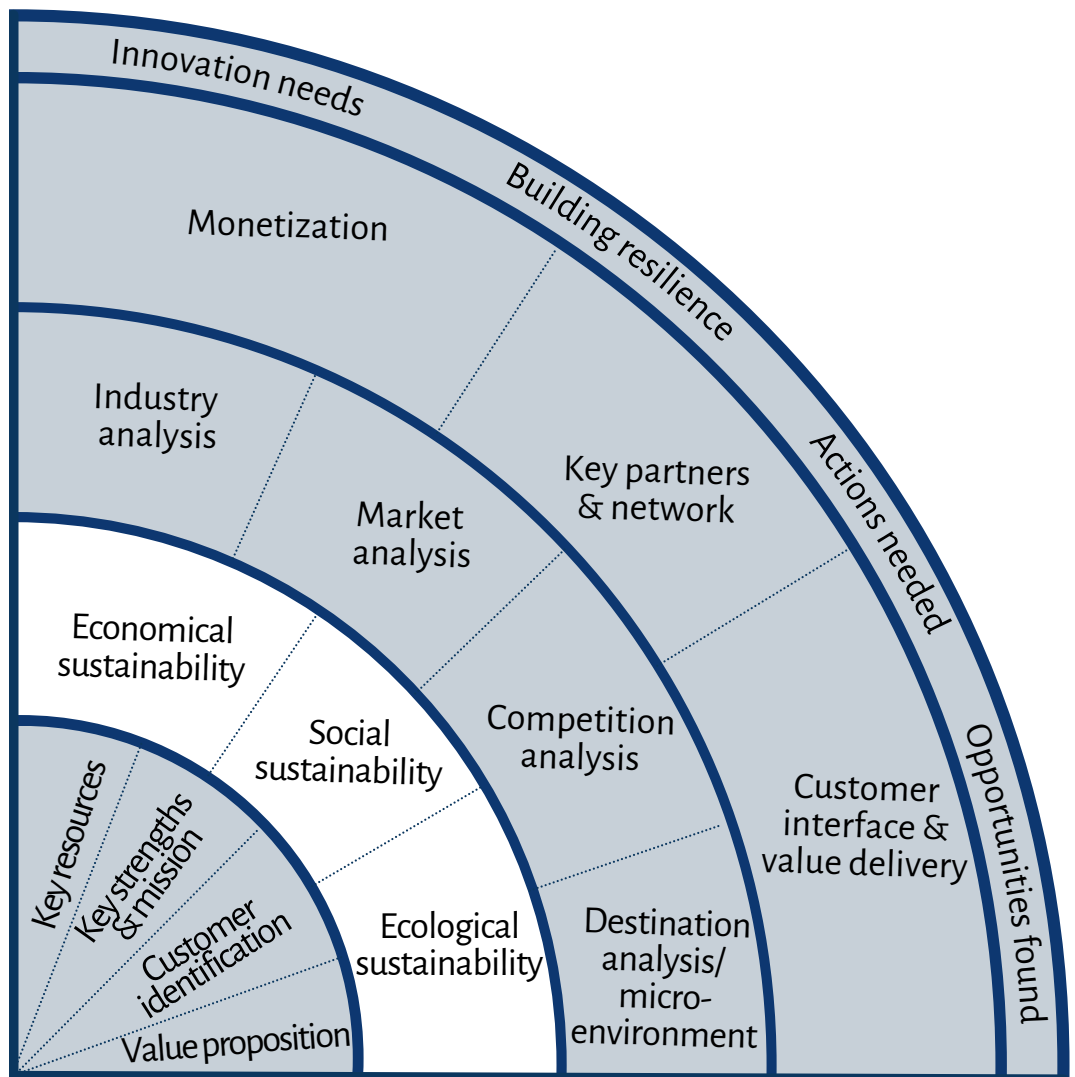
The aim of this task is to focus on how sustainable the current value proposition and business is.



60 min



Using the supporting questions developed in the earlier task assess the value proposition and the values of the product and business overall identifying how sustainable they are.



7

TIME FRAME



To develop a joint understanding and agree the time frame that the team will use for scenario building.



20 min



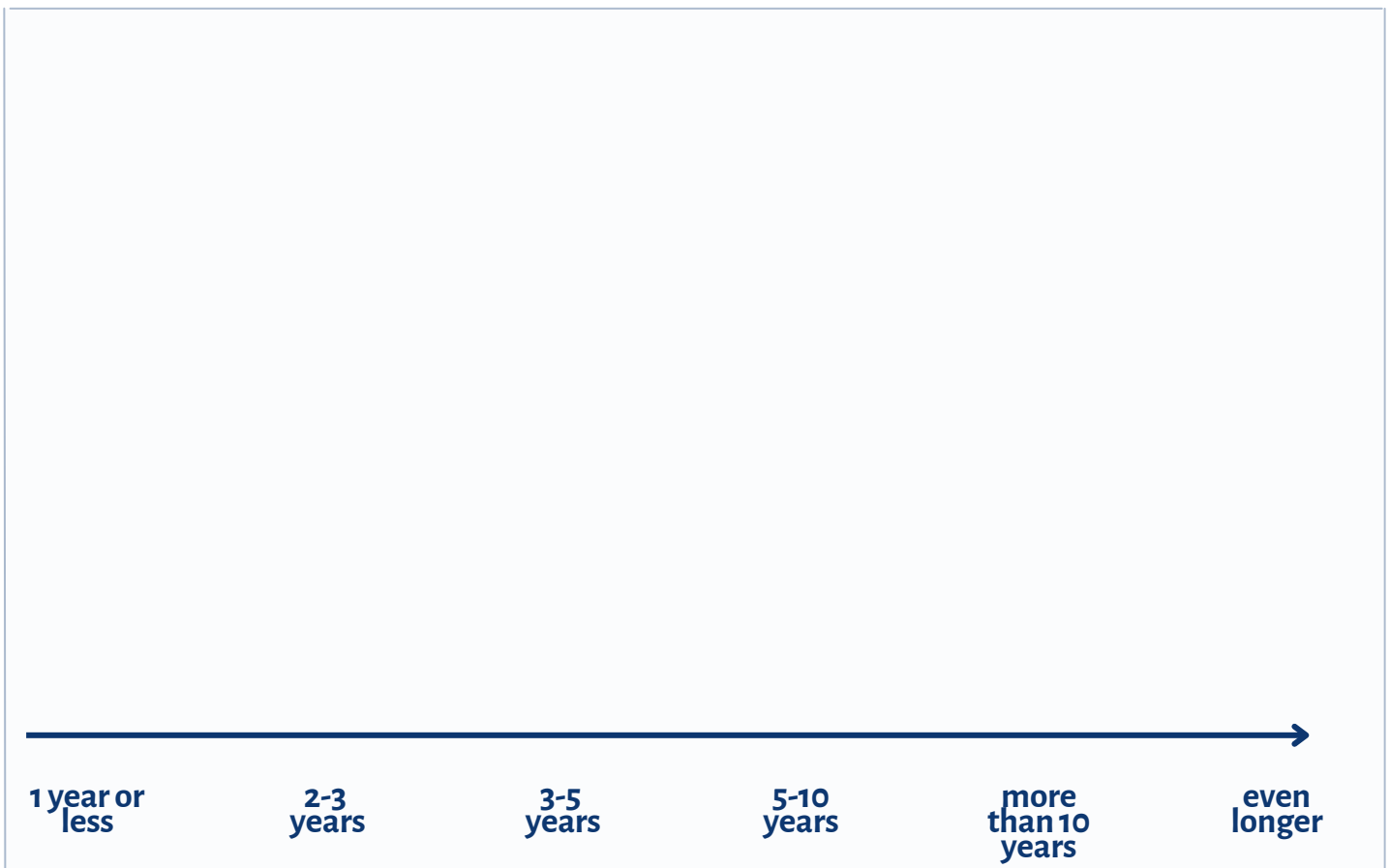
Have a discussion with your team members about the time frame you want to focus on. Take the needs of the company into consideration and draw the timeline you have agreed on as a team.



Before starting the futures orientated development, it is important to agree the timescale. Usually in futures research and design the timescale needs to at least 5 years ahead.



Worksheet 7 Timeframe to the future.



8

ESTIMATING PROBABILITY & IMPORTANCE



Develop a basis for building scenario alternatives by identifying key drivers for the future from the PESTE analysis. These drivers will include drivers for unexpected futures and can be identified by analysing data and estimating its importance in the future.



60 min



Analyse the data in a systematic way estimating its importance and probability and placing it on the matrix. Include surprise events known as wildcards.



Consider how important each factor may be to us in the future and how certain or uncertain they are.

KEY DRIVERS FOR THE FUTURE

are the actors and factors which have the most influence on the future

Although they are not necessarily the most likely ones.

THIS MEANS

also drivers for the unexpected, futures will be constructed in order to prepare ourselves to meet surprises.

These wild cards can suddenly change our assumptions about the future and lead us to question the fundamental business model as a whole.

On the other hand, we can also find from the analysis more probable changes which have a high importance and will significantly impact the business

Both, wild cards and trends, have to be taken into consideration, when preparing scenarios for the future.



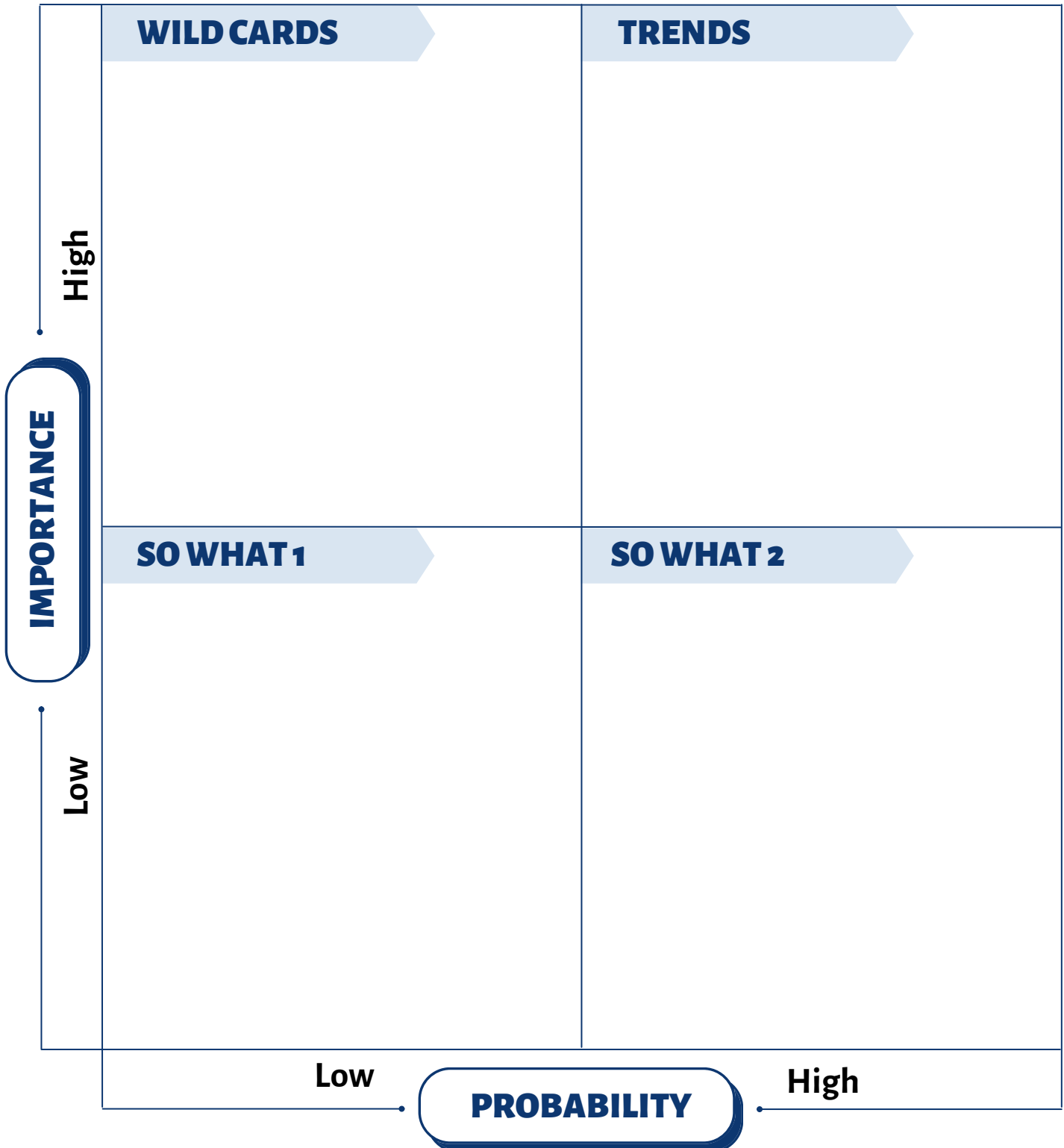
Make sure to check the lower part of the matrix reviewing the importance rating given to these actors to check that they haven't been underestimated or put in the wrong category.

8

ESTIMATING PROBABILITY & IMPORTANCE



Worksheet 8 Estimating probability and importance of the factors recognized in PESTE analysis.



9

SCENARIO BUILDING



To build scenarios presenting possible futures relating to the drivers and trends identified in the earlier task.



120 min



From the analysis in the previous task identify the two key drivers you want to work with, and these will be x- and y-axes in the diagram.



Draft alternative scenarios using the fourfold table and following these steps:

SCENARIO BUILDING PHASE INCLUDES

- STEP 1** — Select the key drivers.
- STEP 2** — Label the scenario axes.
- STEP 3** — Add the extreme values for each driver.
- STEP 4** — Describe the assumptions and consequences for each scenario.
- STEP 5** — Name and describe the scenario.



When developing the content for scenarios by using assumptions-consequences scheme, remember to keep in mind that specific quarter, i.e. that scenario, you are in. Don't drift into describing the development path you prefer rather than the scenarios that the fourfold table describes!

NAMES FOR THE SCENARIOS ARE IMPORTANT!

They form a language to discuss the future.

- IT IS GOOD TO KEEP THEM SHORT, so that they are easy to remember.
- It is also useful, if you FIND A METAPHOR e.g. from the movies or books to make them more concrete and connect with them emotionally.

• A DEEP UNDERSTANDING of scenarios is needed, so make sure you discuss them in more detail with your team

• It is important to reach a COMMON UNDERSTANDING of each scenario and sometimes you may have to re-name the scenarios after this type of discussion but that's ok. What is important is getting a final agreed understanding before using the scenarios in practice.

9

SCENARIO BUILDING



Worksheet 9 Fourfold table for scenario building.

DRIVERS

X:

Y:

SCENARIO 4

Name:

SCENARIO 1

Name:

Driver X:

SCENARIO 3

Name:

SCENARIO 2

Name:

Driver Y:

10

MMSB1.2- SCENARIO INTEGRATION



Assess the business model against the developed scenarios identifying where changes / actions may be needed.






120 min

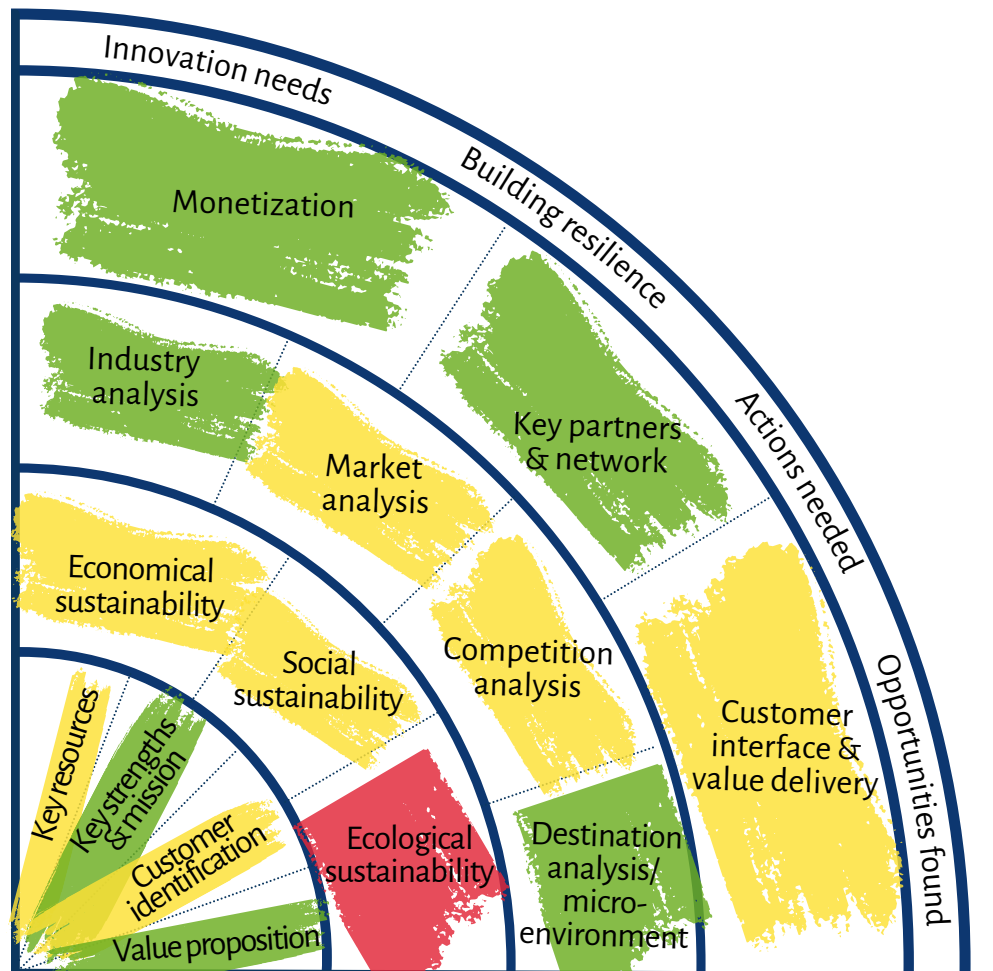
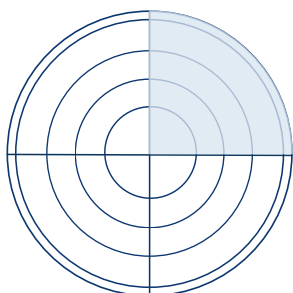


As a team complete the MMSB Model heat map identifying where the scenario has a positive or negative effect. Colour in each segment in the appropriate colour to give a visual representation of how resilient the business is to each scenario.



Take each scenario in turn and colour in each segment of the MMSB Model according to the impact the scenario will have. You can choose your own colour scheme but make sure the key is clear. An example is shown below.

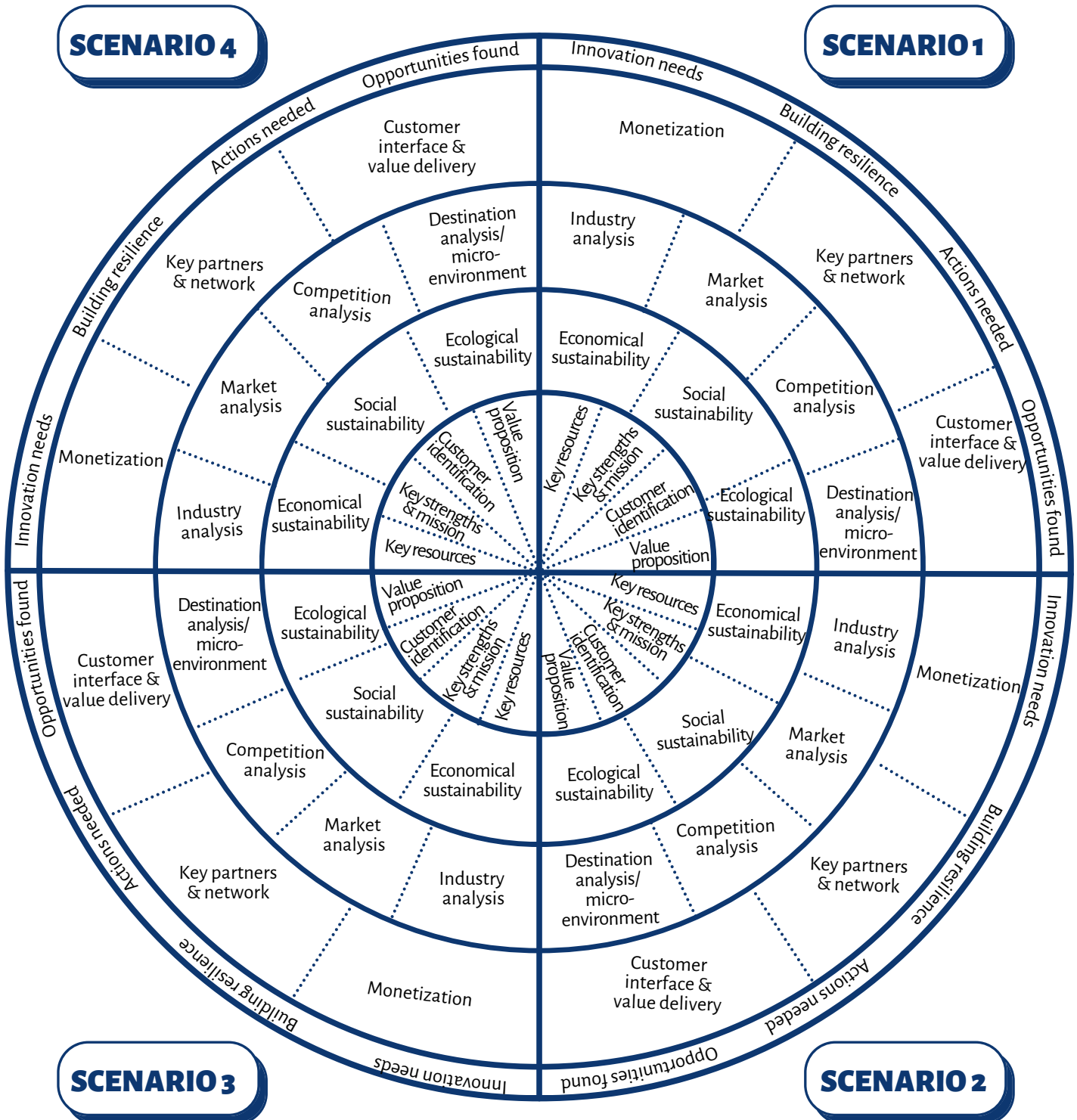
-  **Positive impacts**
-  **Neutral impacts**
-  **Negative impacts**



10

MMSB1.2- SCENARIO INTEGRATION

Worksheet 10 MMSB Model.



11

VISIONARY CONCEPTS – OPPORTUNITIES & CHALLENGES



Start building visionary concepts by identifying and making concrete the future opportunities and challenges that the scenario presents.



120 min



Complete the worksheet using the following steps.

- STEP 1** — Write down the names of the scenarios.
- STEP 2** — In your team, identify the biggest opportunities & challenges each scenario presents and add them to the table.
- STEP 3** — Use brainwriting session to innovate ideas based on the scenario, the opportunities and meeting the challenges to be overcome.
- STEP 4** — Add the results of your brainwriting session complete the “visionary concepts” and brainwriting columns.
- STEP 5** — Choose the scenario and the concept you will work on,



It is important to identify both the opportunities and challenges so these can be understood and potentially acted upon by the business.



Imagine yourself in the world of your scenario and try to generate ideas which capitalise on the opportunities, fulfil the needs, and meet the challenges of that future scenario before moving on to the next one.

11

VISIONARY CONCEPTS – OPPORTUNITIES & CHALLENGES



Worksheet 11.1 Visionary concept design.

**THEME &
VIEW POINT:**

SCENARIO

**OPPORTUNITIES
/CHALLENGES**

**BRAIN
WRITING**

**VISIONARY CONCEPTS TO
SOLVE THE CHALLENGES**

SCENARIO 1

SCENARIO 2

Continue on the next page.

11

VISIONARY CONCEPTS – OPPORTUNITIES & CHALLENGES



Worksheet 11.2 Visionary concept design.

SCENARIO	OPPORTUNITIES /CHALLENGES	BRAIN WRITING	VISIONARY CONCEPTS TO SOLVE THE CHALLENGES
SCENARIO 3			
SCENARIO 4			

Selected scenario & concept

12

SPECIFYING VISIONARY CONCEPTS



Visualise and make concrete the service idea. Specifying the visionary concept concretises and visualises the service idea. It helps to verify and validates the chosen idea.



120 min



As a team, decide which scenario and visionary concept you will work with from now on.



This decision needs to take into consideration the challenges of the scenario, the fit with the current business, how novel and sustainable it is.



12

SPECIFYING VISIONARY CONCEPTS



Worksheet 12 Specifying the visionary concept.

1 Chosen scenario: _____

2 To whom (target group of the concept): _____

3 Describe the concept: _____

4 Name of the concept: _____

5 What novel features the concept offers?

6 Why does this concept fit with the chosen scenario?

**7 Who implements?
Who finances?**

8 Is there demand?

13

MMSB 1.3. – RESILIENCE



Assess the resilience of the business model against the chosen scenario with the new concept in place. Identify where changes in the concept are needed to make it more resilient.



60 min



As a team complete the MMSB Model heat map for the chosen concept and scenario. As in the previous exercise colour in each segment in the appropriate colour to give a visual representation of how resilient the business now is with the new concept in place. Identify how the concept can be improved.



Worksheet 13.1 MMSB Model.

As in the previous exercise, and colour in each segment of the MMSB Model according to the impact the scenario will have. Use the same colour coding and compare the difference to the previous heat map.



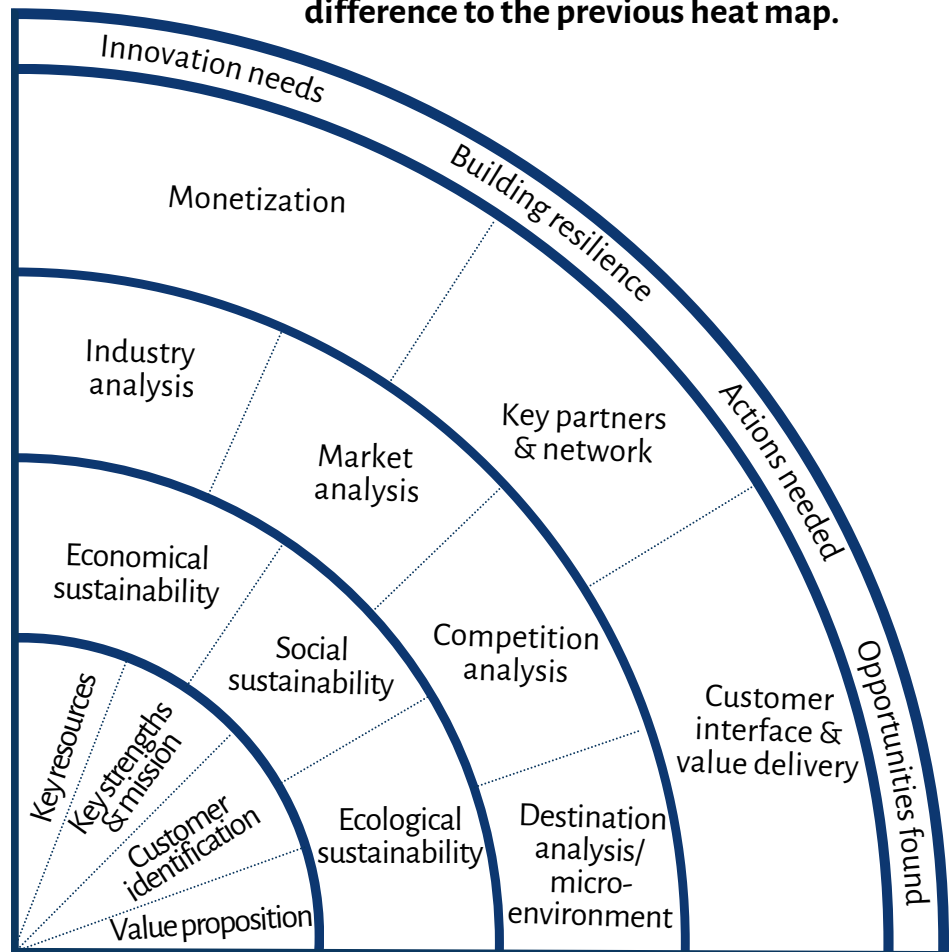
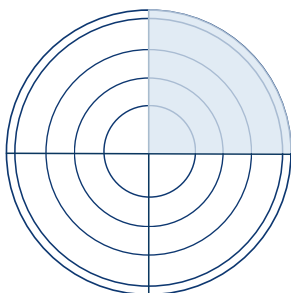
Positive impacts



Neutral impacts



Negative impacts



See if you can improve the concept further in the areas where there are still negative impacts from the scenario. If you have time left look at the other scenarios too.

14 STEPS TOWARDS VISION



Start building a plan to help realise your visionary concept.



120 min



Select one of the vision concepts from your favourite scenario and realise the steps towards the vision. Answer sub-questions on each step and finally, estimate, how long time it might take things happen in reality.



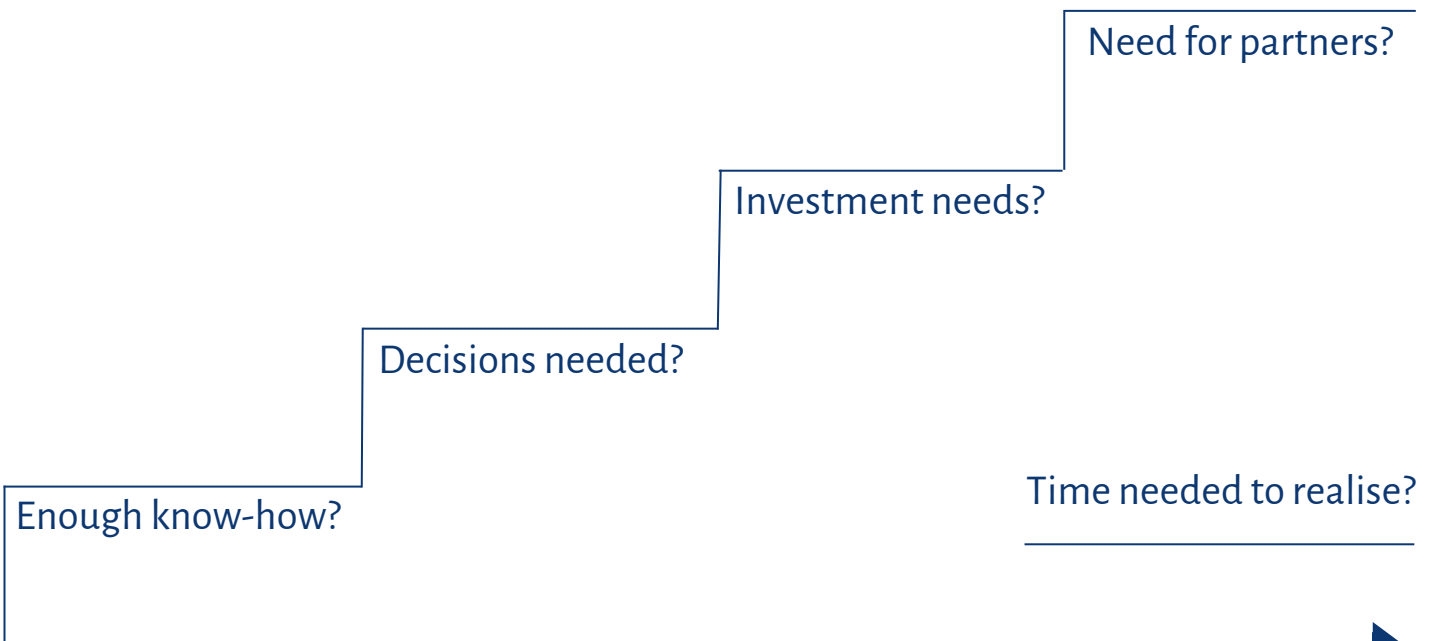
The vision can be a holistic view of the business in the future or a concept for products to serve customers in the future. Steps towards the vision will show the concrete actions required to move in the right direction towards reaching these goals.



Worksheet 14 Steps towards the vision.

VISION

Select visionary concept:



16

LOOKBOOK



Fully document the process and its results. It must be a visualised collection of the design, FOB model, and futures thinking processes completed and with the outcomes developed.



120 min



Use the templates to create a lookbook which details the processes, outcomes, and insights in a visual and engaging way.

1

SME'S LOOKBOOK INTO THE FUTURES

Designed by, place, and date.

2

REVOLUTIONARY IDEA

Presenting the idea (visionary concept) in a visual and selling way.

3

STEPPING INTO THE FUTURES

Presenting the outcomes of the scenario work.

4

DEMONSTRATIVE EVIDENCE

Results of ethnographic field work.

5

SUSTAINABLE FUTURES

Assessing the sustainability (different dimensions, variables, factors, testing results).

6

PEOPLE TALK

If you have managed to get feedback on your sustainable future service idea include it.

7

HOW TO GET THERE?

Steps towards the vision- how the company can implement the idea.

8

TOMORROW'S CITY NAME NEWSPAPER

Presenting this solution in the future using storytelling.

THANK YOU!



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