

Holistic Strategic Foresight: Navigating Through an Uncertain Future

Holistic Strategic Foresight: Assessing Risks – Improving Resilience – Identifying Opportunities

In a highly volatile, interconnected and fast-moving world, companies, organizations, and societies are increasingly confronted with systemic risks that are complex in nature and unpredictable in consequence. Future trends with considerable systemic risks derive from:

- Population growth and shifting demographics,
- Urbanization, aging or stressed infrastructure,
- Resource scarcity,
- Disruptive technological change and growing connectivity,
- Economic and financial market stability,
- Geo-risks, natural disasters and hazardous events,
- Geopolitical risks (competitive powers, violent conflicts, failing states etc.)

These systemic trends and risks are highly interconnected, even contagious. Because of their very nature, they have the potential to destabilize not only sub-systems (like the finance sector) but whole economies (i.e. Grexit), societies (i.e. failing states) and even regional and global governance systems (i.e. Eurozone).

But systemic change is not only about risks and crises. Systemic change is also a prerequisite for socio-technological improvements and innovations. Holistic Foresight Analysis, therefore, is a powerful tool-box not only to mitigate risks and adapt to involuntary change but more importantly for identifying chances and opportunities – be it for business leaders, political decision-makers or any stakeholders and societal groups.

Navigating the VUCA world despite Deep Uncertainty

Evidence based decision-making alone – i.e. decisions relying solely on the past experience, the extrapolation of mass data, and linear projection – has its limits in a world that is increasingly volatile, uncertain, complex, and ambiguous. In our VUCA world, it is essential to connect the data points of today with the potential risks of tomorrow in order to improve the resilience of socio-economic systems and thereby enable “Forward Visibility under Deep Uncertainty”.

Our unique multi-method approach combines the most powerful quantitative simulation techniques – *Exploratory Modeling and Analysis* – with qualitative *Strategic Foresight Analysis*. This means, based on big data simulation models we engage stakeholders in an intense exchange on perceptions of future developments, their impact on individual interests and, therefore, different trajectories of change (i.e. alternative narratives of the future).

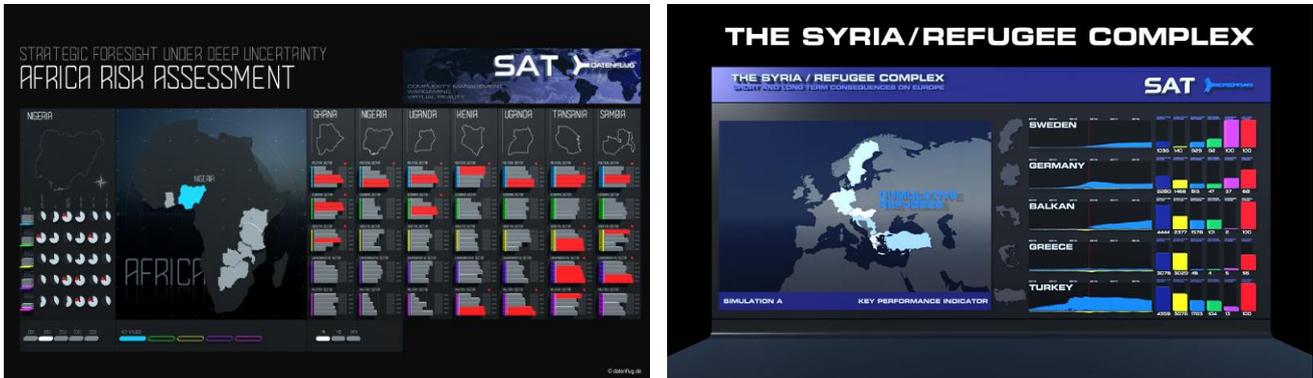
The combination of quantitative and qualitative Strategic Foresight methods allows clients to virtually experience thousands of What-if-Scenarios, “think the unthinkable” and explore their consequences. In short: We provide clients with a powerful “Risk Monitor and Horizon Scanner” that reduces reaction times, prepares for adequate emergency responses and thereby secure robust and proactive decision-making under “Deep Uncertainty”.

Holistic Strategic Foresight: Areas of Applications

We apply Holistic Strategic Foresight to address the following categories with respect to risks and opportunities:

- **Geo-strategic / geo-political environment:** governance, stability, security, counter-insurgency
- **Economic and financial systems:** coherence of Euro zone, economic development in key areas, i.e. banking systems, global supply chains, urban and rural infrastructure etc.
- **Technological disruption:** Internet of Things, cyber security, industry 4.0
- **Global resource security:** food, water, energy, planetary boundaries

- **Eco-system stability:** Climate change, biodiversity, maritime systems etc.
- **Human and societal security:** public health / pandemics, aging societies; population dynamics & migration, rapid urbanization



Strategic Foresight under Deep Uncertainty: State Resilience/Failed States and the Syria/Refugee Crisis

Advantages of Simulation-based Strategic Foresight for Decision-Making

Our multi-method approach combines the most powerful modeling techniques available today and embraces:

- Holistic and systemic modeling of future trends under deep uncertainty to capture the volatility and dynamics of complex systems
- Optimization of existing operative policies, structures, and processes (robust and proactive decision-making)
- Strategic decision support, adaptive crisis management, and emergency response preparation
- Enhancing system resilience and robustness
- Support for high-level political decision-making through the development of policy options
- Continuous monitoring of success factors and indicators, policy impact evaluation

Our Services and our Tools

- Model-based scenario generation
- Sensitivity analysis, analysis of agility
- Systemic fragility and exploration of systemic vulnerability,
- Stress testing, analysis of resilience and robustness,
- “Risk Monitor and Horizon Scanner” / Strategic Radar
- Early Warning Systems, creating “bigger pictures” for the design of pre-emptive measures;
- Policy testing for robust decision-making under Deep Uncertainty

Depending on system complexity and our offers range between conception workshops (2-3 days), fast model development (1-3 months) and continuous, long-term strategic decision support.

Contact

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