

# Strategic Foresight and Novel Business Model Design Workshop

## Overview



The future is not predetermined or predictable, but it is possible to anticipate it. Future outcomes can be influenced by our choices and decisions in the present. Strategic foresight enables the organizations to better detect threats and opportunities, shape robust strategies, and ultimately to make more informed decisions in the present. Strategic foresight tools help in exploring new products, services and markets (i.e. novel business models) as well as understanding and successfully navigating the development of the complex global environment. Therefore, in today's volatile market the future matters. It is vital to develop foresight capacity to be able to think about and explore what the future might hold in ways that are meaningful to organizations and enable action in the present.

The aim of this workshop is to create novel business models through strategic foresight tools for organizations in an efficient and systematic way. Participants will analyze trends and drivers of change to craft scenarios of the future business environment. From the scenarios, participants identify emerging issues that in turn will suggest opportunities to formulate new business model strategies. The session concludes with a backcasting exercise to link the potential new business models back to the present, thus creating a pathway to the future.

By moving through potential changes in different time horizons, participants can advance and enhance their strategic thinking on emerging issues like:

1. How may AI-enable technologies challenge the current business models and business ecosystems?
2. How applying AI influences creating new business opportunities and strategies?
3. How to establish and integrate strategic foresight function into your organization? What possibilities can AI bring in this regard?

## KEY BENEFITS

The strategic foresight process enables you to:

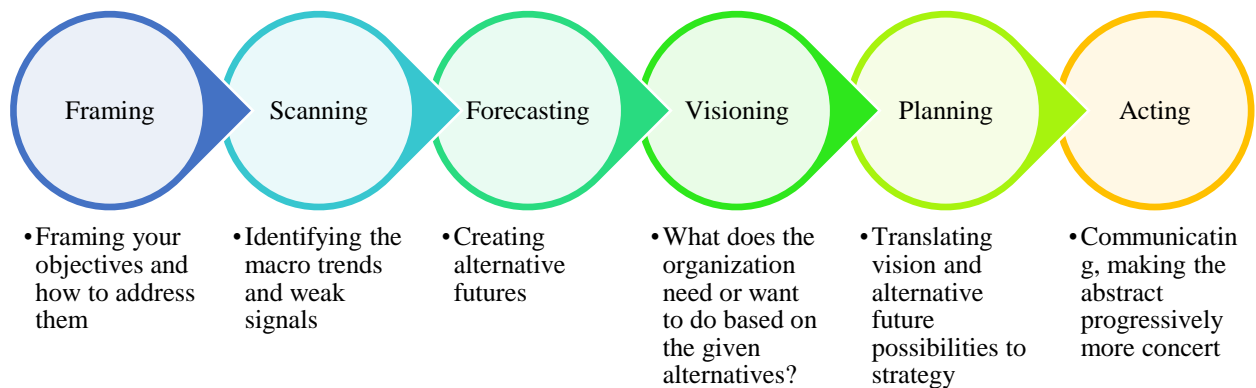
- ✓ **Forecast** the future of your organization by thinking strategically about its goals and objective and creating a roadmap that can guide you to get there.
- ✓ **Identify** unique opportunities through inspection of emerging issues in order to investigate the indicators of disruptive change and comprehend emerging new

- markets, stakeholders and value perspectives.
- ✓ **Anticipate** change and formulate competitive strategies for coping with current and emerging business models in an uncertain, ambiguous and complex environment.
- ✓ **Develop** resilient organizations through future informed perspectives and developing broader strategies.
- ✓ **Enhance** strategic agility and adaptability of business models by focusing on long-term strategic perspectives.

- ✓ **Overcome** the cognitive distance between present and future by creating new knowledge.



## STRATEGIC FORESIGHT PROCESS



## STRATEGIC FORESIGHT AND BUSINESS MODEL METHODS

### 1. Environmental Scanning

- Exploring and identifying weak signals, trends, mega-trends, drivers and emerging issues related to the strategic decision.
- Assessing the likelihood and potential impact of those trends for that specific decision and the subsequent decisions need to be made.



- Discover what might cause a trend to transform.
- What might be substantial for us that others don't yet see

## 2. Scenario Planning

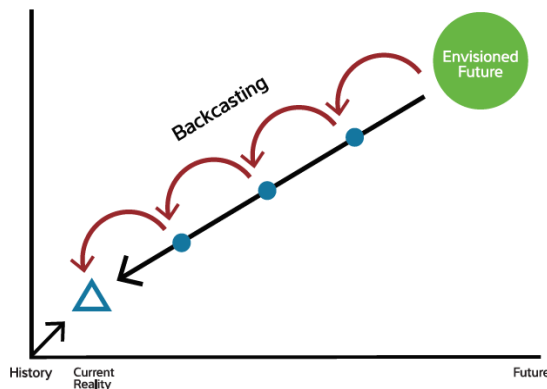
- Exploring potential futures
- Building a shared view of the future environment.
- Formulating novel strategies.
- Exploring and exploiting the uncertainties and building them into a planning process.
- Enhancing your thinking and perception of the changing environment through strategic conversations.
- Exploring new alternative thinking tools to be able to work with future

unknowns, disruptions and discontinuities.

- Generate novel business models.



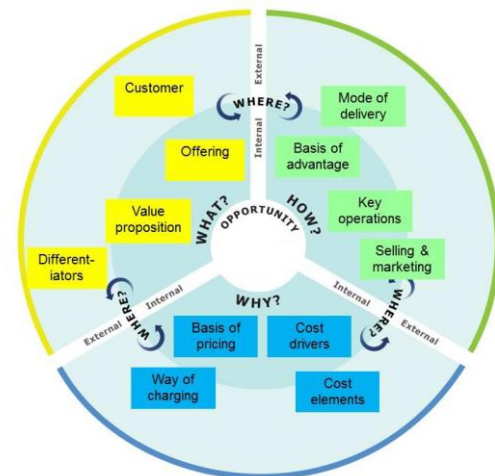
## 3. Backcasting



- Building a roadmap of development backwards to the present based on the preferred vision of the future.
- Making the alternatives obtainable by drawing clear directions to the desirable future.
- Seeing new opportunities, identifying and making things actionable.
- Illustrating the existing gaps between the current and envisioned business models and defining what needs to be done to bridge the gap.

## 4. Business Model Wheel

- Planning and implementing strategies.
- Deploying resources and capabilities more efficiently.
- Linking the inside of the organization to the outside.



- Focusing on the most important component of the business during a

certain lifecycle or within a specific environment.

## WORKSHOP FACILITATOR

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