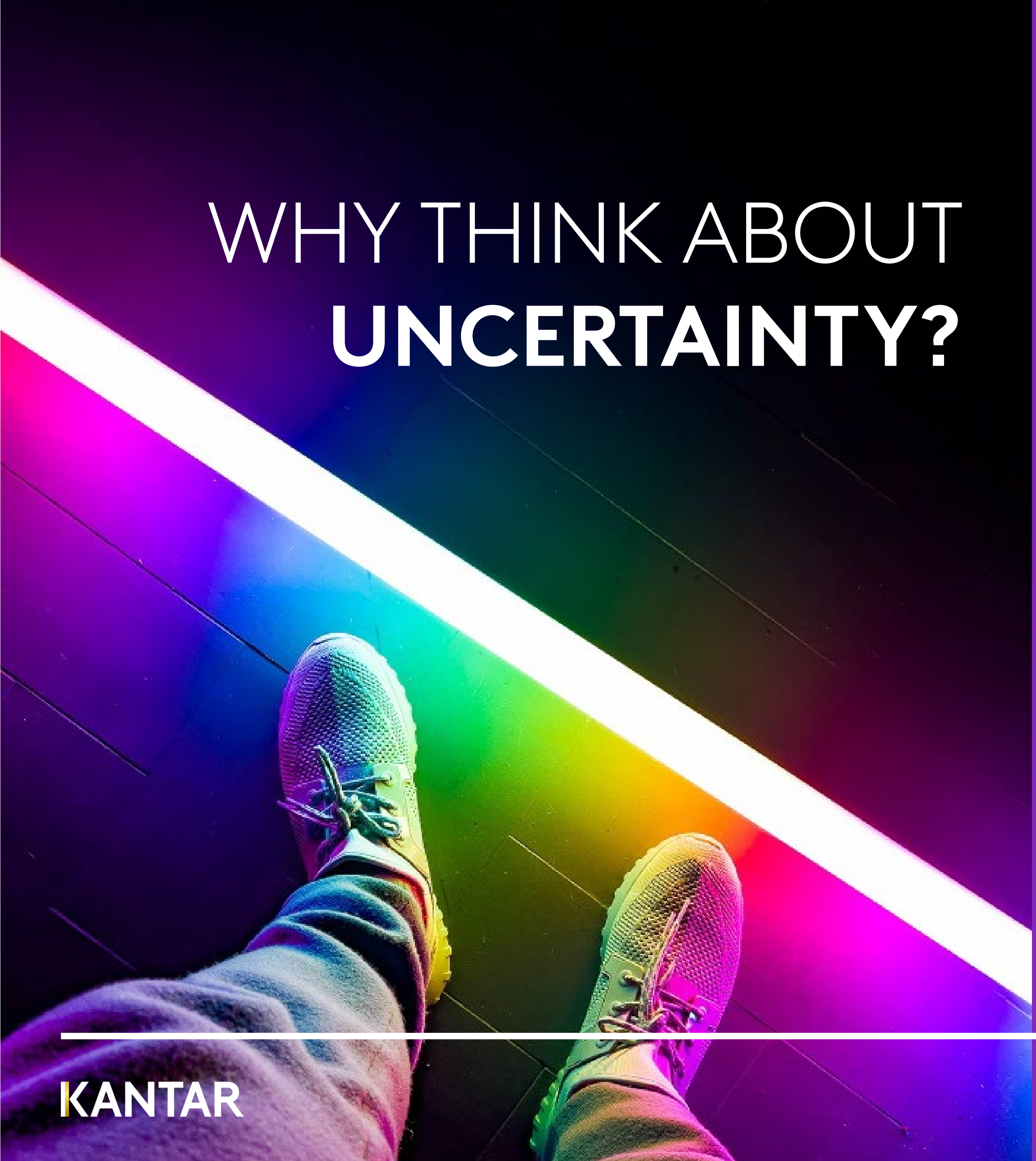
NAVIGATING UNCERTAINTY

In turbulent times, futures thinking is the key to preparing to win



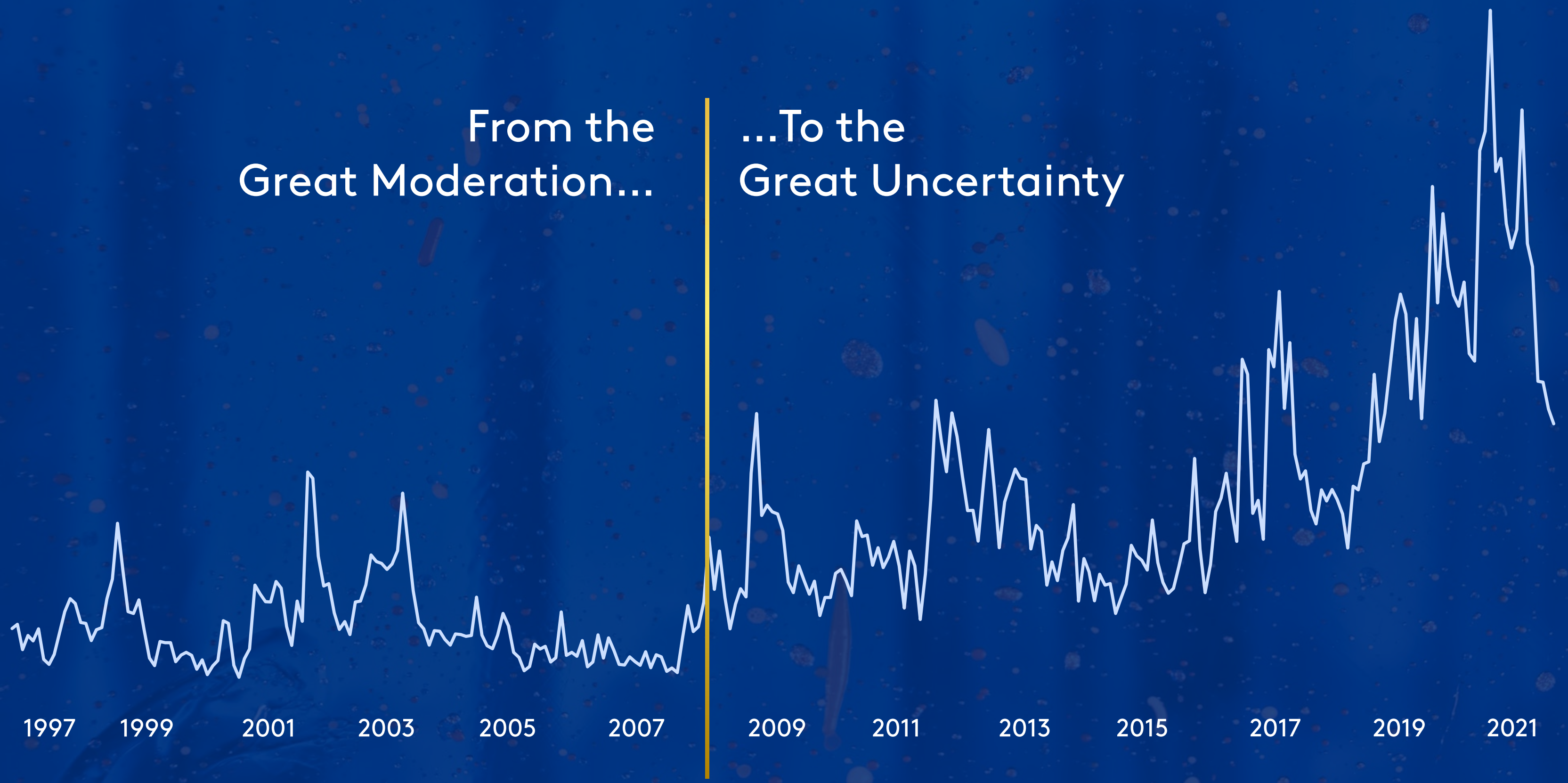
WHY THINK ABOUT **UNCERTAINTY?**

Brands today are grappling with an unprecedented number of uncertainties, that present both **challenges and opportunities**. From technological advancements to shifts in consumer behaviour – all affecting how people live, work, and shop.

Effectively navigating uncertainty **reduces the fear of the unknown** and helps develop **future-fit strategies,** ensuring your brand can maintain its relevance **no matter what change lies ahead.**

The reality we are facing...

Global Economic Policy Uncertainty Index (PPP-adjusted)



Disruption has become the new normal

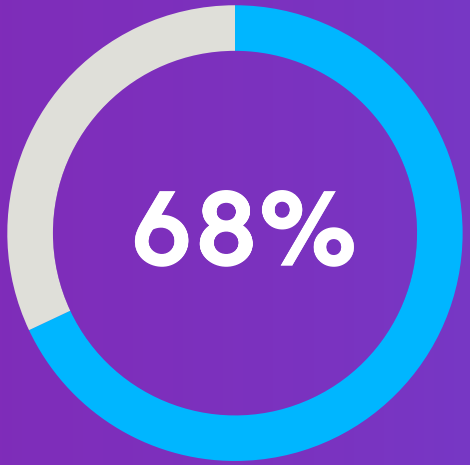
New patterns are harder to pin down

Volatility is the future macro context

And, consumers are acknowledging and increasingly worrying about global volatility, which is impacting their daily lives

The world I live in feels like an increasingly hostile and uncertain place

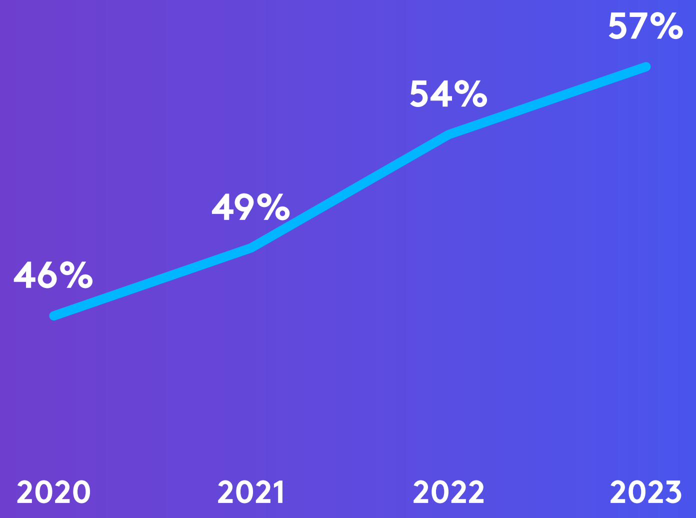
% total global



+7pts since 2014

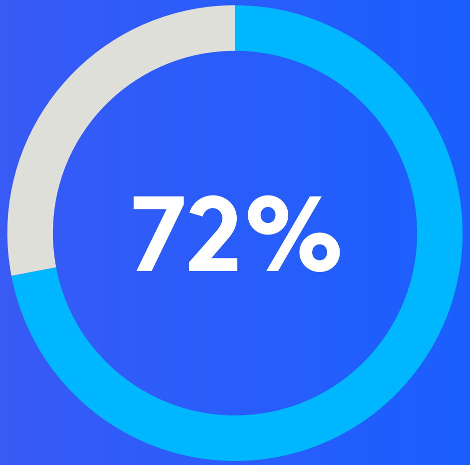
I'm worried about keeping up with the cost of living

% total global



I'm very/somewhat at risk for natural disasters

% total global



+5pts since 2019

Source: Kantar Global MONITOR 2014, 2019-2023

So, how can your team leverage futures thinking and **prepare to win in an uncertain world?**

More than

70%

of overperforming companies agreed that they have a long-term mindset (vs 29% of underperforming companies)

WPP IRG Study, 2019

KANTAR

Kantar's four Future-Fit Mindsets to help you thrive in a world of uncertainty:

01

Future-Fit Mindset #1

Stop using the past to predict the future

02

Future-Fit Mindset #2

Get comfortable with the uncomfortable

03

Future-Fit Mindset #3

Don't wait for one future, prepare for many

04

Future-Fit Mindset #4

Make it 'real' so you're ready for 'so what' and 'what next'

01 Future-Fit Mindset #1

Stop using the past to predict the future

Today with so much change and a deeply uncertain world, **patterns are harder to pin down** and the cycle we used to **‘predict’** a preferable future and path ahead **is broken.**

Brands and teams need to **move beyond the assumption** that we can accurately forecast the future and start looking at a broad set of signals and indicators **from different perspectives to map out the future.**

WHAT WE KNOW:

Firms focused on the long-term exhibit stronger fundamentals and performance

AVERAGE COMPANY REVENUE (In US$ billions per year, indexed to 2001)

HBR, 2017

Get comfortable with the uncomfortable

Uncertainties are coming toward all brands, consumers and geographies, in ways that **we won't be able to precisely forecast or predict.**

Futures thinking assumes there is **more than one path to the future.** This mindset and approach allows brands to explore **longer-term possibilities** while challenging the assumptions we have about the **direction of the future.**

EMBRACING UNCERTAINTY **PREPARES US FOR:**

'PLAN A'

The most desirable high-probability future...

and

'PLAN B'

Multiple views of the future – to succeed no matter which comes to pass!

Don't wait for one future, prepare for many

Scenario thinking is **not about making ONE precise prediction of the future** – it reduces our vulnerability to surprises and disruptions by **forcing us to consider a variety of plausible futures**, built on emerging uncertainties.

In this way, you can **future-proof major decisions** and develop robust strategies that can help improve your **responsiveness and adaptability amid change.**

03 Future-Fit Mindset #3

Increasing uncertainty is driving us towards **preparation over precise predictions.**

Business Management

Business Forecasts Are Reliably Wrong — Yet Still Valuable

by Martin Reeves, Suvasini Ramaswamy, and Annelies O'Dea

Opinion **The Top Line**

CEOs forced to ditch decades of forecasting habits

Privately owned Ikea has shed the traditional budget to focus on 'scenario planning'

ANNE-SYLVAINE CHASSANY + Add to myFT

CFO JOURNAL

Unilever CFO Struggles With Forecasting Accuracy Amid High Inflation

Further price increases are a 'distinct possibility,' following the company's record 12.5% hike during the third quarter, CFO says

By *Mark Maurer* Follow

Oct. 27, 2022 4:58 pm ET

04 Future-Fit Mindset #4

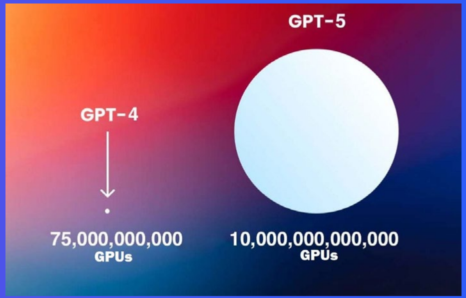
Make it 'real' so you're ready for 'so what and what next'.

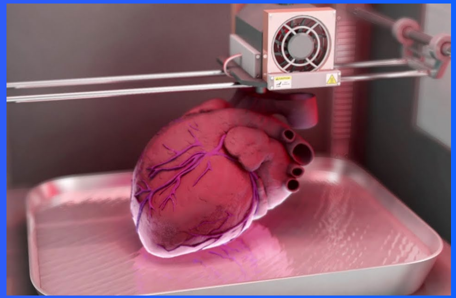
Futures thinking leverages **human creativity**, **data**, and **sense-making.** You don't need to be a science-fiction writer to create stories about potential futures; simply **give yourself permission to explore** and bring different future scenarios to life.

The most valuable scenarios **combine creative, provocative storytelling with plausible details.**

Look what's happening at the edge of now...

The reason to think about uncertainty is so that you are ready, no matter what.





SCENARIO PLANNING ENABLES US TO....

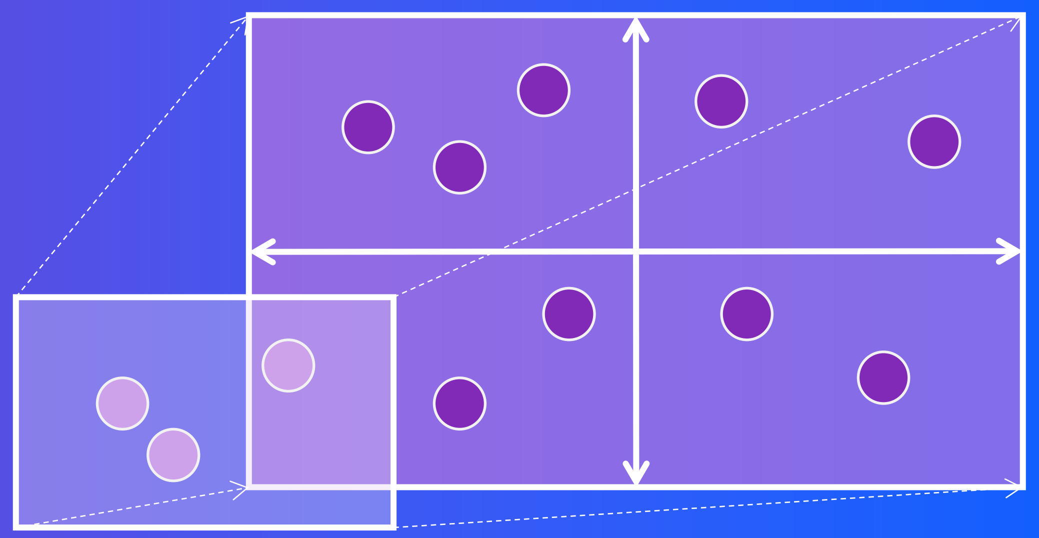
Anticipate for **multiple potential futures**

Explore extreme **plausible future worlds**

Understand business risks in a **structured way**

Identify **white space opportunities**

Future-proof major **investments** and **plans**



The process pushes thinking away from a linear view of the future by considering how trends converge to create more divergent outcomes

Let us help you win tomorrow, **starting today**

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