TODAY’S CHANGE IS TOMORROW’S OPPORTUNITY

1. THE WORLD IS CHANGING
   Companies need faster, more agile planning to prepare for the future.
   Investors are rewarding organizations for clear long-term vision.

   PLAN AHEAD

   SHORT TERM
   Look to the recent past to identify best practice for today’s landscape.

   MID TERM
   Look outside current landscape to assess emerging change.

   LONG TERM
   Look ahead to understand drivers of change and signals of emergence to navigate forward.

2. UNDERSTAND CHANGE
   Companies can build drivers of change & their implications into strategies to prepare for the future.

   DRIVERS OF CHANGE
   - Household Size & Structure
   - Tech Adoption
   - Population
   - Infrastructure & Access
   - Urbanization & City Size
   - Economic/Industry Development & GDP
   - Policy & Legislation
   - Consumer Values & Attitudes
   - Environmental Changes
   - Demographic Changes
   - Industry/Investment & Innovation

3. GROW FROM CHANGE
   ASK WHAT’S NEXT...
   - How are today’s environment & “currents of change” influencing consumption?
   - Where will consumer demand be in the future?
   - What are the factors driving innovation success?
   - What behaviours & attitudes can we expect?
   - What is the future of sales growth?
   - What thoughts and ideas do consumers have about this? What do they want to see in the future?
   - AND GET THERE FIRST
   - Start broad & big.
   - Identify change drivers & wild cards.
   - Understand implications & opportunities.
   - Challenge strategy with alternate scenarios. Test and refine to win.