# Future Scanning



Societal and technological change, and the evolving needs of consumers and organisations mean that companies and organisations must continually adapt their strategy and service portfolio. Future Scanning allows them to build a vision and strategy for the future, and remain innovative.

Analysing the market in terms of the needs of consumers and organizations makes it possible to translate the trends into a strategy for companies in the ICT market. Future Scanning achieves this in two ways: through scenarios and trend-watching.

### Future scans

Future Scanning involves predicting how society will look in five or ten years' time, for example. The predictions are used as input for visions and strategies, making it possible to anticipate and respond to the future today. Using trends to map out the environment in which they operate enables

companies and organisations to see how the future could influence their activities. Because we can never be certain how trends will evolve, we work with several future scenarios rather than just one. Using future scans when developing a vision or strategy makes it possible to take account of the various scenarios and steer the business in the right direction.

TNO Information and Communication Technology bases most of its Future Scanning activities on the scenario method. We also develop new methods while we are working on projects. During a project for

the municipal authority of The Hague ('ICT vision 2010"), for example, a new method was developed under the title 'To Govern is to Predict' ('Vooruitzien is regeren"). In the context of this project, the future is shaped by societal, economic, political and technological trends.

### Destination 2005

Destination 2005 is an example of a scenario project. The time horizon for the scenarios is 2005, and they describe a number of very different situations for the world: Adventure, Budget, Comfort and Durability. All the scenarios are based on the human factor. The aspects that are taken into consideration in the scenarios include: communication within the company, how we travel, and the role of ICT. TNO translates the scenarios into four working environments for the future.

Destination 2005 serves as a source of inspiration for companies, and makes it possible to predict the likely impact of future changes in society. This enables them to adapt their future vision, strategy or portfolio accordingly. The scenarios are used in TNO's "Innovation Chain".

### Trend-watching

Trend-watching at TNO involves identifying, describing and analysing trends, primarily those relating to consumers, markets, business and technology. Researchers form workshops to analyse the significance of these trends and predict how they will impact on the client's business, thereby enabling the client to anticipate and respond to them. Each separate project is based on a combination of trends, which is regularly updated to take account of the latest developments. TNO obtains its information from sources such as Statistics Netherlands (CBS), the Social and Cultural

Planning Office (SCP), and consultancy firms. We also maintain close contacts with various trend-watchers and research institutions.

In addition to monitoring a fixed set of trends, TNO also monitors relevant trends and developments for specific needs. One of the main features of trend-watching is that is takes place from a societal perspective. This means that, although we take account of trends in all manner of contexts, our analyses are based on what is happening in society. This approach is based on the philosophy that the success of a company in general - and innovations in particular - depends to a large extent on understanding and responding to the needs of the customer. We also work 'from the inside out', in other words: we map out the customer's business environment, then we predict the consequences for business.

**What we offer**

At TNO Information and Communication Technology we produce tailor-made solutions: specific answers to specific questions. We also aim to maximise interactivity by working as closely as possible with clients when we work on a Future Scanning project. This means that the scenarios we develop are of a high standard, and there is a broader support base for them in the community. We provide strategic advice, facilitate innovation processes, and we look into the future to help companies and organisations develop a vision, strategy or innovation. We have done this for amongst others a few departments of a Dutch operator and strategy departments of various companies.
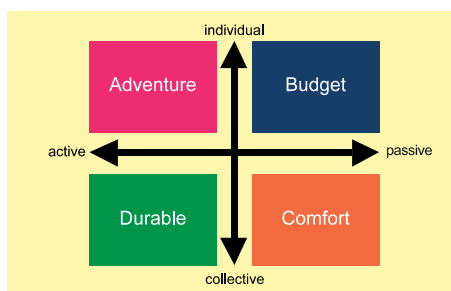


TNO Information and Communication Technology helps companies in many different sectors to become successful innovators. This can result in a new product or service, an improvement, a completely new working method, or a new strategic vision for the future.

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