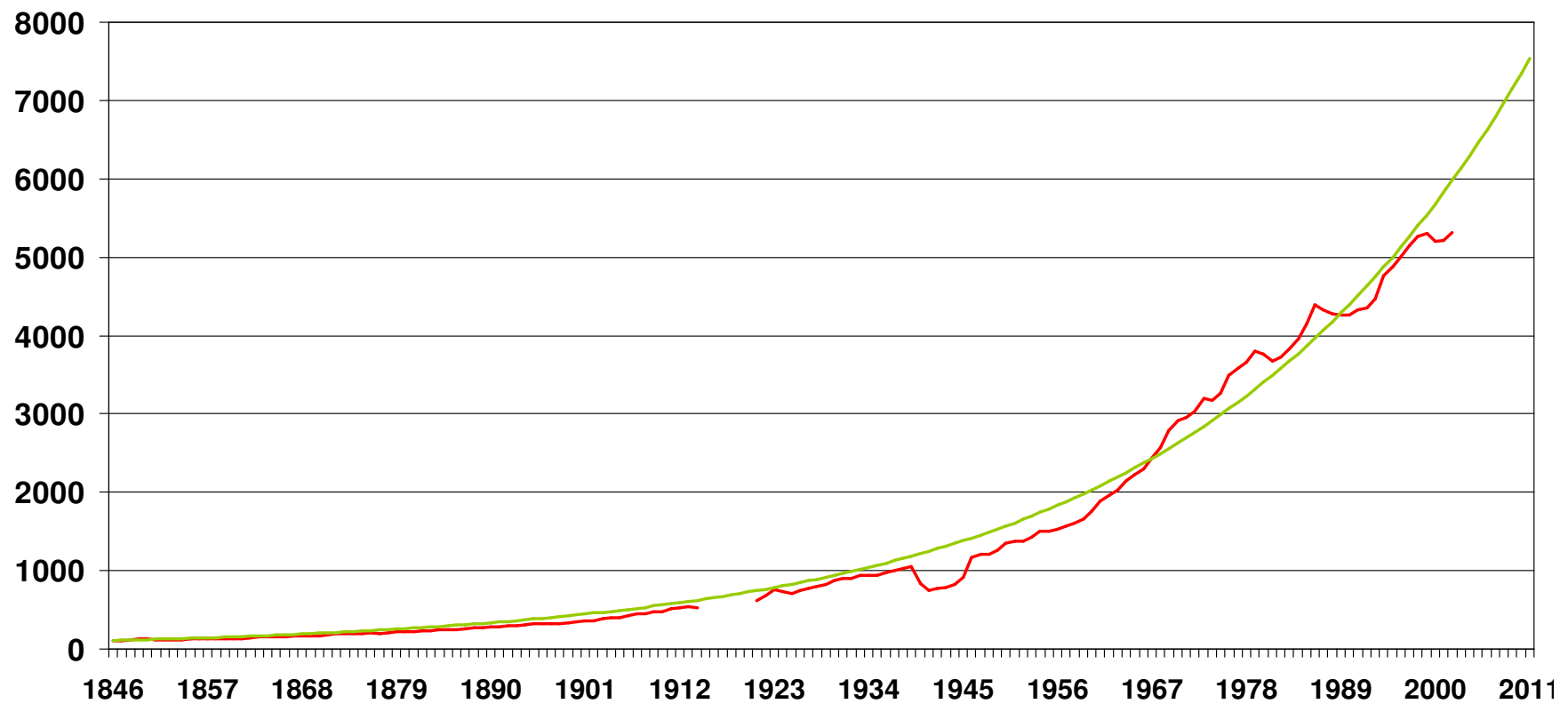


# **Future consumer and lifestyle trends in a European perspective**

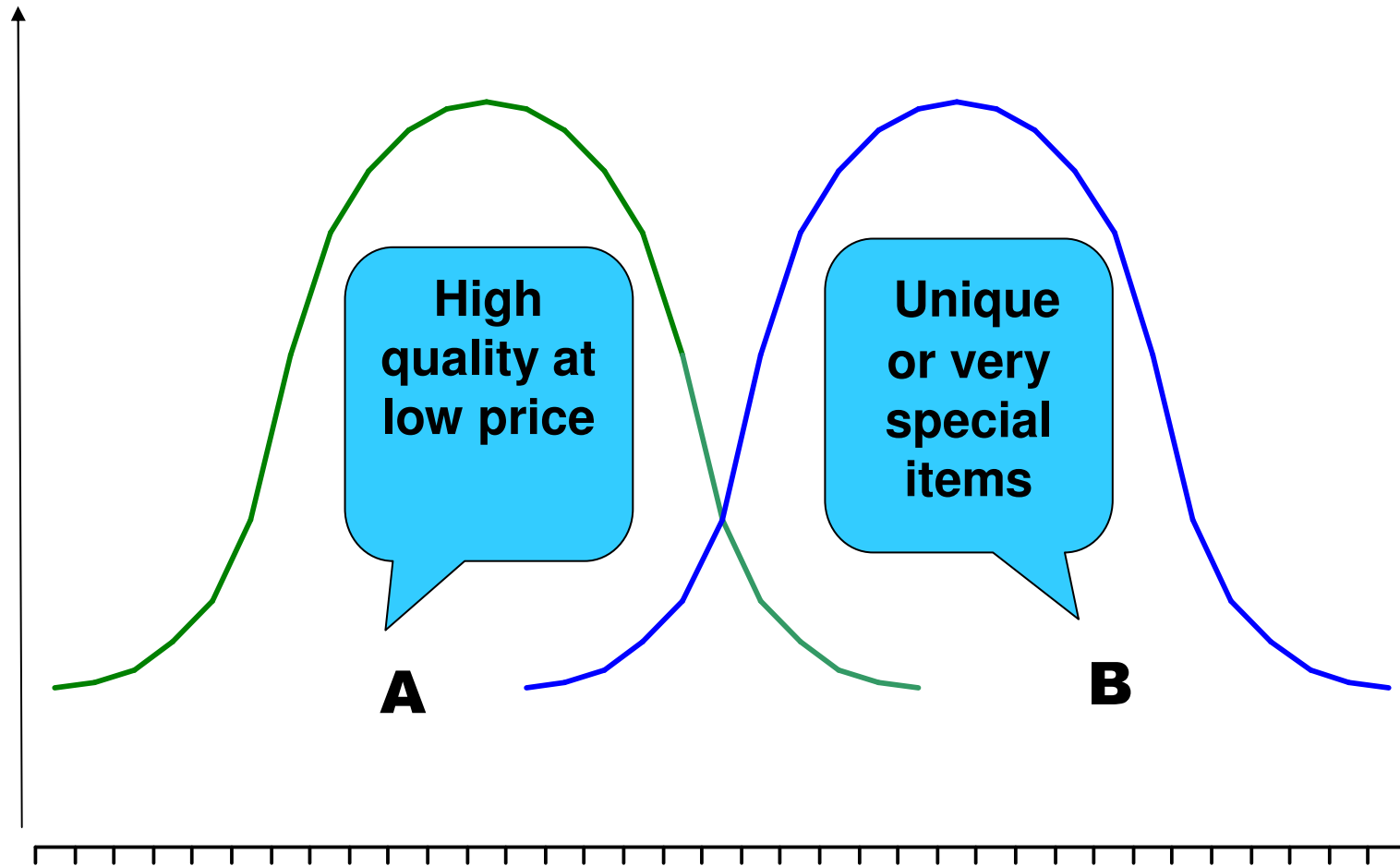
**Jesper Bo Jensen, Ph.D.  
political scientist, futurist**

# Private consumption



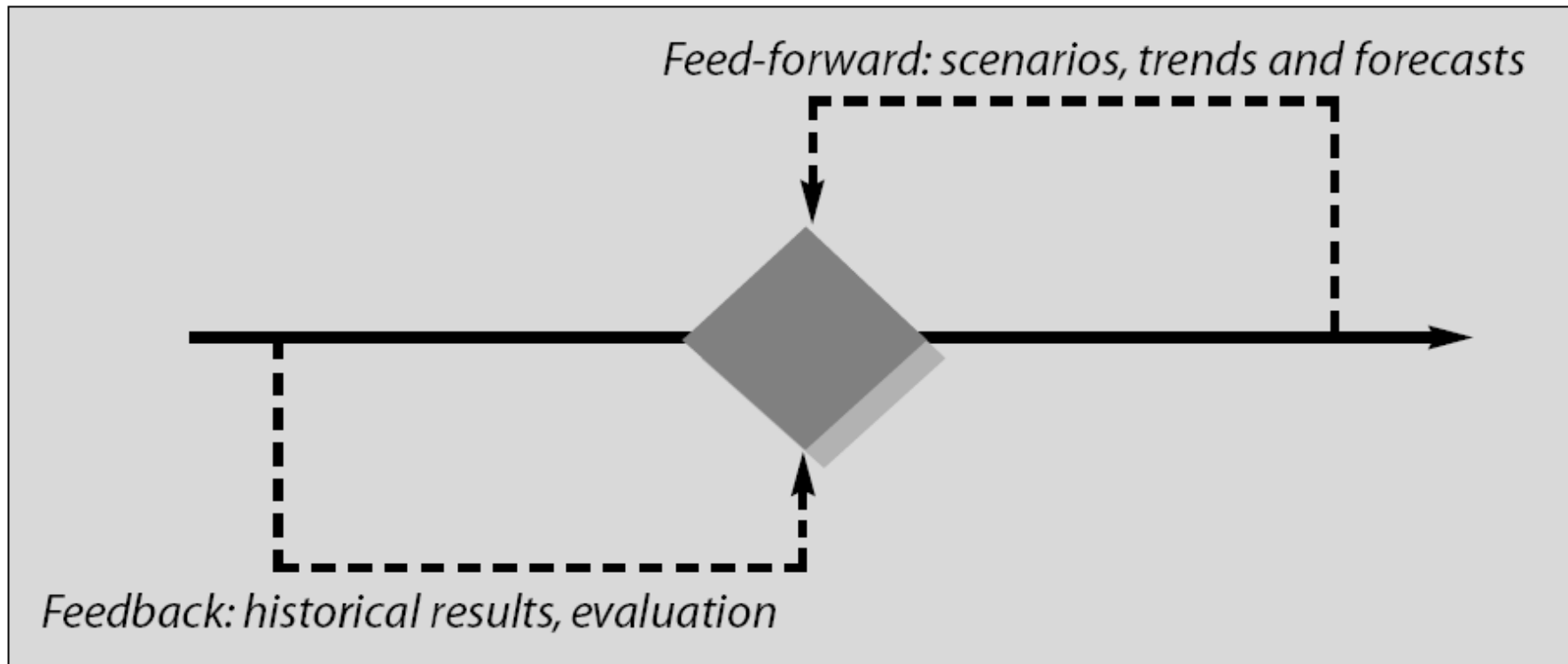
# The dual world of modern consumers

Density

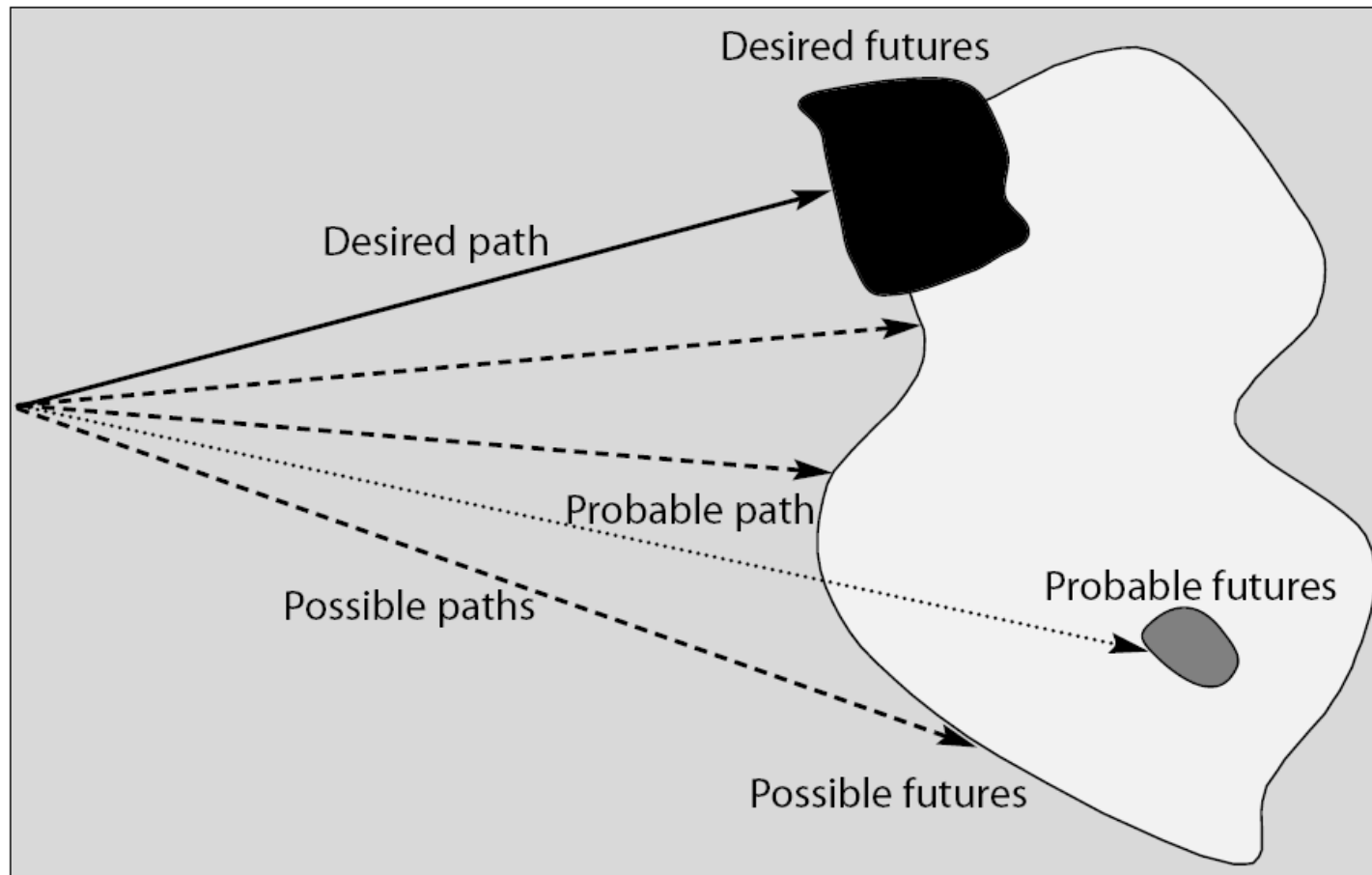


# Scenario planning

## Why?

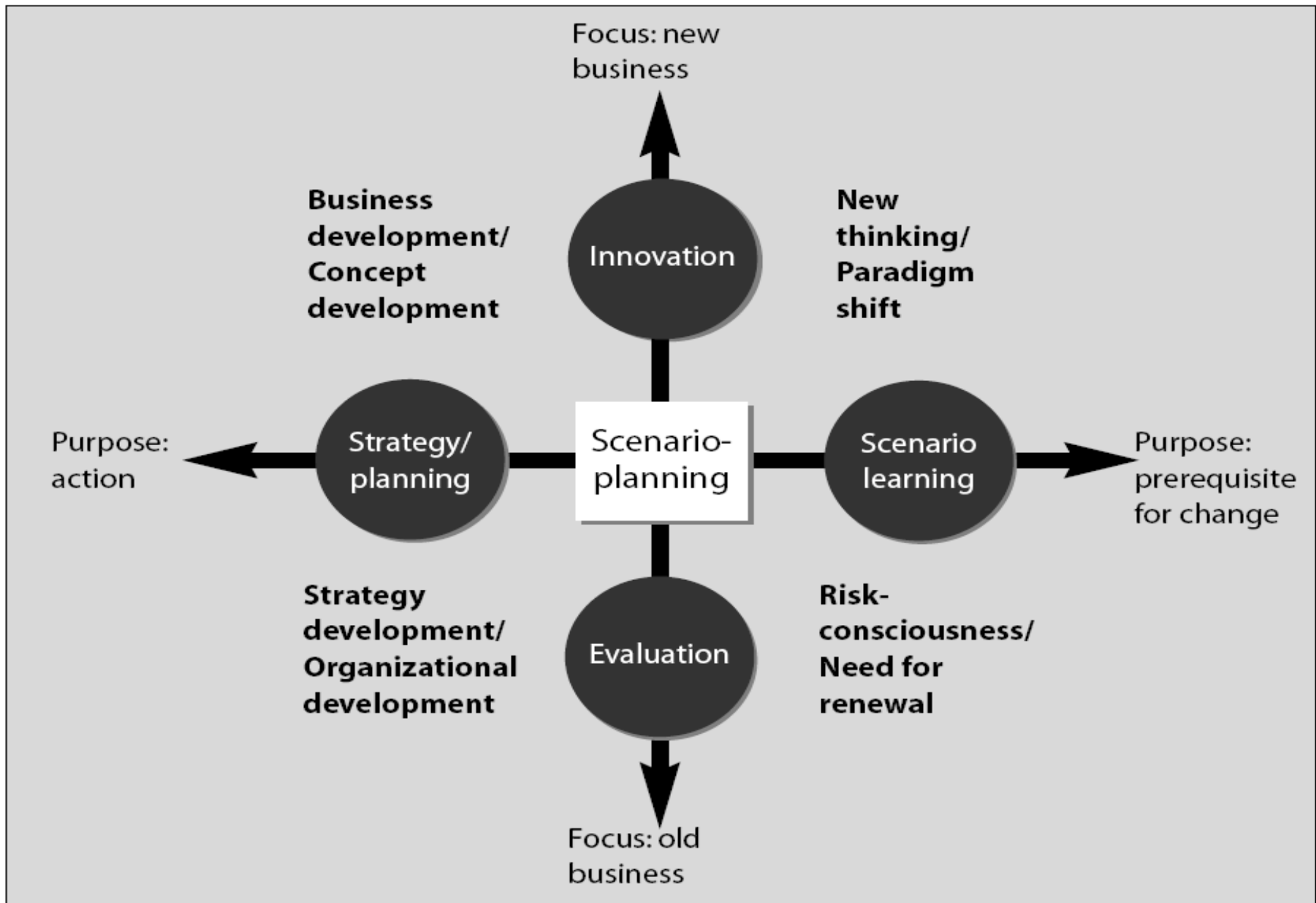


# The future is unknown



**Table 2.1.** Differences between scenarios, forecasts and visions

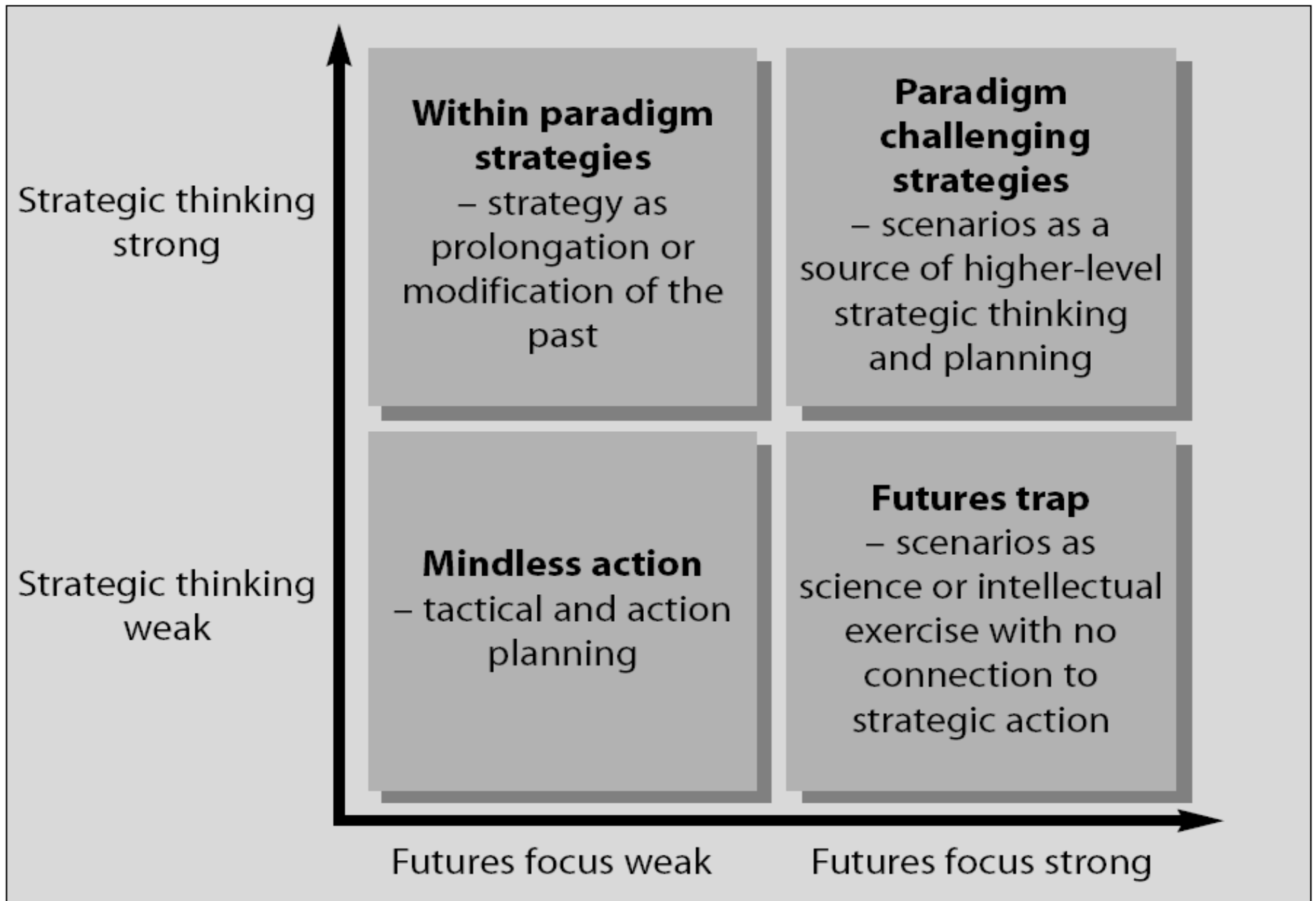
<i>Scenarios</i>	<i>Forecasts</i>	<i>Visions</i>
Possible, plausible futures	Probable futures	Desired future
Uncertainty based	Based on certain relations	Value based
Illustrate risks	Hide risk	Hide risk
Qualitative or quantitative	Quantitative	Usually qualitative
Needed to know what we decide	Needed to dare to decide	Energizing
Rarely used	Daily used	Relatively often used
Strong in medium to long-term perspective and medium to high uncertainties	Strong in short-term perspective and low degree of uncertainty	Functions as triggers for voluntary change



**Table 2.2.** Characteristics of traditional planning compared with the scenario planning approach

	<i>Traditional planning</i>	<i>Scenario planning approach</i>
<i>Perspective</i>	Partial, 'Everything else being equal'	Overall, 'Nothing else being equal'
<i>Variables</i>	Quantitative, objective, known	Qualitative, not necessarily quantitative, subjective, known or hidden
<i>Relationships</i>	Statistical, stable structures	Dynamic, emerging structures
<i>Explanation</i>	The past explains the present	The future is the <i>raison d'être</i> of the present
<i>Picture of future</i>	Simple and certain	Multiple and uncertain
<i>Method</i>	Determinist and quantitative models (economic, mathematical)	Intention analysis, qualitative and stochastic models (cross-impact and systems analysis)
<i>Attitude to the future</i>	Passive or adaptive (the future will be)	Active and creative (the future is created)





**Table 2.3.** Three models for carrying out a scenario project

	<i>Expert model</i>	<i>Participation model</i>	<i>Organization model</i>
The planner works	Alone	With a group in the organization	In training/ instructing the organization
Control	The planner controls the process	The planner takes part in and leads the process	The planner stays outside the process
The result	Is presented by the planner	Is owned and presented by the group	Is owned by the organization
Relationship	The planner completes the assignment	The planner maintains a relationship with the group	The planner passes responsibility to the group

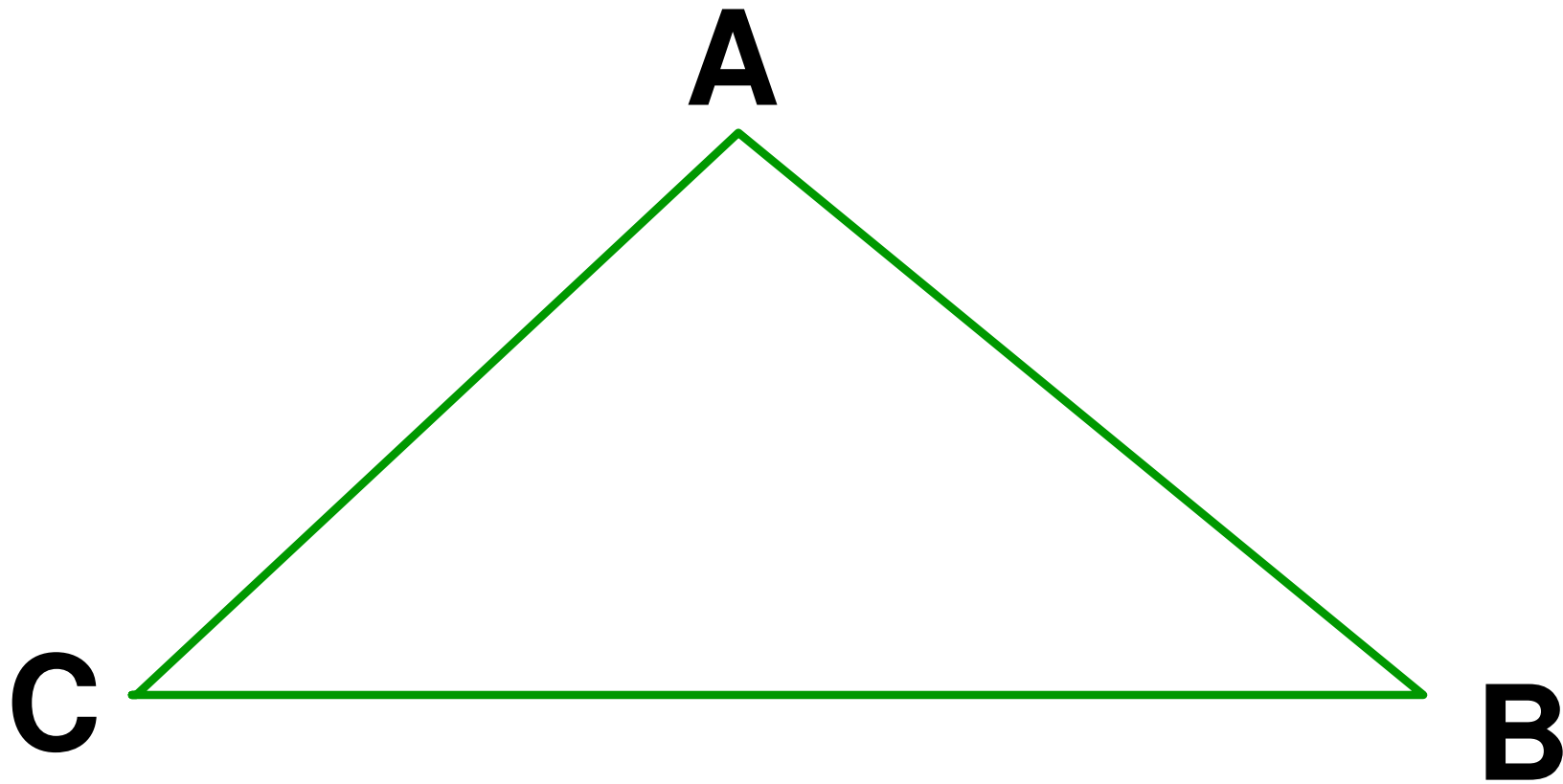
# Scenarier - anvendelse

- **Så kan scenarier bruges til at:**
- **Finde strategier, der passer i alle scenarier**
- **Lave følsomhedsanalyser**
- **Udpege det mest sandsynlige scenarie (minder da om prognoser)**
- **Udpege det mest ønskelige scenarie for at:**
  - **Påvirke udviklingen**
  - **Early Warning system**
  - **Strategisk beredskab:**
  - **Planer klar i skuffen**
  - **Eller blot opmærksomhed på udviklingen**

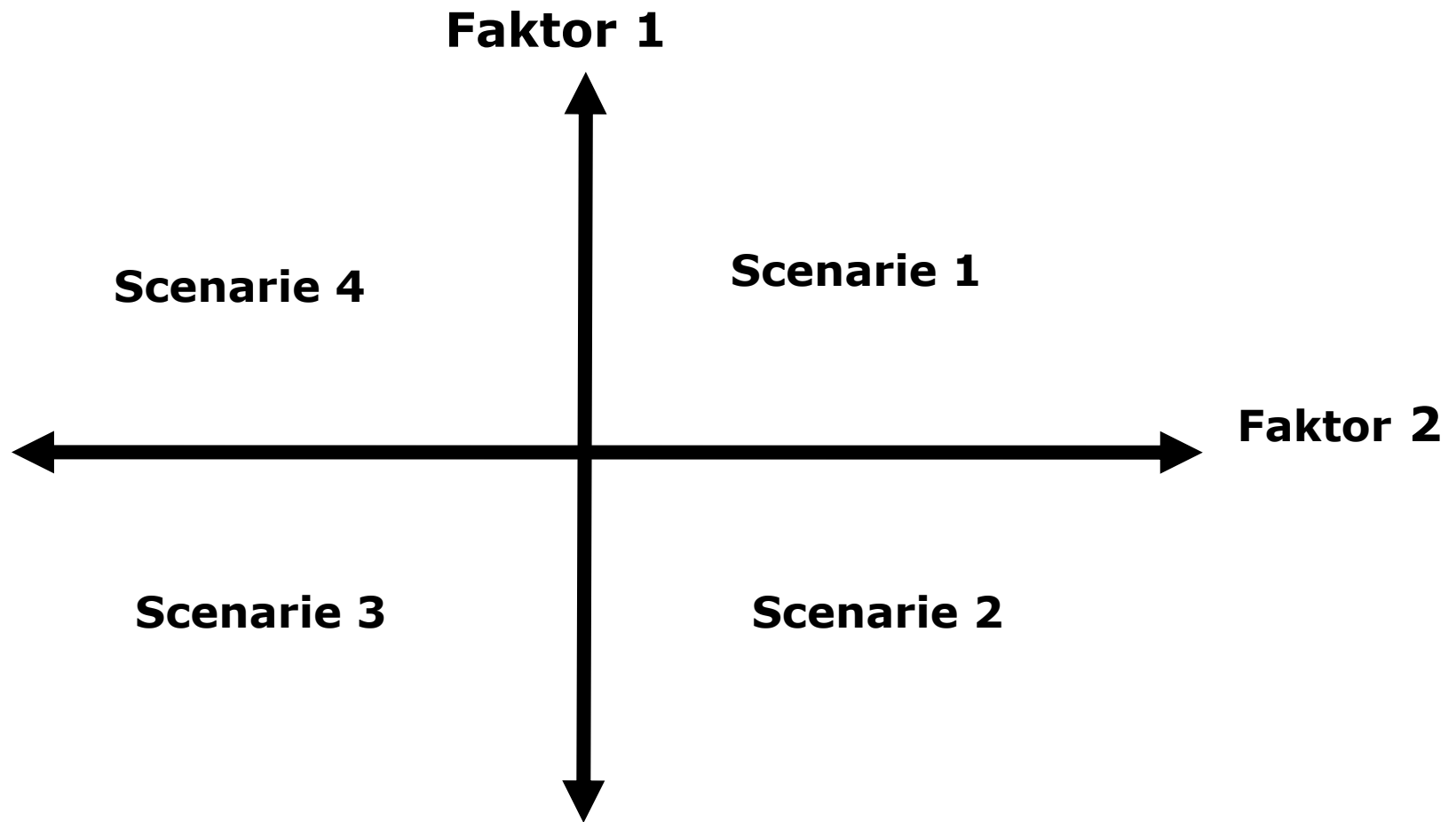
# Hvordan gør man – processen

- **Fastlæg først megatrends og kritiske faktorer**
- **Skriv scenarierne – en kunstart (!)**
- **Præsenter scenarier for den relevante forsamling**
  - **Fastlæg mål og strategi for hvert scenarier**
- **Udarbejd fokusscenarie på baggrund af diskussionerne**
  - **Ønskelige udvikling – sandsynlige udvikling**
- **Scenarier bruges herefter early warning og til at finde pejlemærke og kommende milepæle**

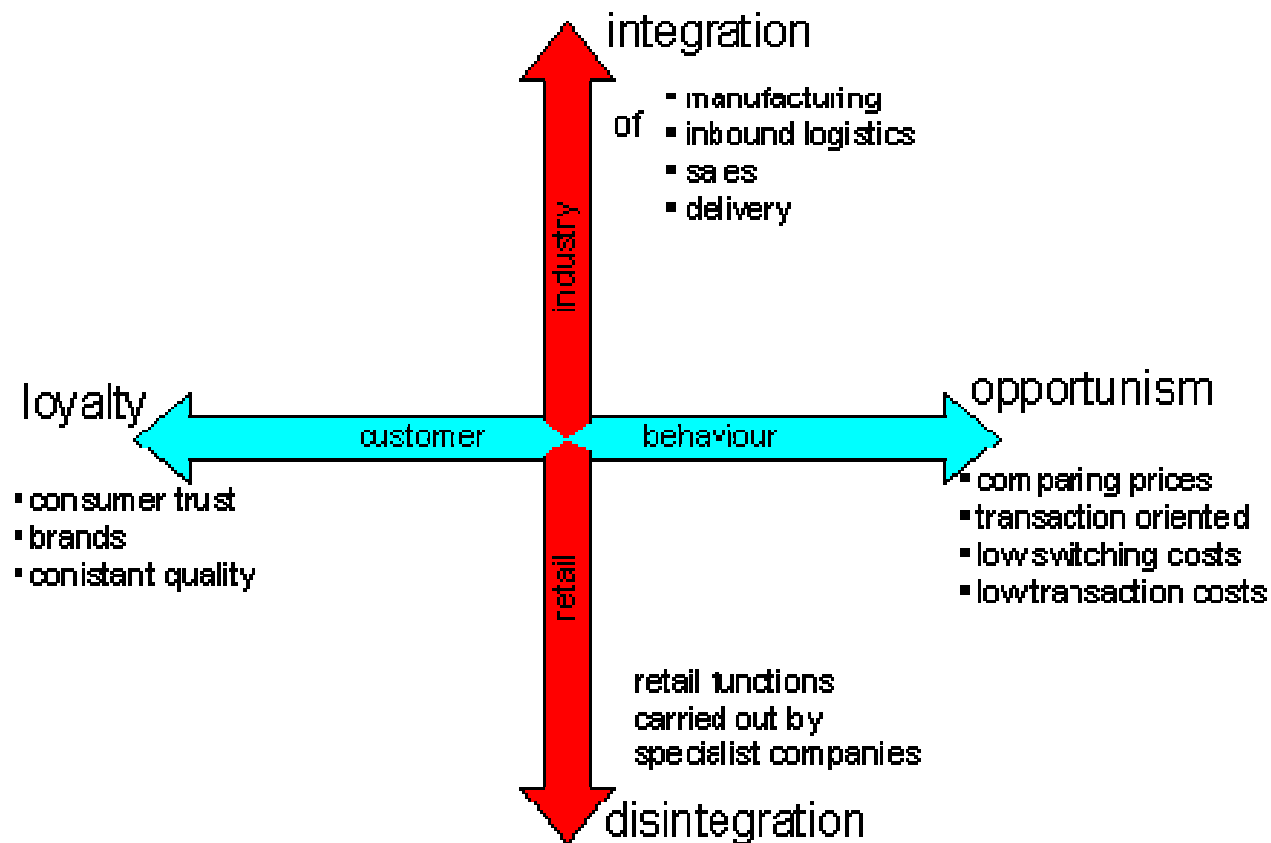
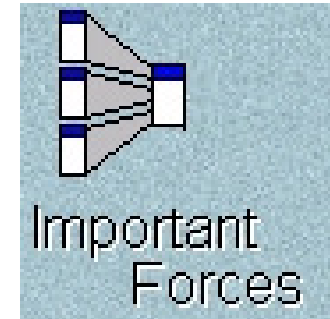
# Scenarietype 1



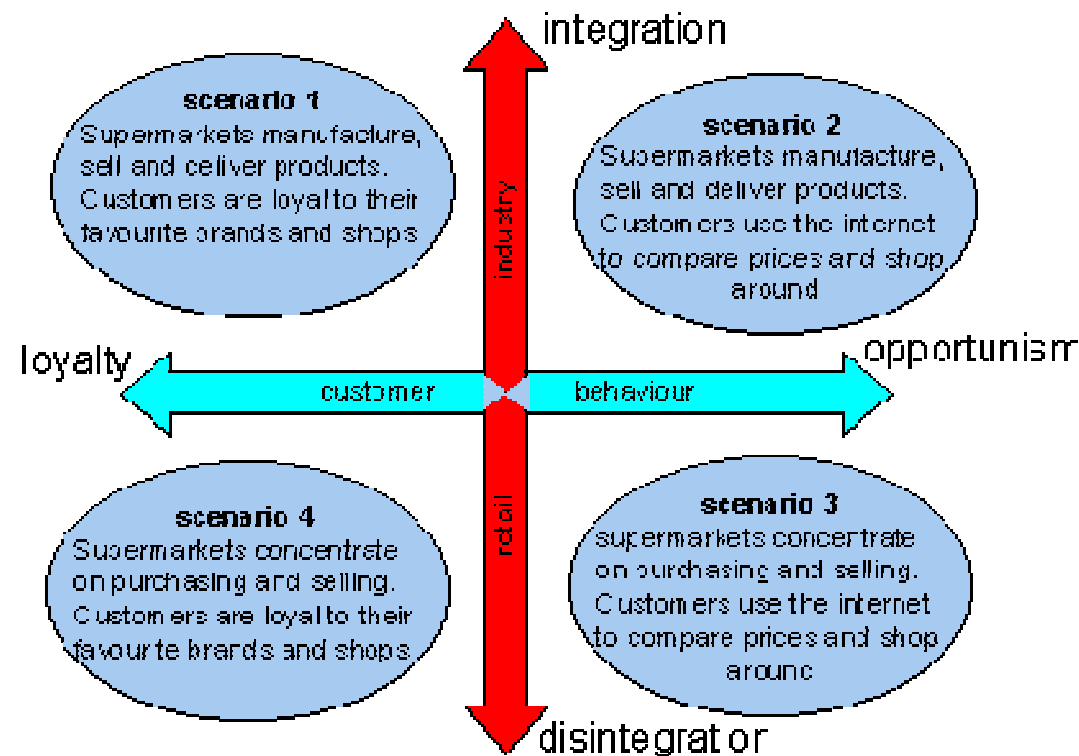
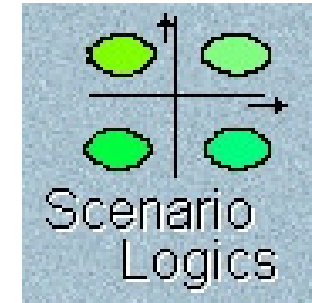
# Scenarietype 2



# Most important forces



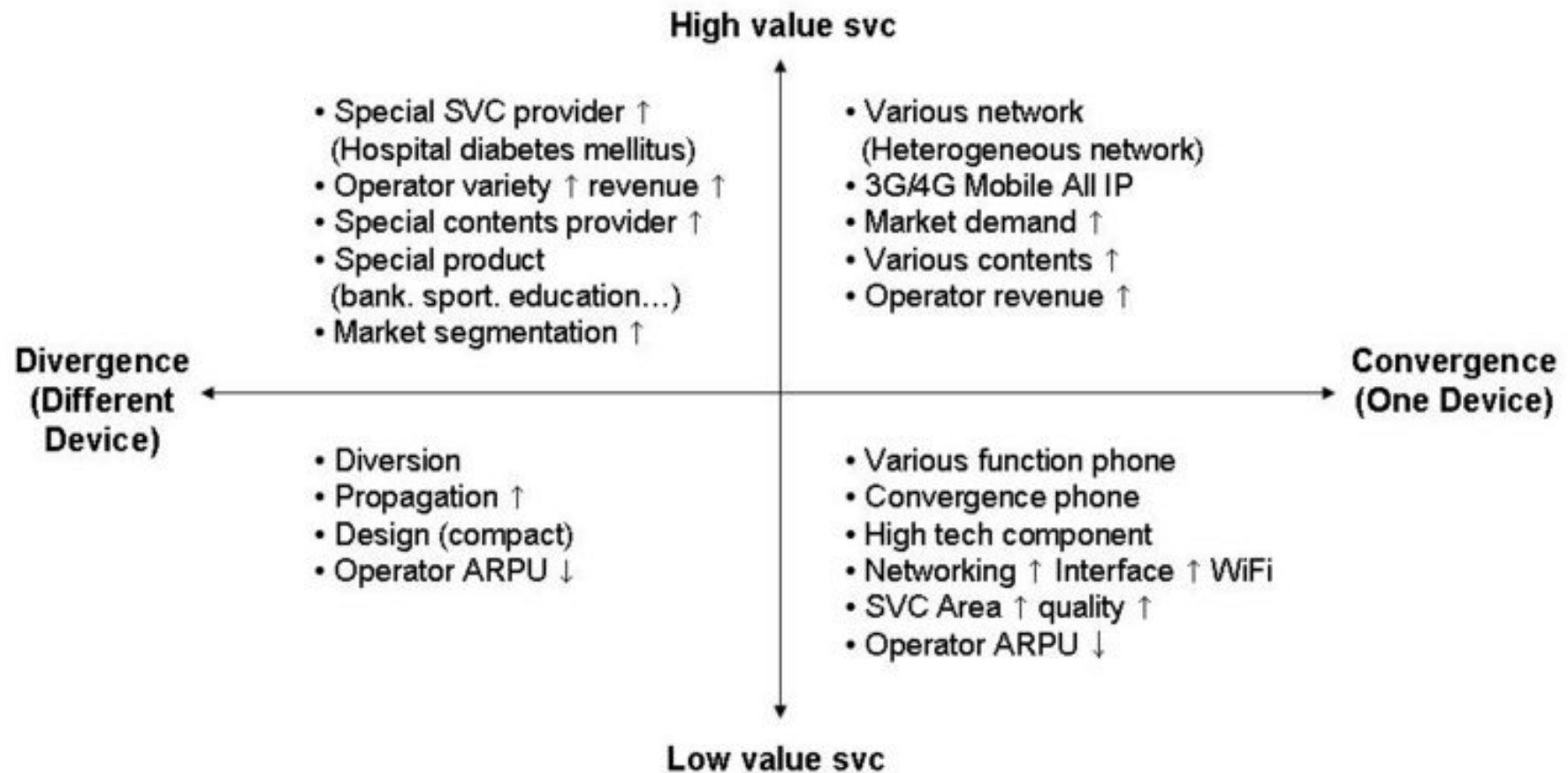
# Scenario logic



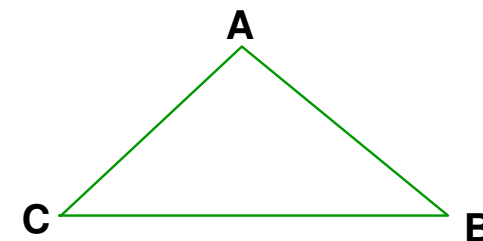


## Future of Mobile Business Devices in 2012

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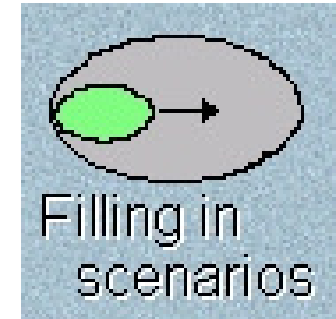


# Scenarieskema



	<b>Scenarie 1</b>	<b>Scenarie 2</b>	<b>Scenarie 3</b>
<b>Megatrend 1</b>			
<b>Megatrend 2</b>			
<b>Kritisk faktor 1</b>			
<b>Kritisk faktor 2</b>			
<b>KF 3</b>			
<b>KF 4 ...etc</b>			

# Filling in



We have described the four scenario's by six distinctive criteria:

- Customer
- Services
- Shops (virtual/real)
- Transport & storage of goods
- Purchasing of goods by retailer
- Manufacturing


# Dialogbaserede scenarier som konsulentopgave 1

- 1. Indledende møde med præsentation af megatrends**
- 2. Diskussion og dialog om megatrends**
- 3. Udvælgelse af megatrends til den videre arbejde**
  - 1. Hvilke trends har størst betydning for vores situation?**
- 4. Dialog om de to megatrends, der udvælges til det videre arbejde**

# **Dialogbaserede scenarier som konsulentopgave 2**

- **Dialog om de kritiske faktorer for virksomheden/institutionen**
- **Udvælgelse af kritiske faktorer – herunder valg af dybde for scenarier**
- **Afgræsning: Hvad er udeladt af scenarierne og af hvilken grund?**
  - **Konstanter – omgiver vi tager for givet**
  - **Uvæsenlige faktorer**
  - **Ikke beskrivbare faktorer**

# **Dialogbaserede scenarier som konsulentopgave 3**

- **Udarbejdelse af scenarieskemaer**
  - **Krav til scenarier**
  - **Arbejdstitler**
  - **Udspænding af rummet – ofte problemer med scenarie 3 og 4**
  - **Udfyldning af alle kritiske faktorer – man kan evt. vælge at lave forskellige faktorer i hvert scenarie**
  - **Afstemning af skemaer – logikken skal passe**

# Scenarier

- **Krav til scenarier:**
  - Sandsynlige
  - Lige sandsynlige
  - Argumenterede
  - Forskellige fra nutiden
  - Relevante – dvs. befinder sig i et udfaldsrum af betydning for aktørerne i fremtiden
  - En gennemgående rød, narrativ tråd – så de kan huskes

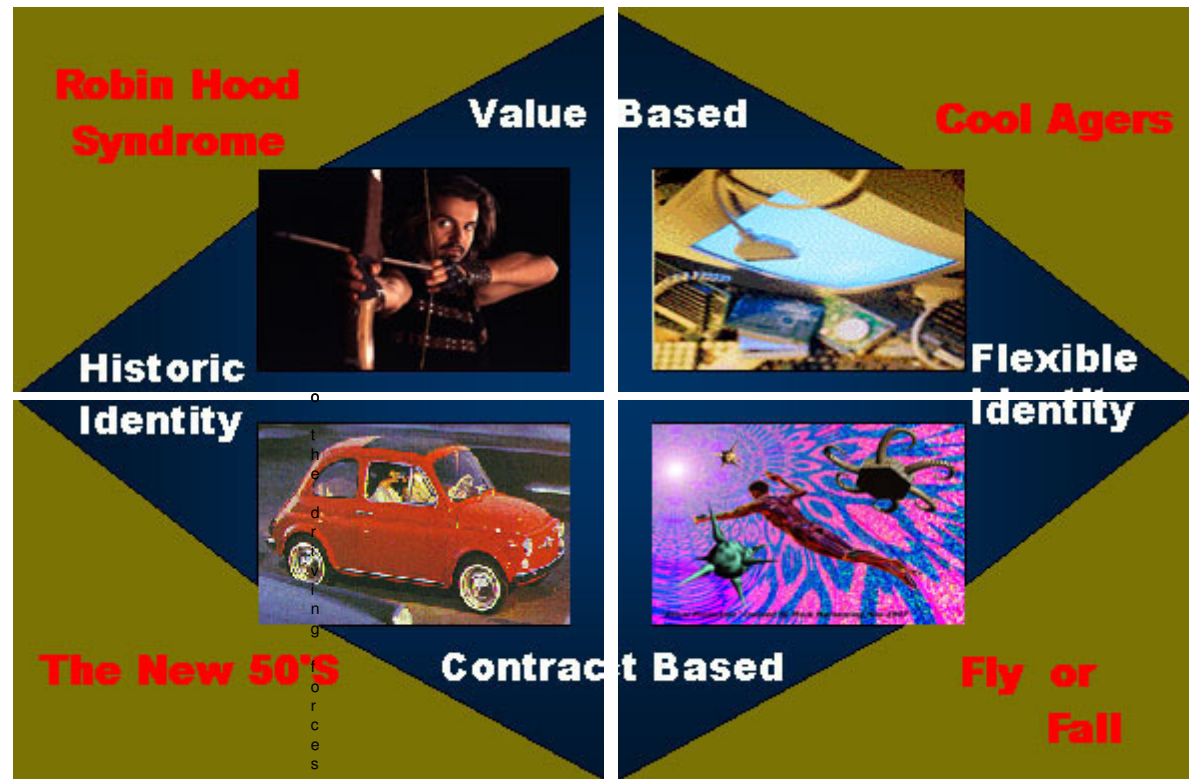


# Skrivning af scenarier

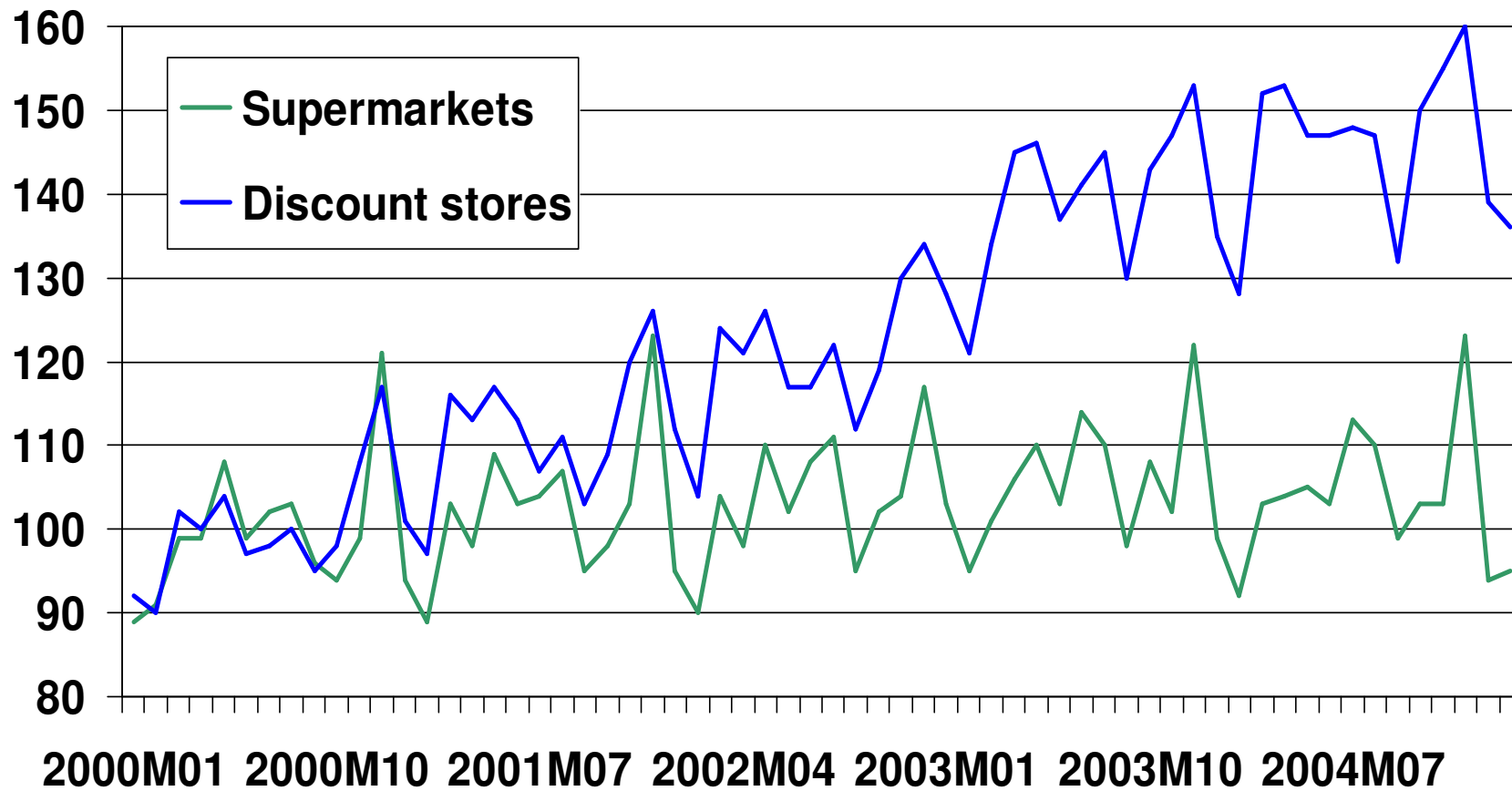
- **En kunststart – det skal være fortællende**
- **Verbal gennemgang af scenarierne**
  - **Historisk fremstilling**
  - **Kan være forlæns, fra nutiden, med kausalkæder**
  - **Kan være baglæns, skrevet som en historiebog i år 2008**
  - **Gerne menneskelige, vedkommende beretningerhistorien om Peter og Fatima, Naja og Ali eller om kølefabrikantens tragiske skæbne**
    - **eller om...**

# The future of the internet 2005

Rotterdam school of management 1999  
– 33 MBA students



# The discount debacle



**Internet-address:**

**[www.fremforsk.dk](http://www.fremforsk.dk)**

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