

# The Importance of Future Proofing





2004

83,000 employees  
9094 stores  
\$5.9B revenue



2019

158M users  
\$15.8B revenue



*Netflix is a "very small, niche business that is losing money."*

*- Blockbuster CEO, 2000*



*Your Hosts*



*Pam Henderson, Ph.D.  
CEO and Founder*

*Bob Godfroid, Ph.D.  
Advisor*

# INNOVATION

*Opportunity Thinking*

*Process*

*Ecosystem: 4,000+*

*Corporate*

*Digital*

*Capability*

*Global  
Product*

*Founded  
2002*

*Growth Strategy &  
Innovation Firm*





See

*the full landscape  
of possibilities*

Focus Act





See

Focus

Act

*on vision and  
strategy*



See Focus

*It isn't innovation if it doesn't  
make it to market!*

Act

*with aligned, clear  
roadmaps*

# Our Expertise

Subject Matter Experts for...

Energy / Utilities

B2B Manufacturing Transportation / Aerospace / Equipment / Electrification

Building Construction / Household

B2B Manufacturing Chemicals / Materials / Packaging

Food

Digital / Consumer Electronics

Consumer Goods







# Opportunity Thinking<sup>©</sup>

1. Ideas  $\neq$  Opportunities
2. Conditions are changing fast
3. Opportunities exist at intersections
4. The importance of alignment

**Opportunity** (op·por·tu·ni·ty)

Latin *OB PORTU* (1375-1425)

Into port

late 1300's



*Need*



*Value  
Proposition*

*OB PORTU*



*Conditions*

Today



Need

+



Value  
Proposition

+



Conditions

=

Opportunity



## *An idea before its time...*

**P&G**

**Need** Eat more vegetables,  
outbreaks of food-borne illness

**Value** Edible surfactants, great  
scent, easy consumer story

**Conditions** Retailers disliked  
implications

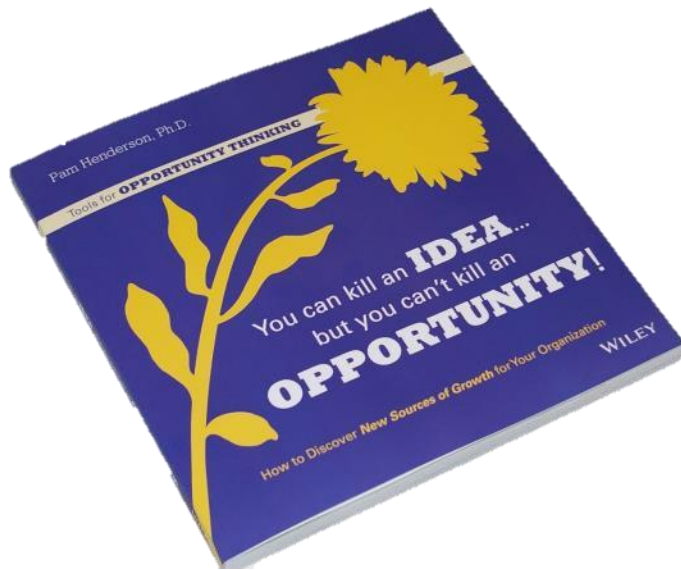


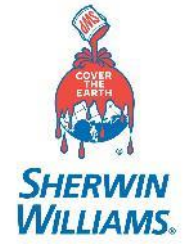
Ideas  $\neq$  Opportunities

You can kill an IDEA...

But you can't kill an

**OPPORTUNITY!**











## Idea:

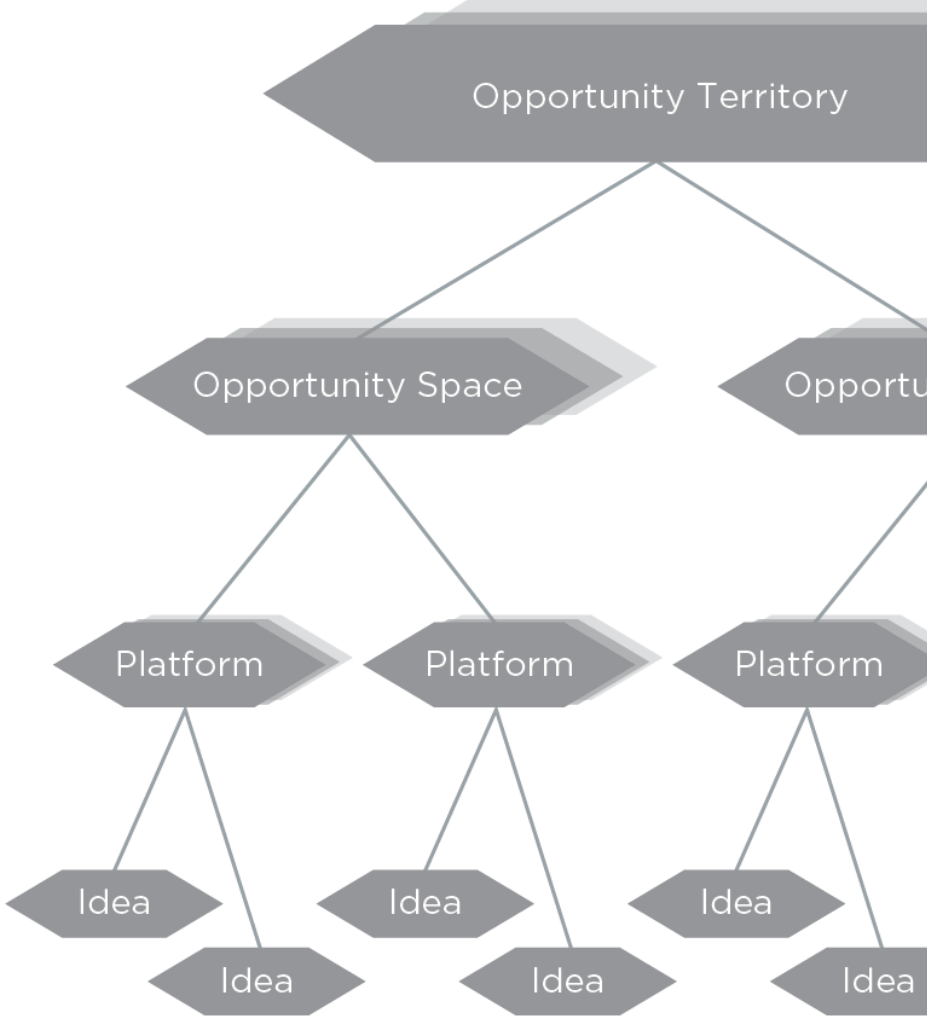
Creating products outside  
the core business



## Opportunity:

Engaging a younger audience  
in the brand and decorating  
with color

# Middleware



**Need** Hygiene health in Africa is very poor

**Value** Very effective hygiene products

**Conditions** Providing clean water first will build the market for the future



P&G has provided 11 billion liters of clean water since 2004, helping women around the world.



Conditions are  
changing fast

Future Proofing  
**Future of Workforce**

**Definition**

Determining the effects of automation on workers and employers of the present and future, focusing on the need to develop cross-cultural and agile business practices and the job markets opening as a result of tech...

**Socio-cultural Competitive Economic Natural Advancements Today**

**Teach Me How (Or Can You?)** The current school model is broken and increasingly...  
**Feed It Just Food** In the last decade, the gap between two-income white households...  
**Temporary Solutions** The number of foreign-born workers in the US has reached...  
**American Workers** The US 2018 women's average income was 63% of men's, China's is...  
**Year's Ahead 2019** Young people are radically restructuring their lives with the goal to...  
**Resilience Flexibility** Roll over from 2018 to early 2019, remote workspaces are increasingly...  
**Who We'll Be as the Productive Lineup** In 2018, the manufacturing sector saw its...  
**Location, Location, Location!** Urban gridlock has limited transit and commute to...

**Future Athlete Is Even**...  
**It All Starts Here**...  
**Things Are Big & Heavy**...  
**Labor Crisis For**...  
**Company Crush**...  
**Out of the Class**...  
**HR Calling!**...  
**Will Autonomy?**...  
**Less Talent, Less**...  
**Drones in Charge**...  
**Roll with It:**...  
**Sustainability Co.**...  
**Learn as I Do, It**...  
**Fear of Urban?**...  
**Let Me See Your**...

Future Proofing  
**Future of Innovation**

**Definition**

Investigating the methods, materials, and approaches to developing new products, se...

**Socio-cultural Competitive Economic Natural Advancements Today**

**Street to Store in 4:** The fashion industry has been disrupted by fast fashion where...  
**Your Opinion Matters:** Today, companies sponsor expensive custom studies of...  
**Take to Us:** Companies are more quickly testing and refining products via e-commerce...  
**Brand Dominance vs. Small Companies:** In 2017, failure was an average 75 years on...  
**Smaller, Faster:** Small to mid-sized companies (<\$1B in sales) are innovating faster...  
**Have My Cake and Eat It Too:** Companies are expecting more of their suppliers...  
**Investment Disparity:** Consumer Packaged Goods companies spend 2% to 3% on R...  
**Trust Your Finger:** While 60% of food being thrown away in the UK is still fresh...  
**Sustaining Innovation:** Venture capital investors, focusing on innovative growth...  
**Fountain of Data:** Coke Freestyle machines are giving real-time data on preferences...  
**IP Is Getting Hot:** Laws in Germany give IP to the individual, not the company...  
**More with Less:** Instead of just selling energy and equipment, Keysight-based M-KORA...  
**Over Engineed:** International innovation is negatively impacted by a lack of global IP...  
**3-Way Watch:** Computing technologies, such as PatentSecure, are used by businesses...

Future Proofing  
**Future of Commerce**

**Definition**

Examining behaviors and actions associated with how business and consumers spend, produce and receive products...

**Socio-cultural Competitive Economic Natural Advancements Regulatory International Organizational Future**

**57-Phone Home:** Many continue to be predicted to reach 40% of total e-commerce...  
**Who's Happening:** B2B e-commerce is currently the fastest growing sector of the B2B...  
**Who Before a Buying:** 70% of consumer searches and decision-making processes are...  
**Who's Spill:** B2B businesses are elicited an effective product presentation...  
**Thanks for Thanks Down!** Returns look for a 10% increase in 2019...  
**Who's Growth:** 20% of B2B manufacturers and distributors show 50% of sales...  
**Who's There Early:** High platforms (e.g., Amazon) expect into consumer city via digital...  
**Content Output:** With vast content driving online customer base...  
**Who's Digital Means Toggle:** Whether support back and forth sales and vice...  
**Is That a Leak?** Online shopping has large leaks in luxury for food/wine/shops...  
**Whole Beauty:** The purchase of Whole Foods above Amazon to create a fully...  
**Super Return:** Microsoft's analytics division and loyalty programs...  
**Sustainability for Distribution:** New forms of packaging are required for product...  
**Double Helix:** Google and Amazon's investment in genetics opens consumer product...  
**Setting Chatty:** AI-powered chatbots are becoming smarter...  
**Keep It Concise:** Managing customer experience has become increasingly B2B...  
**Time of the Month:** To create online brands, e-commerce uses subscription-based...  
**Artificial Invention:** AI adoption now global...  
**No More Shopping Cart:** The online grocery market reaches \$40B and...  
**Feeling Home:** Global warming has reached the 3°C point...  
**Power Output:** Distributed energy (DERs) requires more on...  
**Virtual Customer Experience:** The use of AI confirmation and pitches has...  
**Leap: The Life:** AI/VR places larger products in a portable virtual space...  
**Take It To Me:** Networks of transportation tubes are used for shipping of goods...  
**Shipping Product Satisfaction:** E-commerce needs 'fast to go'...  
**Anywhere, Anytime:** Consumers create real-world places, a type of AI...



# Innovation



LEGO IDEAS EXPLORE COMMUNITY HOW IT WORKS Find Ideas LOG IN

IDEAS IN SHOP

9 ... Supporters 72

**Dinosaur Fossils**  
by Mukkinn

**Váci Mihály Cultural Center - Hungary, Nyíregyháza**  
petlee23  
10 ... Supporters 26

**Central Perk**  
by Mric76

SUBMIT A PRODUCT IDEA

ENTER A CONTEST

ENTER AN ACTIVITY

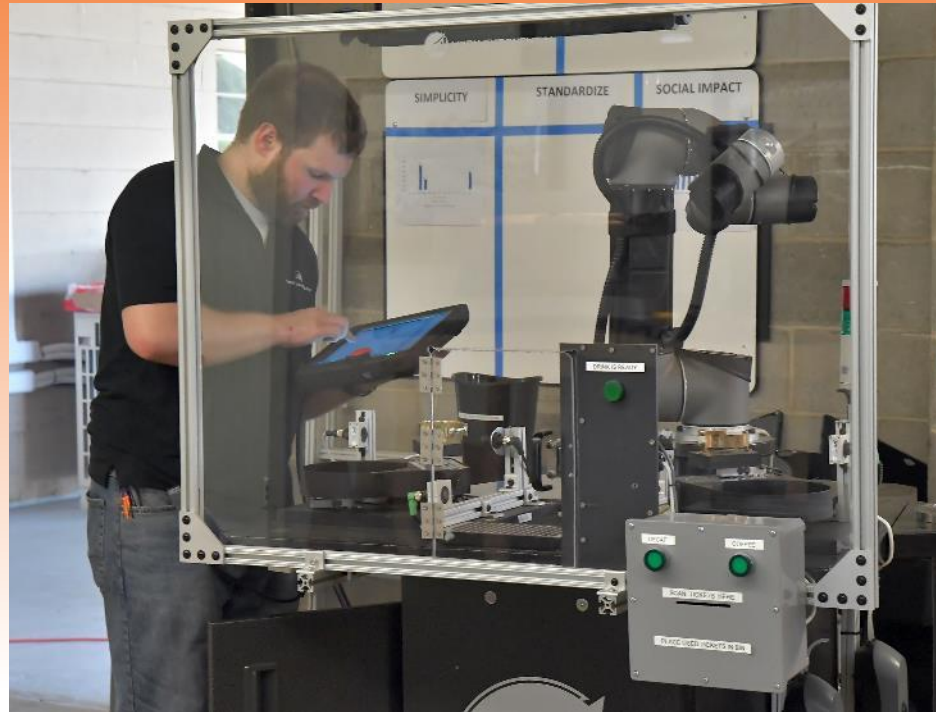
SHOP

How it Works • Guidelines • House Rules • Help and FAQ • Customer Service • Parental Consent • Terms of Service

Twitter Facebook YouTube

Commerce

# Workforce



Opportunities exist at  
intersections



JOHN DEERE





# *Future Proofing*







Future Proofing

# Future of Innovation

## Definition

The methods, models, and approaches for identifying new products, services, and business models. This includes the use of scientific and creative methods and customer feedback to develop new products, services, and business models, and to create new products, services, and business models.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Plant-based Foods

## Definition

Plant-based foods refer to the vegetables, grains, nuts, seeds, legumes and fruits derived from plants. It highlights developing trends around plant-based proteins and carbohydrates and plant-based substitutes for meat, eggs and dairy and considers corresponding changes to the existing agriculture and livestock sectors and relevant legislation and business models in response to the rising trends.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Workforce

## Definition

Identification of workers and employees of the present and future, examining the necessary training, talent development, and knowledge of the skills and skills business profiles and the job market opening, as a result of technological, legal and economic changes.

**Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Dairy

## Definition

Early trends of food and beverages containing or made from the milk of mammals, primarily cattle, goats and sheep, and their products. A dairy can also refer to the business enterprise involved for the storage, processing and distribution of milk and its products, across its network that tries to connect or take the place of dairy in the market.

**Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Biotechnology

## Definition

Biotechnology utilizes biological systems or living organisms to develop or create disease products, it is the use of organisms like bacteria, yeast, fungi, and plants.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Personal Health And Wellness

## Definition

Developing trends around the evolution, disease and decisions individual make to enhance their physical, mental, spiritual and emotional health. Focus on factors of diagnosis, care and treatment as they affect patient's, caregivers and suppliers, including description of the current healthcare business model, its processes and its challenges.

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Future Proofing

# Future of Materials

## Definition

Examining the substances from which an object can be made (e.g., metal, plastic, fibers, coatings, etc.) and/or how it is used to serve a specific purpose or function, including how / when the resulting objects are utilized across companies and markets. Exploring the boundaries by which consumers, manufacturers and material and material providers are positioned in production, use and access to materials in the production and market.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Separation / Movement

## Definition

Identifying trends in processes that use physical, chemical, or electrical forces to isolate or concentrate selected constituents of a mixture. Separating processes are dependent upon the structure properties and components and include distillation, extraction, chromatography, filtration, purification, flotation, sedimentation and ion exchange.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

**Future**

Water is a key resource for the global freshwater crisis in 2025, the water in a cup of coffee from India includes treated seawater, while the water in the bathtub comes from the ocean.

**Future**

Eye implants will be used to connect with a eye-up display to allow eye-to-eye contact in our virtual. The lenses on our laptops will call themselves the eye-to-eye energy created by the human body through metabolism.

Future Proofing

# Future of Business Models

## Definition

Examining the business models to understand, define and design a business in the revenue model and revenue streams, and to describe how they all work together.

**Socio-cultural** **Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

Future Proofing

# Future of Building and Construction

## Definition

Examining processes involved in the assembly and erection of structures, which include building and construction planning, design, understanding what materials and techniques needed for residential and/or non-residential construction, regulatory structures, standards, activities and behaviors.

**Competitive** **Economic** **Natural** **Advancements** **Regulatory** **International** **Organization**

**Future**

3D printing will be used to create building components in a factory setting, reducing the need for on-site construction.

**Future**

AI will be used to optimize building designs and construction processes.

**Future**

Smart buildings will use sensors and data to optimize energy usage and improve occupant comfort.

**Future**

Virtual reality will be used to simulate building designs and construction processes.

**Future**

Autonomous construction vehicles will be used to perform repetitive tasks on construction sites.

**Future**

Blockchain will be used to streamline construction contracts and payments.

**Future**

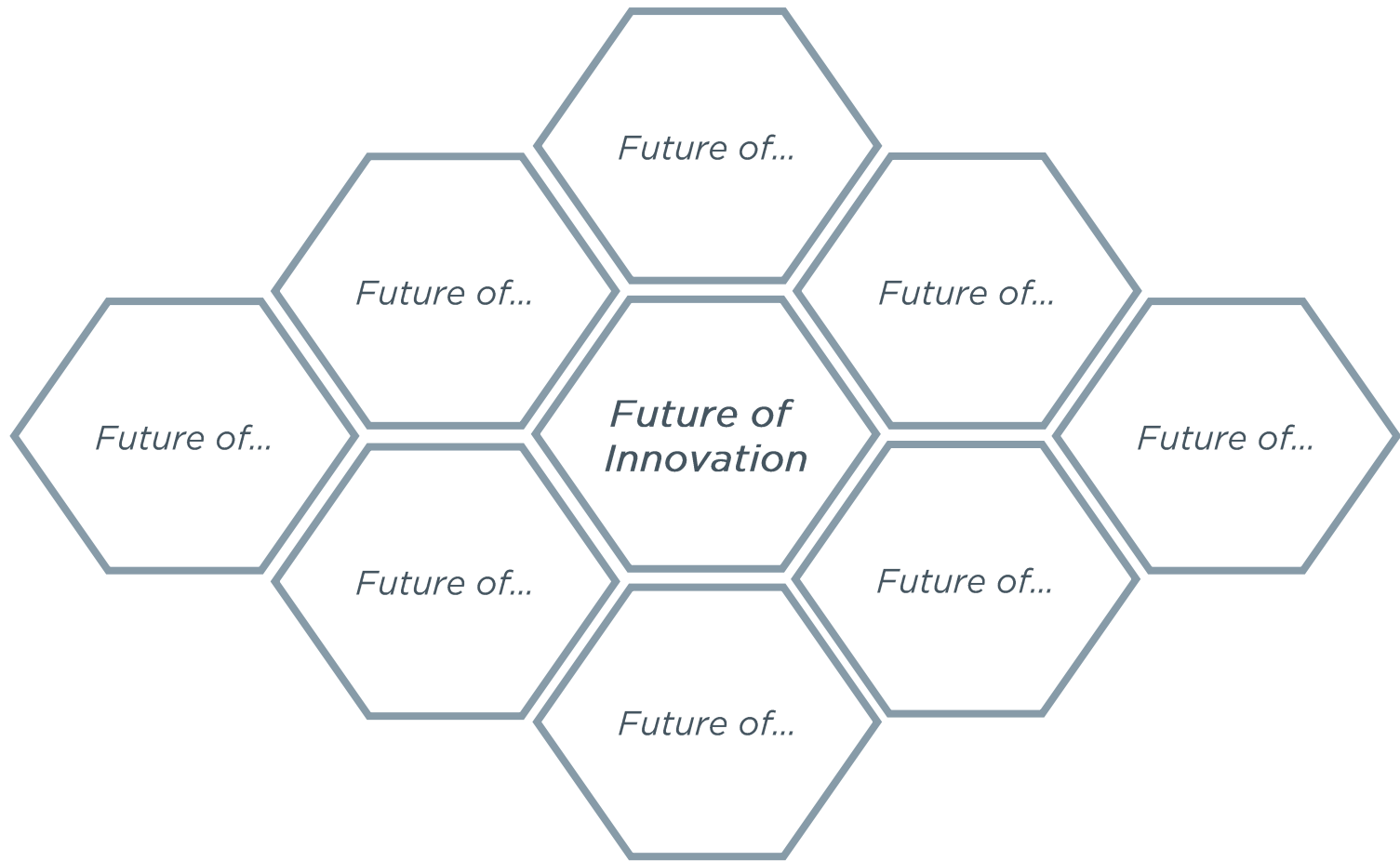
Augmented reality will be used to assist construction workers with complex tasks.

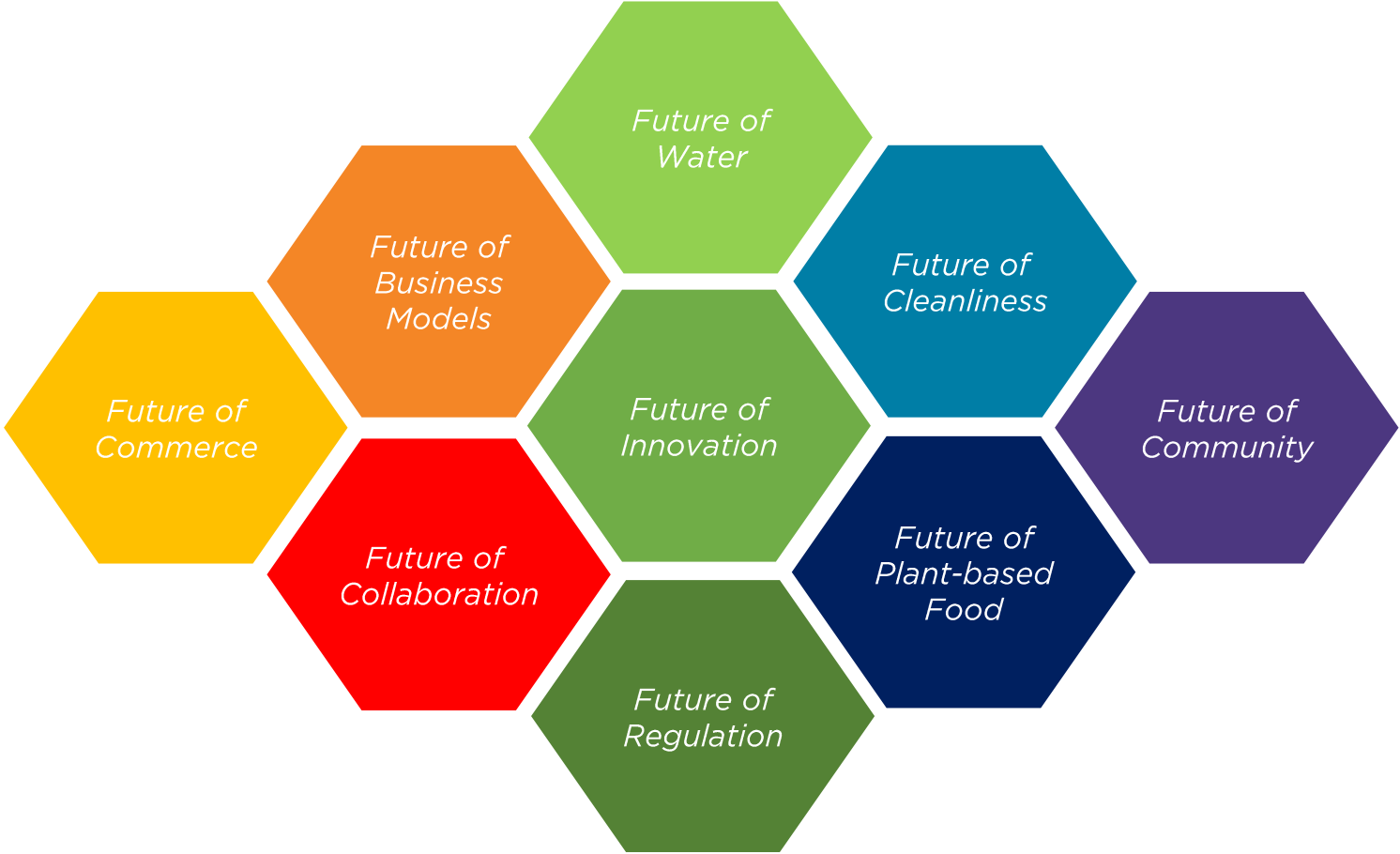
**Future**

Cloud computing will be used to store and manage construction data and documents.

**Future**

Drone technology will be used for site inspections and data collection.





A Venn diagram consisting of three overlapping circles. The top circle is labeled 'Function', the bottom-left circle is labeled 'Industry', and the bottom-right circle is labeled 'Trends'. The circles overlap in various combinations, creating a central intersection where all three meet. The circles are filled with a light blue color and have a dark blue outline.

*Function*

Innovation  
Manufacturing  
Workforce

*Industry*

Water  
Oil & Gas  
Materials

*Trends*

Sustainability  
Off-Grid  
Community

# Commerce



Workforce

Commerce

Innovation



Quirky

Workforce



# The importance of alignment

# The Future of...

Commerce

Mobility

Water

Business

Regulations

Models

Innovation

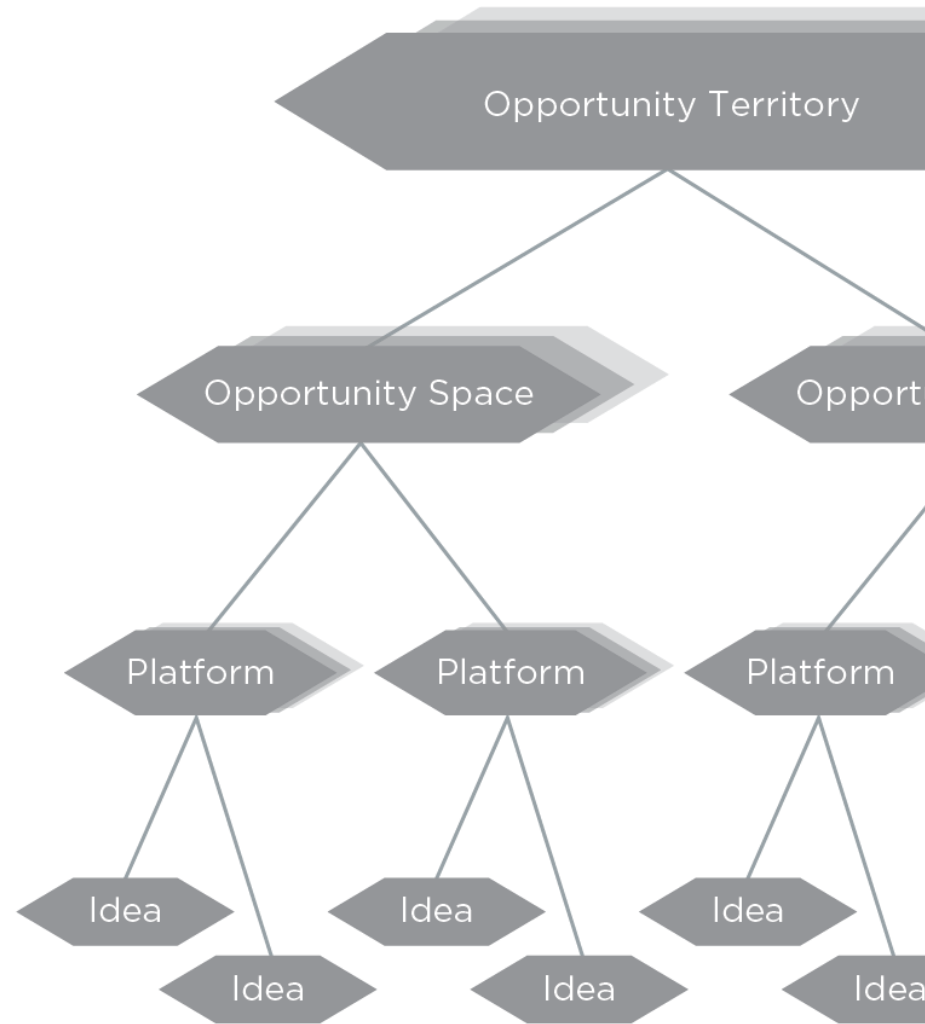
Workforce

Cleanliness

Manufacturing

Sustainability

Energy





Opportunity  
Thinking<sup>©</sup>



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