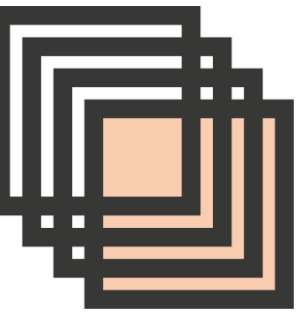


**COPENHAGEN
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The Copenhagen Method



Why Scenario Planning?

Change is happening faster today than ever before. The penetration rate of new products and services is increasing, and new business models are introduced constantly. No industry will continue untouched by tech advancements, new behavioural patterns, climate change, and shifting societal structures.

To set a strategic direction for an organisation, it is paramount to have a deep understanding of the development in the contextual and transactional environment. Future scenarios are built to challenge internal mindsets on a range of possible futures and their impact on organisations. The scenario process is a strong tool to shape and challenge strategies, spur innovation, and create proactive stakeholder dialogues.

The scenario process can help create insight into major uncertainties impacting an organisation's business environment and create a shared vision of the future challenges. Studies have found that strategic foresight facilitate organisational learning, create an ability to adopt alternative perspectives and greater insight into changes and customer needs.

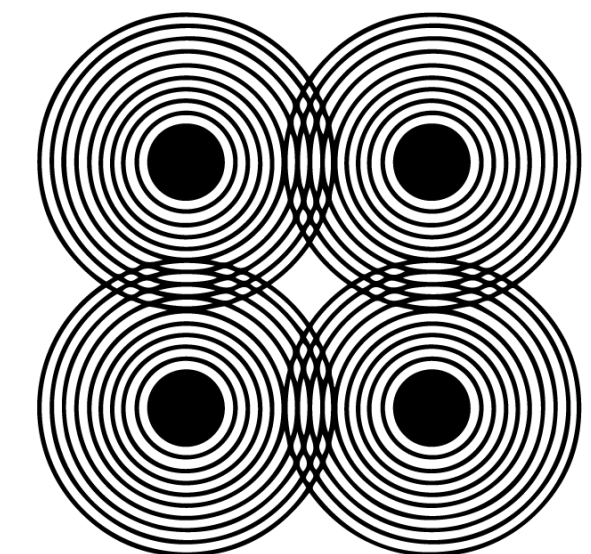
BENEFITS

- The scenario planning process gives you a deep understanding of the

future of your industry.

- The process enables you to discuss key developments within contextual environment on the bases of shared understanding. It also provides you a more solid understanding of critical drivers (uncertainties) determining the trajectory and speed of the developments.
- Scenarios gives you a solid fundament for your future strategy process and for evaluating the resilience of your existing strategy.
- The scenarios can be used to spur innovative ideas, but also to stress test new ideas for their resilience within different conditions.

Inspiration from leading scenario planners and decades of experience in the field have led CIFS to conceive the Copenhagen Method™: A proven, exploratory and co-creational scenario planning process for leading private and public actors.





The Copenhagen Method™

CIFS has developed a customised engagement model around scenario planning and strategy development, known as The Copenhagen Method™. This approach is grounded in the use of various foresight and futures studies methodologies and tools as well as over 50 years of experience. While the specific methodologies and tools vary from case to case, The Copenhagen Method™ always includes the following elements:

(1) CONTEXTUAL MEGATREND-ANALYSIS

Megatrends are long-term trends (lasting at least 10-15 years) that influence societies globally and locally and thus are central to scenario planning. Using megatrends as a framework, CIFS carries out a preliminary analysis of the contextual environment – STEEP, values, culture, and the built and natural environment – with a focus on how it may impact a particular sector, group, system, or concept both today and in the future.

(2) TRANSACTIONAL ANALYSIS

Using the megatrends as a point of departure, CIFS works directly with participants to identify and prioritise themes that are specific to the focus of the scenario process. These themes emphasise developments both related to and between key actors within the focus of the ongoing scenario process.

(3) UNCERTAINTY ASSESSMENT

Based on the identified trends and themes, CIFS develops polarities that propose two opposing directions in which the trends and themes could develop. CIFS and participants work together to identify the implications of the polarities.

(4) SCENARIO BUILDING

CIFS and participants identify the two sets of polarities that are determined to have the greatest impact on future developments in the focus area of the process. These polarities are used to build a grid which lays out four plausible future scenarios. The scenarios take the form of narratives that include contextual information, implications for individuals, organisations, and societies, and insights useful for strategy planning.




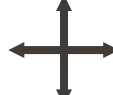

(5) STRATEGY DEVELOPMENT

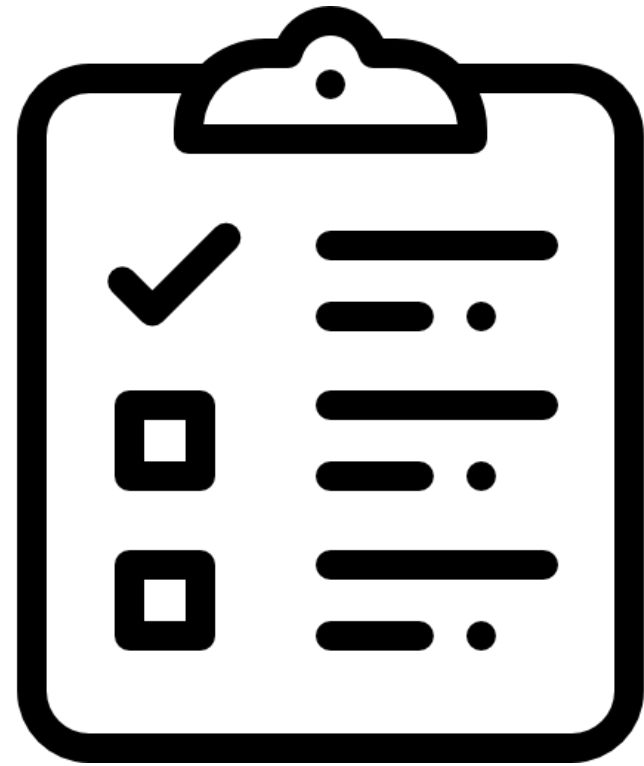
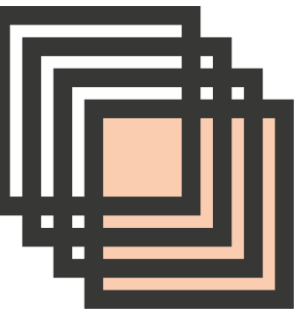
After co-creating a set of four plausible future scenarios, CIFS and participants focus on identifying a range of key strategic areas and goals to increase resilience across the scenarios. While no strategy will ever be robust to all scenarios, strategy development should consider a range of alternative futures when thinking about risk-reward trade-offs in a holistic perspective – to better ‘future-proof’ organisational strategy.



Process overview of The Copenhagen Method

PHASES, ACTIVITIES & OUTCOMES

PHASE	PREPARE	EXPLORE	DISCOVER	BUILD & UNDERSTAND	DECIDE
WORKSHOP		1. TRENDS 	2. UNCERTAINTIES 	3. SCENARIOS 	4. STRATEGY 
ACTIVITIES	Scope, setup, planning and desk research Stakeholder interviews	Trend Exploration Explore and analyse CIFS Megatrends and the STEEP framework.	Discover Uncertainties Assess and map impact and degree of uncertainty of key issues	Scenario Building Build scenarios based on critical uncertainties and important issues	Strategy Development Develop futures-driven, stress-tested initiatives and strategies
OUTCOME	Alignment between planning and outcome, and better understanding of business environment.	A shared understanding and identification of key issues related to the future of [industry].	Identify critical uncertainties and scenario axes relevant for futures scenarios.	Highlight future outcomes and implications for decision-making.	Support and strengthen the vision and strategic direction.



Prepare

PROJECT PHASE 0

The initial phase of every project is the preparation phase, where the process is designed to fit the client's needs and extensive research is conducted into the client organisation and its field.

Length: 1-2 months

SCOPE

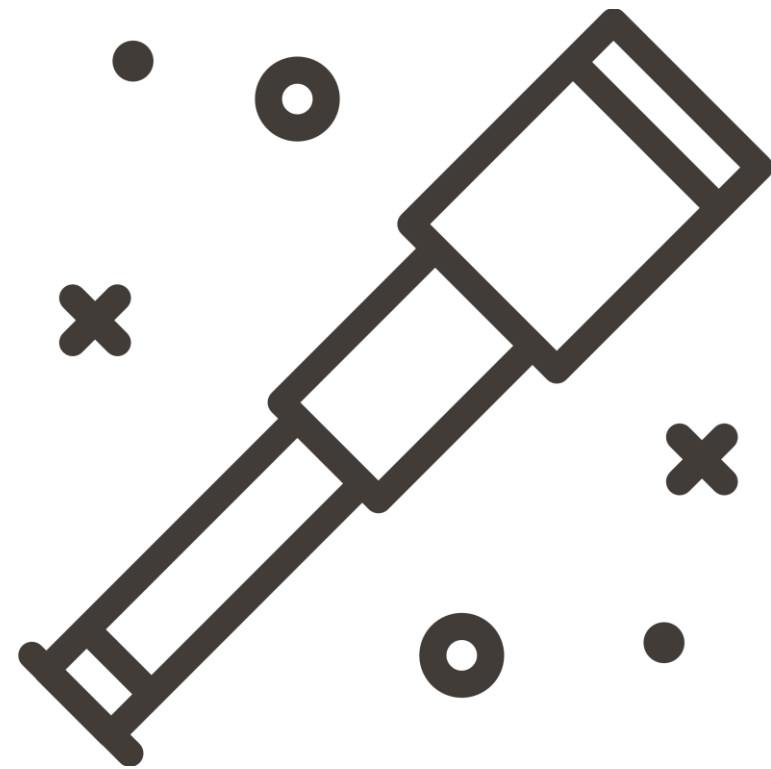
- What: Agreement on scope
- Why: To ensure alignment between project planning and outcome, and to tailor the project to [client]'s needs, field and interest.
- How: (1) Scoping of the project's length, desired outcomes, plan, workshops, etc.; (2) Project setup, incl. the project organisation.

INTERVIEW

- What: One-hour interviews with 5-15 people, both internal and external.
- Why: To ensure CIFS understand the organisation and the latest developments within the industry
- How: (1) Setting up interview with a select group of interviewees; (2) Development of interview question guide; (3) Conducting interviews with key stakeholders; (4) Interview coding and input analysis.

SETTING THE STAGE

- What: Distribute CIFS pre-workshop information package to participants
- Why: To give the workshop participants an overall understanding of the trends impacting the industry
- How: (1) Specific research about the relevant industry. (2) Developing an information package of trends impacting the relevant industry. (3) Workshop participants read through the information package as preparation.



Explore

PROJECT PHASE 1

The second phase of the process is where we explore trends and try to identify key drivers and blockers for the trends, as well as implications for the contextual and transactional environment.

Length: 0,5-1 months

Workshop 1: Trend Exploration



EXPLORE CONTEXT & IDENTIFY STRATEGIC THEMES

- What: Identification of key strategic themes and potential uncertainties related to the future of the client's contextual environment.
- Why: To gain a shared understanding of areas with high strategic importance.
- How: (1) CIFS presents Megatrends, and we discuss their impact on the relevant industry; (2) Participants engage in dialog and based on group discussions, most relevant themes and drivers are identified, qualified and discussed; (3) CIFS works with input from the workshop, conducts additional research and structure input around critical "uncertainties" for the organisation.



Discover

PROJECT PHASE 2

The third phase is where we try to discover critical uncertainties and issues of strategic importance. Based on the key themes, the frames for the scenarios are built in collaboration with participants and the steering group.

Length: 0,5-1 months

Workshop 2: Discover Uncertainties

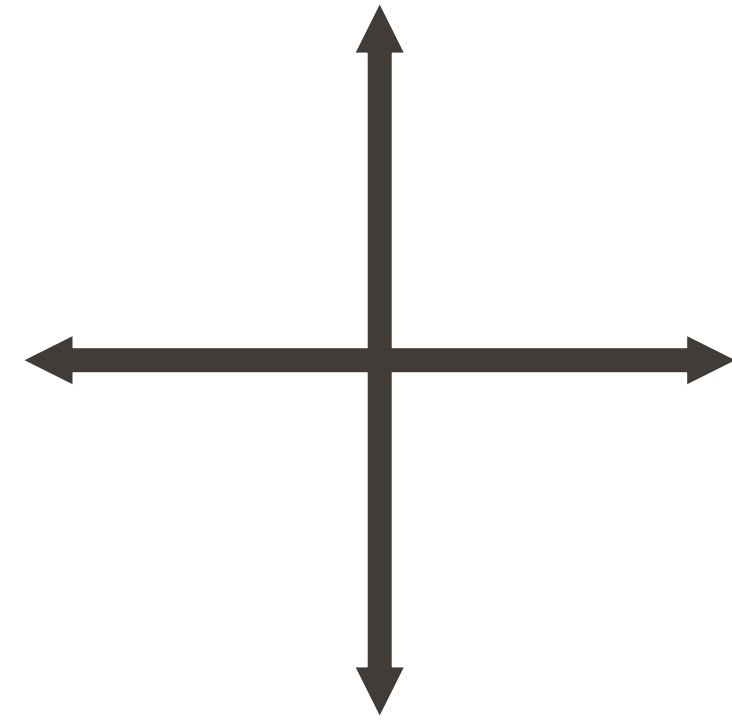


ASSESS UNCERTAINTIES

- What: Assess uncertainties within areas of strategic importance.
- Why: To understand uncertainties and their potential impact.
- How: (1) CIFS presents critical uncertainties for the participants and the polarities for each; (2) Uncertainties are discussed, qualified and quantified in terms of impact and level of uncertainty.

SCENARIO FRAMING

- What: Identify axes relevant to the scenarios for the future of the industry.
- Why: To create the frame that the scenarios will be built upon.
- How: (1) Elements for possible scenarios are presented and discussed; (2) CIFS works with input from the workshop, conducts additional research and structure content for Workshop 3; (3) Discussion with steering group about structure of scenarios.



Build & Understand

PROJECT PHASE 3

The fourth phase is where we actually build the future scenario, i.e. images of potential future worlds with a focus on both contextual and transactional elements, as well as try to understand the implications of the scenarios for the client's field.

Length: 1-2 months

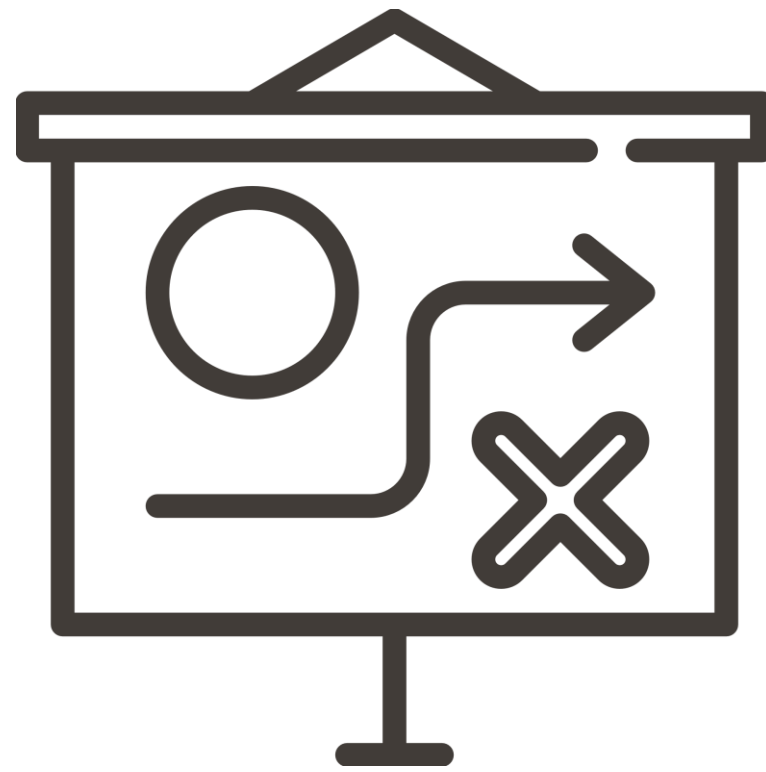
Workshop 3: Building Scenarios

BUILDING SCENARIOS

- What: Move from a high number of uncertainties to co-creating future scenarios based on critical uncertainties
- Why: To build a shared understand of key aspects of potential future developments
- How: (1) CIFS present 1st draft of 4 futures scenarios in a scenario grid with a description of the contextual environment, followed by qualification and discussion; (2) Transactional scenarios are co-created with participants.

UNDERSTAND IMPLICATIONS

- What: Understand the organisation's position in each scenario.
- Why: To highlight plausible future outcomes and implications for the client organisation.
- How: (x) CIFS works with input from the workshop, conducts additional research and structure content for workshop IV.



Decide

PROJECT PHASE 4

The final phase is where we, based on the final scenarios, decide on which strategic initiatives to pursue or produce future-ready innovation ideas. This phase is where we put the client organisation at the centre and investigate how they can improve their future-readiness across plausible future worlds.

Length: 1-3 months

Workshop 4: Strategy Development

QUALIFY SCENARIOS

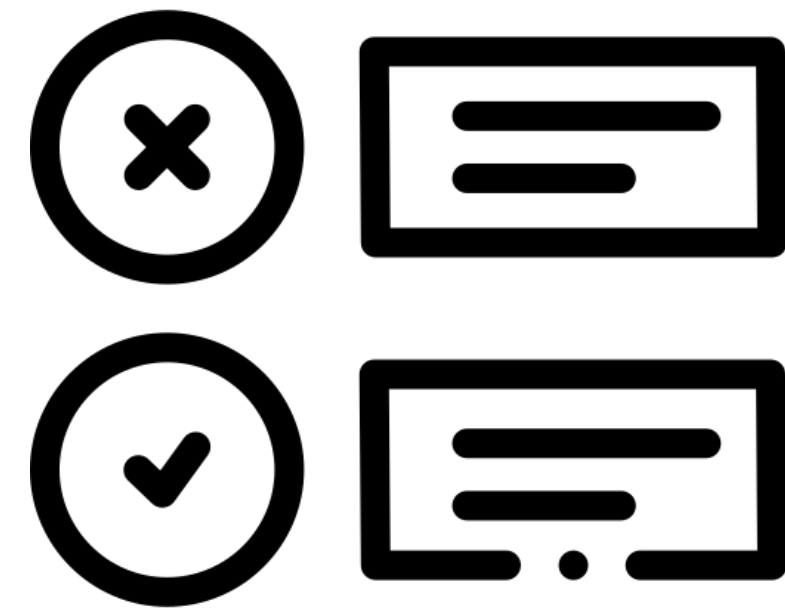
- What: Review, discussion and 'locking-in' of the final scenario draft.
- Why: To understand the drivers in each scenario and strength the scenario descriptions.
- How: (1) CIFS presents 2nd draft of 4 scenarios, which are then discussed and qualified by participants; (2) The scenarios are then 'locked' and we continue working with the final scenarios.

DEVELOP STRATEGY

- What: Exploring the client's strategic possibilities.
- Why: To enable the client to devise future-ready strategy, strategic initiatives and innovation.
- How: (1) SWOT's/must-win battles/business model canvas are identified for each scenario; (2) 'Windtunnel' or ideate innovation ideas based on scenarios; (3) Develop recommendations for how to create future-ready strategy across scenarios.

FINAL REPORT

- What: CIFS works with workshop output, conducts additional research and structure a final report and presentation for executive management.
- Why: To sum up the project and present findings in a structured format.
- How: (1) Discussion with steering group about final deliveries; (2) Production and editing of final deliveries; (3) Presentation/media.



The Way Forward

POST-PROCESS

Together with the steering group, CIFS reviews the process and its outcomes after the process. CIFS offers a revisit of the scenarios and the uncertainties one year after the end of the project. CIFS will initiate the follow up.

PROCESS REVIEW

- What: Reviews the process and its outcomes, including a revisit of the scenarios and the uncertainties one year after the end of the project.
- Why: To make sure the process has lived up to expectations and discuss potential further collaboration.
- How: Questions include: (1) How to communicate the scenarios? (use of scenarios as e.g., marketing material or stakeholder communication; (2) How to move from scenarios to strategy implementation?; (3) How to use the scenarios as innovation concepts? (4) How to align the insights and methodology from the scenario process with the strategy process and the risk management process? (5) How to survey the development of key uncertainties identified in the scenario process (the foresight process)?



Our expertise



Our Expertise

MEGATRENDS are long-term trends that influence societies globally. When developing a solid and successful strategy or scenario process, it is key to identify the megatrends influencing the future of your organisation and to be prepared for their effects.

With **SCENARIO PLANNING**, we map the possible futures that your organisation should be prepared to navigate. Scenarios define your organisation's future environment.

STRATEGY DEVELOPMENT is about influencing your organisation's future in the desired direction. We provide a solid foundation to help you shape and define your organisation's long-term strategy.

We help you **MANAGE RISKS** based on megatrend analyses and scenario planning. We will help you assess critical risks and recognise the challenges and opportunities that arise from them.

INNOVATION is the key to long-term competitiveness in global markets and works best in close connection with strategy and scenarios. Expectations about the future are central guideposts when we help organisations to develop innovation processes.

Technological Development

The application of knowledge or science to commerce or industrial processes. Both the innovation and diffusion of technologies.

Knowledge Society

Increasingly educated populations and growing economic value of knowledge where skills, information, and data constitute key economic assets.

Acceleration & Complexity

Shortening business lifespan, innovation, and product life-cycles with greater industry convergence.

Polarisation

Growing gap between extremes, such as top and bottom market segments, at the expense of the middle and lower segment.

Individualisation

Increasing desire for personalised products and services that directly conform to the needs and interests of any particular user.

Immaterialisation

Changes in our perceptions and our values that includes a greater focus on value over volume.

Network Society

A society and operating environment where networks are shaping social interactions and organisational structures.

Demographic Development

Measurable changes in demography covering distribution and size in human population, incl. urbanisation, ageing, ethnicity & religion and family composition.

Economic Growth

Overall increase in productivity and subsequent growth of wealth at a global scale.

Globalisation

The process of interaction and integration among the people, culture, companies, and governments of nations across the globe.

Sustainability

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Focus on Health

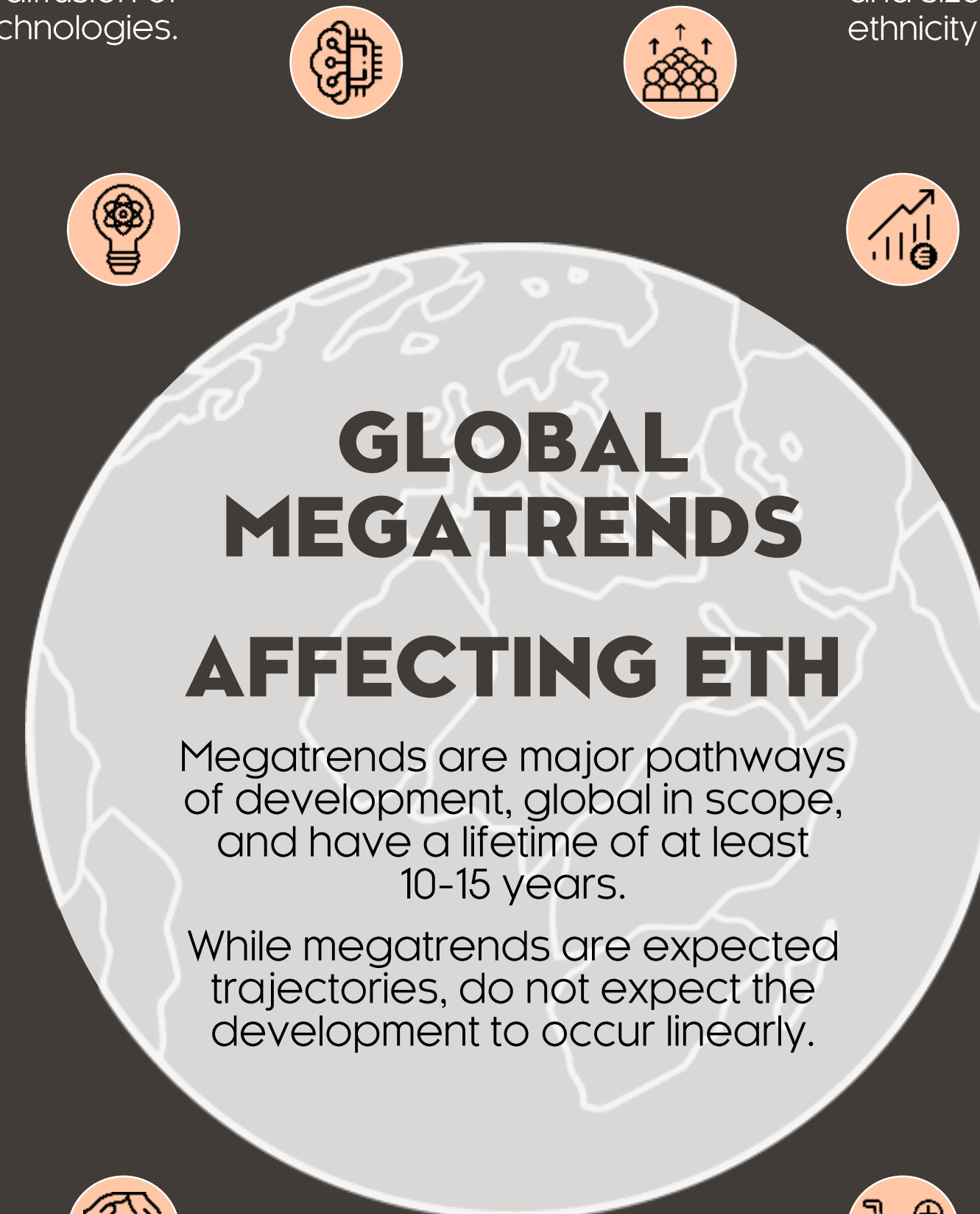
Global movement towards improving the health and well-being, transcending all aspects of public, private, and professional lives.

Commercialisation

Areas in society and the public sector that become assigned to commercial business.

Democratisation

A process of transformation in which equality, access, and transparency are improved by accountability, decentralisation, empowerment and openness.





Scenarios – a tool to:

MAKE SENSE OF COMPLEXITY

- Focus on the uncertainties that matter most for the future of your industry, enabling better comprehension of challenges and opportunities.
- Analysis of broader, global Megatrends to narrower, sector-specific operational and industry trends.

STRUCTURE FUTURES THINKING

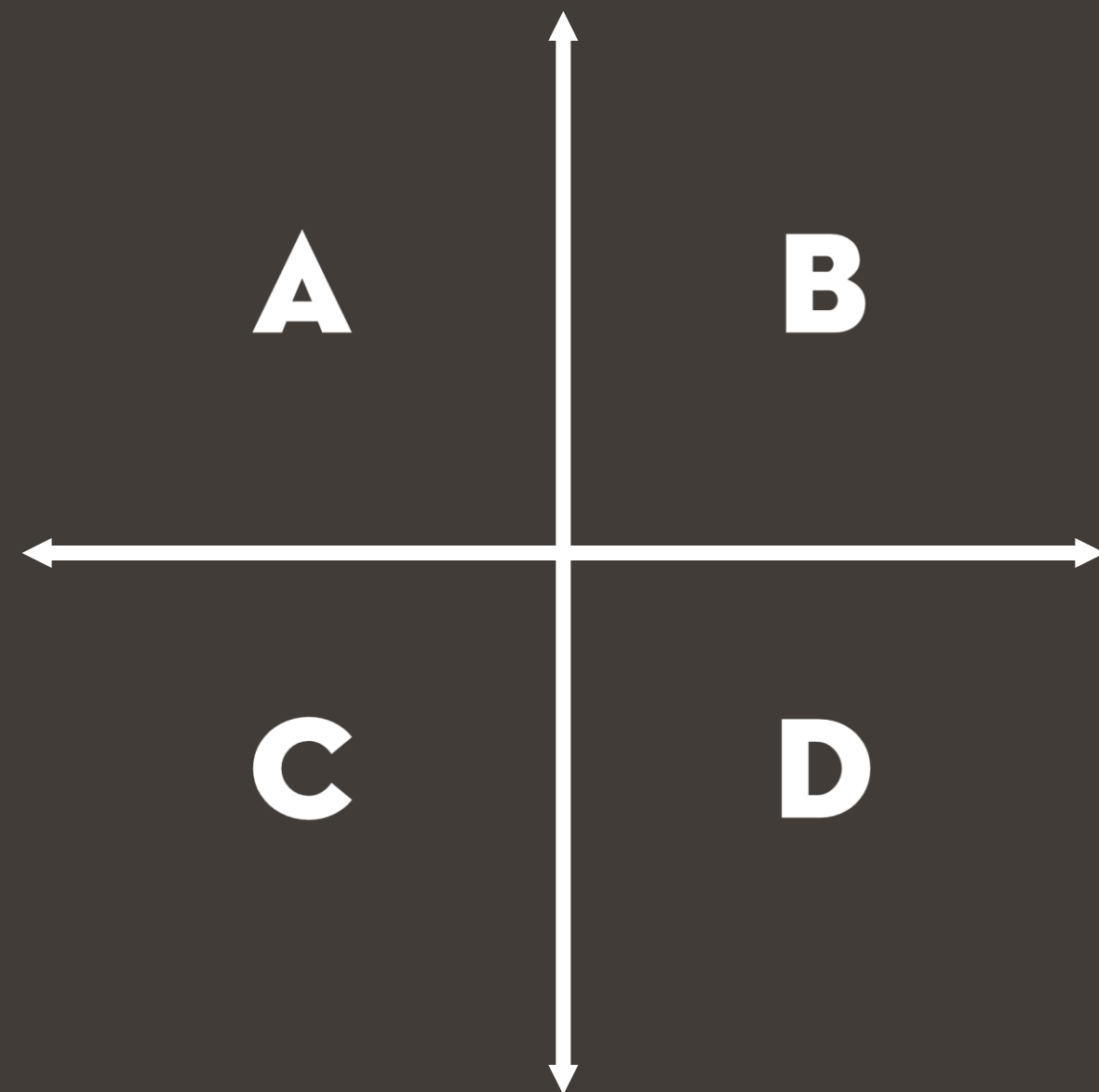
- Set strategic direction and common reference frame for thinking about the future.
- Identify key areas for R&D, innovation, and risk mitigation.

INITIATE DIALOGUE

- Discuss important strategic issues from a common frame of reference, i.e., the four scenarios.
- Build shared vision and confidence for the future of your organisation.

ENABLE STRUCTURED IDEATION

- Build innovation/risk mitigation based on scenarios or test strategy, innovation or risk against scenarios.





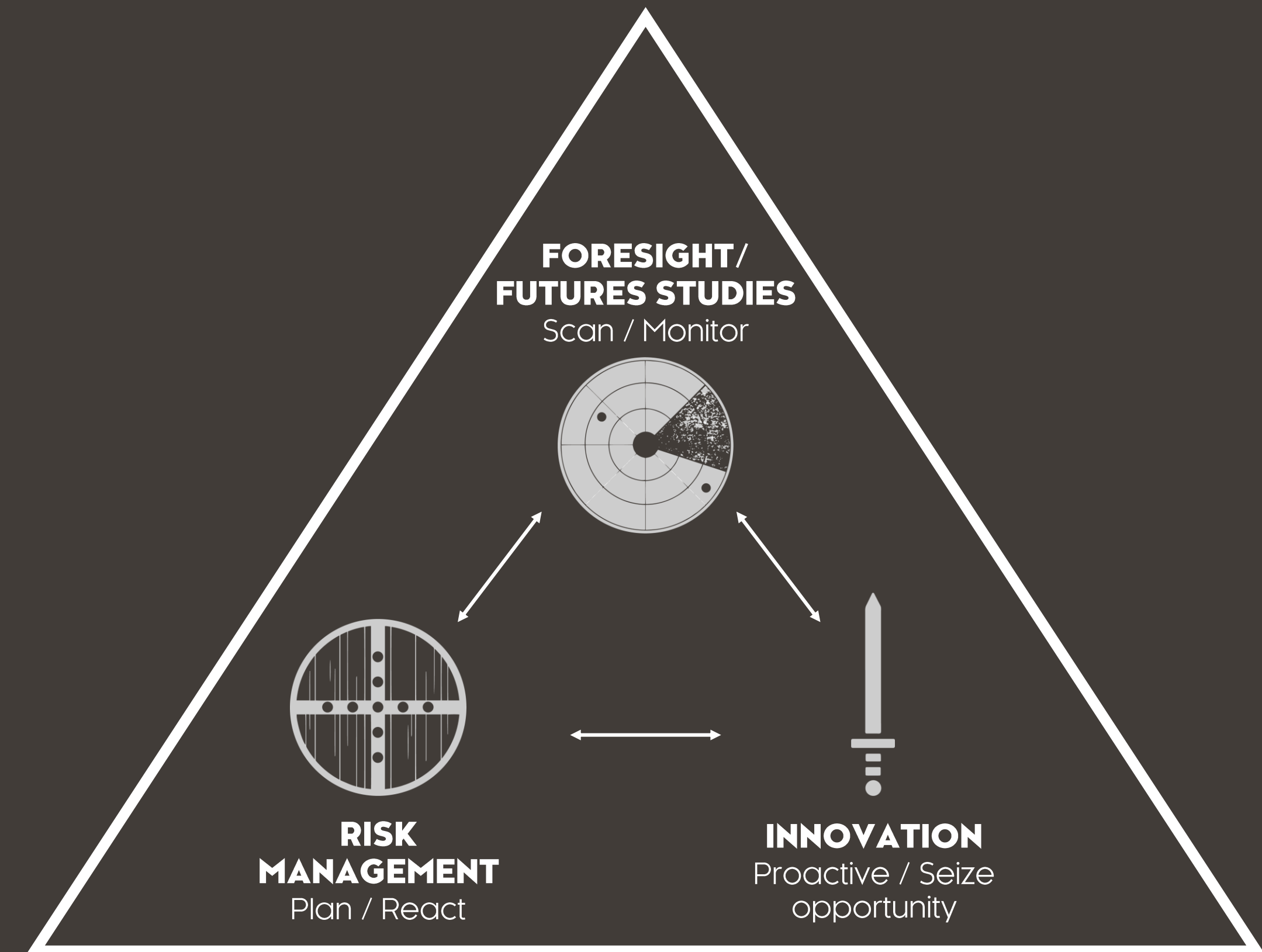
The Risk & Resilience Mindset

THE RADAR, THE SWORD, & THE SHIELD

Engaging meaningfully and rationally with future uncertainty, alternative futures and possible (but eventual) 'black swans' requires developing a mindset and strategy around resilience. While ensuring resilience within an organization does not always optimise for the short-term, provide the lowest cost-base, or the greatest short-term competitive advantage in markets, maintaining strong contingency plans and sufficient, supporting redundancies will enable surviving and thriving in an increasingly dynamic, volatile and highly interdependent world.

The Radar, The Sword, and the Shield

Developing resilience within an organisation should revolve around an integrated strategy using long-term, explorative foresight (radar), disruptive, blue-sky innovation (sword), and sophisticated risk management (shield) to prepare for and protect against a variety of future scenarios.





Who we are

COPENHAGEN INSTITUTE FOR FUTURES STUDIES

The Copenhagen Institute for Futures Studies (CIFS) is a non-profit, independent institute founded in 1969 by former OECD Secretary-General Thorkil Kristensen for the betterment of our society.

Today, we are a leading globally-oriented advisory firm and think that advises customers and partner organisations on a strategic level all over the world. Our clients and partners include some of the world's largest corporations and organisations across Fortune 500 companies, government ministries and agencies, and non-government institutions.

DEEP INDUSTRY EXPERTISE:

We have deep industry expertise across various sectors from both within and outside through direct work experience and advisory engagements.

GLOBAL ADVISORY: 50+ YEARS EXPERIENCE

We have over 50 years of experience in the use of futurist methods developed to solve strategic organisational challenges. Our core expertise includes megatrend analysis, scenario planning, risk mapping, innovation processes, and strategy development.

INDEPENDENCE: NON-PROFIT, APOLITICAL, UNBIASED

We are wholly self-governing and independent of special interests. Our mission is to reduce complexity and enlighten decision-makers about the future, enabling them to make the best possible decisions in the present and, on this basis, create their own future.

OUTSIDE-IN PERSPECTIVE: LONG-TERM, EXPLORATIVE THINKING

A collaboration with us will strengthen your ability to navigate a broad, disruptive range of possible futures. CIFS works exploratively, which ensures a dynamic, applicable, and unbiased approach delivering a result that builds on a 360-degree view of the future.

Thank you!

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BLOXHUB

BRYGHUSGADE 8, ENTRANCE C, 3RD FLOOR

DK -1473 COPENHAGEN K

+45 3311 7176

CIFS@CIFS.dk

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INSTITUTE
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STUDIES**



