

Should Foresighters Embrace Team Syntegrity?

A case study in retail



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by Tara O'Neil

A major research project presented to OCAD University
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Abstract

This study explores the relative value of Stafford Beer's Team Syntegrity approach in determining the possible futures for the retail industry.

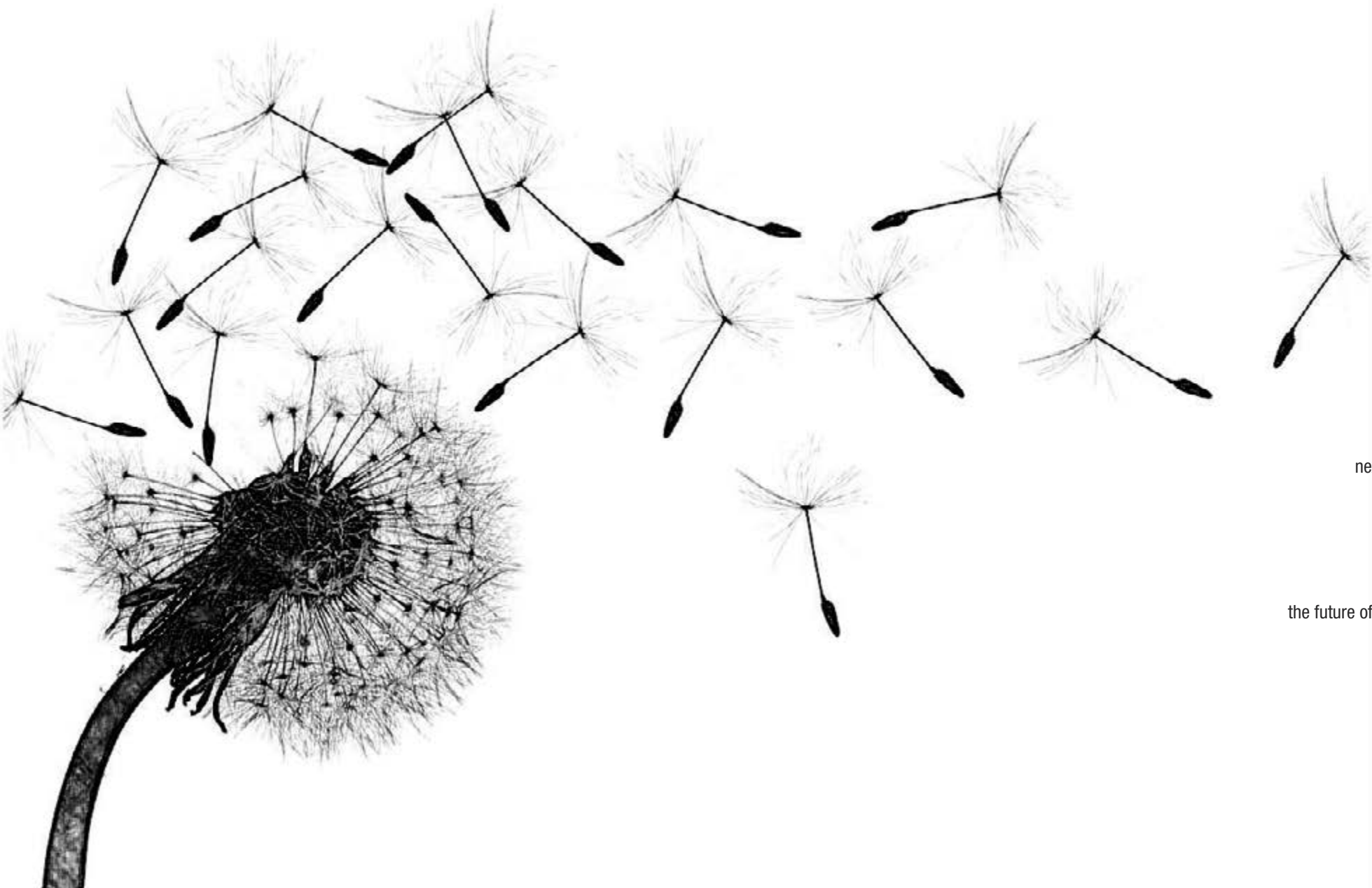
The foresighter's toolkit expands as multiple disciplines contribute to an evolving set of methodologies and practices. To date, scenario planning is most commonly associated with a standard matrix, based on two critical uncertainties, that is also used to evaluate strategic directions for organizations. This process, however, is sometimes criticized for its lack of complexity and integration of stakeholder knowledge.

Fast moving or distressed economic sectors, such as retail, may learn more from foresight processes that are more participatory and agile, while maintaining complexity. Team Syntegrity, largely a strategic planning tool, may prove to be a beneficial alternative, as it integrates scenario and strategic planning purposes in its very design.

This study compares Team Syntegrity and scenario building (the 2x2 matrix), sheds light on the turbulence within retail today, and explores possibilities for greater resilience tomorrow.

foresight, team syntegrity, co-creation, retail, toolkit

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introduction

research question

This research explores Team Syntegrity as a potential additional to the foresight toolkit and asks: What are the potential benefits of Team Syntegrity for scenario planning and possible futures as it relates to the field of retail?

The pace of life and business was once much slower than they are today; in even the recent past, planning for the future seemed less urgent. The rate of change we experience now is far greater than it was just a generation ago. Once linear, the rate of change now skyrockets exponentially. Futurist Alvin Toffler described the effects of “too much change in a short period of time” in his book Future Shock as the reason we see so much stress on society today. (Toffler, 1970) That pressure is felt both by individuals and businesses.

With change as an ever-present factor, the need for foresight in business is more critical than ever. This paper documents consideration of Team Syntegrity as a potentially more effective tool for the foresighter’s toolkit. Team Syntegrity offers a highly structured process which employs experts, enterprise wide in a co-creative setting. In addition, output is generated during a three day session vs a multiple month planning cycle which accelerates the organization’s speed to market. Foresight is not currently a common approach used by retailers. Today, retail focuses on a 12-24 month planning cycle. Could a tool that offers a structured process for looking to the longer future possibly be a great fit for enduringly successful retailers?

Primarily, this study compares the 2x2 matrix, a traditional foresight method, and Team Syntegrity, a late 20th century strategy-building protocol, developed within the world of cybernetics. What are core requirements of a strong foresight tool in a fast moving sector? What are the strengths and weakness of the Team Syntegrity protocol? Could its utility be broadened to include use as a foresight tool? Are there elements of Team Syntegrity that might be added to the 2x2 matrix? Can Team Syntegrity push far enough out into the future to be compelling as a foresight tool?

Popper’s Diamond (Popper, 2008), which maps out 33 existing foresight methods, will be discussed. New forecasting tools are emerging regularly. Newer methods, like the Verge created by Richard Lum and Michelle Bowman, provide alternatives to scanning and using the STEEP+V framework. They use domains of human experience—define, relate, connect, create, consume and destroy—rather than the six general subject categories commonly used with STEEP+V , Social, technology, economic, environmental, political and values. Other tools like A World Game and The Foresight Maturity Model (Association of Professional Futurists, 2015) are being brought into the foresight toolkit by the Association of Professional Futurists.

Why is Team Syntegrity virtually absent from the foresight literature? Why is it not being explored by the Association of Professional Futurists or the World Future Society, or, for that matter, in a foresight studio course at OCAD University? Rather, at OCAD University , Team Syntegrity is taught as a strategic tool in a business course. This study posits that Team Syntegrity should be included and sets out to use the retail sector to demonstrate its effectiveness.

the state of retail today

While the retail industry in Canada and across the globe is struggling, consumption is at an all-time high. Each year, in Canada, we see more iconic retailers close their doors. Failing to understand consumer needs as well as heavy competition in the online channel where lowest price wins every time is creating a long list of both failed retailers and those that are cutting large chunks out of their bricks and mortar network. Target, Eaton’s, Jacob, Bowring and Blockbuster are some of the major chains among them.

Most recently Black’s, a long-time Canadian photography retailer failed to adapt to the age of digital photography, and as a result is now closing all 133 of their stores. Target is not the only international retailer to pack up shop and leave Canada. On the heels of the Target announcement came Sony’s announcement that they were closing all 14 of their Canadian stores. Mexx declared bankruptcy, closing 95 stores in Canada and all 315 stores in their parent country, the Netherlands. In the US, Borders shuttered all 511 stores in 2011.

In many cases, retailers are shutting down brick and mortar

locations. Staples, after a two-year sales decline, announced that they are cutting 225 stores by the end of 2015, a 12% reduction. Others include: Abercrombie and Fitch closing 180 stores, Barnes and Noble cutting a third of their network, Aeropostale planning to close 175 stores over the next few years and Radio Shack closing 1100 of their more than 5000 stores (Hess, 2014).

When considering these store closures, it is important to keep in mind that online sales currently account for approximately 7.2% of all retail sales, as of Q2 in 2015, as reported by the US Census Bureau (Bureau, 2015). While retailer after retailer closes their doors for good, overall consumption rates are climbing. Retale, a global retail shopping information network, has put together a real time infographic to demonstrate the dizzying rate of mass consumption occurring every second in the US, using major retailers as benchmarks.

In any given 30 second period, for example, over 700 McDonald’s burgers, 2,200 Dunkin’ Donuts treats, and 2,800 Starbucks coffees have been sold across America. If you hover

in 30 seconds \$277 626.00 has been spent online and \$2 807103 has been offline in the US



Fig 5. Retail in Real Time <http://www.retale.com/info/retail-in-real-time/>



Fig 6. retail as relics of our past to be studied

your mouse over the infographic on the site, you will see daily totals for every product and retailer. In this case, McDonalds reveals that 25 million customers are served daily. This includes 2.1 million burgers and 2.9 million pounds of fries. Dunkin’ Donuts sells 6.4 million donuts daily and Starbucks sells 8.2 million drinks a day.

Also included in the infographic is a numeric comparison of printed books and E-books bought per second, as well as a count of Amazon’s net sales, which fades in comparison to retail giant Walmart’s net sales. (Most of which are brick and mortar sales) Walmart sells over \$764 million of products per day in the US. It also shows a count of daily credit card transactions (\$71.8 million, in the US), money spent on apparel in the US and overseas, and a comparison of total retail spending online to offline in the US. The site shows just about 10% of sales coming from ecommerce (Martin, 2014).

Consumption continues to grow as Americans buy more items of clothing year over year.

In 1991, Americans purchased an average of 40 garments per person, according to the American Apparel & Footwear Association. In 2013, it was up to 63.7 garments, down from a peak of 69 just before the recession. That means on average Americans buy more than one item of clothing each week. (Bain, 2015)

In the UK consumption rates for women’s fashion have also increased. They now own four times the amount of clothing they did in 1980.

Artist Christian Boltanski’s No Man’s Land depicts his feelings on the state of consumption with an art installation using 30 tonnes of discarded clothing in New York City with 45 plots of clothing and one 25 foot high pile.

Consumption also affects the way we live. In the 1950s an average home in the US was 983 sq. ft. In 2011 the number skyrocketed to almost 2500 (Somerville, 2015).

People are not looking for online shopping as a primary source of goods. An A.T. Kearney Omni Channel shopping preferences study showed that of 2500 shoppers surveyed, 90% would prefer to shop in a physical store vs online. Interestingly, this statistic is consistent across all demographics and age groups (Thau, 2014).

Many retailers are failing, overall consumption is growing, and while people still prefer to shop in stores, ecommerce numbers are on the rise. This suggests that while people love to shop, many retailers may not be differentiating the shopping experience enough for consumers to choose them over the often cheaper and more convenient global chains. London, New York and Paris high streets, once packed with local retailers, were known for their unique shopping experiences. Distinctive shops have begun to vanish and be replaced by global chains rendering a homogeneous experience from region to region, country to country.

Improving differentiation and attracting increasing numbers of consumers to retail shops requires a fresh approach with powerful foresight tools.



Fig 7. Christian Boltanski’s - No Mans Land http://www.pbs.org/newshour/art/blog/images/0514_boltanski.jpg

Artist Christian Boltanski’s No Man’s Land depicts his feelings on the state of consumption with an art installation using 30 tonnes of discarded clothing in New York City with 45 plots of clothing and one 25 foot high pile.

current foresight in retail

The retail sector is massive. There are nearly 3.8 million retail establishments in the US, creating 42 million jobs and making a \$2.6 trillion impact on the country’s GDP (Price Waterhouse Coopers, 2014).

Even greater is the amount of change that has occurred in retail with the advent of computer technology and the Internet as a selling platform. Prior to the start of online shopping in the mid-1990s, the retail process was a simple one: A merchant would buy at wholesale or make products and set a price for those products. Potential consumers would get into their cars, drive to the merchant’s store and, hopefully, buy some of those products.

There was a butcher, a baker and a candlestick maker in every village. Today, online retailing has eliminated constraints that

restricted consumers to local buying. An online retailer in India or the UK is a viable competitor for a US or Canadian consumer’s business. Online shopping has allowed virtual storefronts to set up shop in your living room. Looking for a new pair of jeans? If Amazon doesn’t have it cheaper than the local mall, Alibaba probably does. Looking for something unique? Shop online from thousands of merchants across the globe.

Online pressures of high availability and transparency are pushing prices down as retailers must become more competitive. So how does a merchant differentiate its goods and/or shopping experience? Why would anyone shop there? How does it attract consumers’ attention and compete for their spending dollars?

Retail design has been evolving to create competitive advantage. From aesthetically pleasing stores to carefully crafted consumer experiences, retail has become a high-stakes industry with high rewards and devastating losses.

Many iconic retailers that resisted adaptation as the industry evolved have become fond memories as they have disappeared from the current retail landscape. Besides the shuttering of local stores and loss of jobs, consumers' choices are being reduced to a few retail giants, with unique craft and quality of goods falling to the wayside.

As the gap between losers and winners narrows more and more, retailers are well advised to employ foresight as a new approach to creating innovative and valuable experiences that will keep consumers returning again and again to spend.

Today many manufacturing companies are employing foresight to help them consider possibilities in the future. For example, General Electric: Selling light bulbs was not a long-term winning position for the company. Light bulbs, once an innovation and a differentiator for the company, were quickly becoming a commodity. Instead of holding a leadership position, GE was going to have to fight with the pack on the lowest price and win on selling tonnage. Changing their public

message from “we bring good things to life” to “imagination at work,” GE signalled that its corporate focus is on building the future.

With imagination as the key word fueling future thinking, GE developed an arm of the company called Ecomagination, with this mission: “Building the Future – GE is building the next industrial era and building the technologies needed to power the world.” GE opened a similarly named division, Healthmagination, to find ways of serving more people around the world with more affordable health care.

The corporate focus on the future is also evident in GE Ventures, where the company serves as a capital partner, and GE Open Innovation, where it offers access to previously tightly held secrets in order to collaborate and create the future with like-minded thinkers and innovators (Ecomagination, 2015).



Fig 8 - The Death of Canadian Retail

Pepsi saw that in order to create radical innovation in the competitive beverage market the company needed to employ foresight techniques. In 2008, Pepsi created two new departments to provide that opportunity: PepsiCo Advanced Research (PAR) and Long Term Research (LTR).

Both take long views, focused well beyond the typical business unit time horizon, not concerned with how to make Pepsi better today but rather with how to create the best Pepsi for the future. Ted Farrington (2012) cites these examples of opportunities these two new departments have thus far identified:

- 1 *Identifying markets that didn't yet exist*
Finding new breakthrough ideas
- 2 *Transitioning innovation to the operations*
side of their business
- 3 *Project management innovation through*
portfolio orientation
- 4 *Creating reciprocal influence between*
innovation and strategy
- 5 *Discontinuing a start and stop approach to*
breakthrough innovations

(Ted Farrington, 2012)

Focus was not on how to make Pepsi better today but how can we create the next Pepsi of tomorrow?



Researchers René Rohrbeck of Aarhus University and Jan Oliver Schwartz of Germany's EBS Business school conducted a survey of 77 companies that did over 100,000,000 € annually in sales.

They found that since 9/11/2001, the number of these companies that utilized foresight as an internal competency grew. They had found the following evidence of the effective inclusion of foresight to be:

- 1. an enhanced capacity to perceive change
- 2. an enhanced capacity to interpret and respond to change
- 3. influence on other actors
- 4. an enhanced capacity for organizational learning.

(René Rohrbeck, 2013)

Could these factors be used as a filter for new foresight tools?

As they were selecting companies to interview, Rohrbeck and Schwartz found that most large multinationals still had no internally employed futurists and that all the small-to-medium enterprises included in the study had no in house foresight capacity. That is significant as the National Retail Federation states that 98.6% of all retail business employ fewer than 50 people. (Price Waterhouse Coopers, 2014)

None of the large multi-national companies surveyed in Rohrbeck and Schwartz's research were from the retail sector. Fast moving consumer goods (FMCG), a thriving and growing market segment, has benefited from its ability to embrace foresight to unlock radical innovation. Large manufacturing and marketing enterprises are also starting to see real benefit from foresight techniques. Why not retail? It appears there is a tremendous gap. Could this translate into a tremendous opportunity?

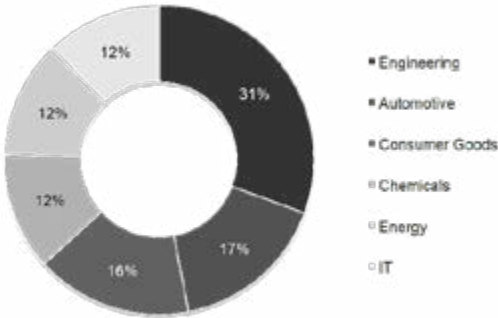


Fig 11. Foresight Study Sectors
(René Rohrbeck, 2013)

With over two decades of experience as a retail designer and strategist the author aligns with Rohrbeck and Schwartz's finding that retailers were not among those using foresight. Working on over 100 strategic projects, the author never came across a retailer that employed foresight methods to consider its future.

As the mechanisms of retail increase in speed and consumers, armed with Internet-acquired information, demand more value, retailers must develop more breakthrough ideas, identify additional markets, and march forward with fluidity and force.

Employing new tools to chart their path to successful consumer engagements, small-to-medium retailers can compete with the bland behemoths by creating attractive, exciting retail experiences that potentially reinvent retail altogether and earn customer loyalty into the future.

How can retailers expect to find success in the future if they aren't looking for it today?

Overview of Foresight Tools

A good representation of many foresight techniques is demonstrated on the Popper’s Diamond illustration, by Dr. Rafael Popper (Popper, 2008). By researching over 130 cases in 15 countries, Popper determined that there was no ideal method of foresight, and that most exercises undertook, on average, five to six of the methods indicated in the diamond (shown below). There are 34 methods laid out in the diamond, which is often used as a strong reminder of most of the primary foresight tools currently in use.

Popper’s work categorizes the tools by proximity to each named point of the diamond: Expertise, and across from it, Interaction are about ways to gather data; Evidence and its opposite, Creativity, indicate what is needed to provide results. Popper’s legend uses regular, bold and italic fonts to further indicate whether the results from these methods are Qualitative, Semi-Quantitative or Quantitative. A quick scan of the visualization of the diamond allows users to understand the types of input and output one can expect from each included method.

The four quadrants speak to different knowledge sources that may be used to get input. It is important to note that knowledge sources are not independent and many methods will overlap into more than one quadrant. Each quadrant has unique characteristics and they can be summarized as:

- Creativity** – This area is centered on imagination and original thinking. The inputs come from skilled idea generators or brainstorming sessions which include groups of people and provide inspiration for new ideas.
- Expertise** – This group of tools requires input from skilled people in the area under study. They are experts about the topic.
- Interaction** - Co-creation leads these methods. Building and critiquing ideas as a group allows multiple stakeholders to join together to create a shared vision.
- Evidence** – Date driven and supported with results, these methods start with existing information used to forecast forward extrapolating the present.

With millions of dollars in capital expense on the line each year, retailers may understandably rely much more on expertise and evidence in the most quantitative forms possible than on creativity and interactivity.

In my experience working with management consulting firms on retail projects, firms may conduct forecasting exercises that extrapolate a single possibility for the future, though the lone possibility resulted only from consideration of extant solutions and can be quantified because the new future is understood as a projection of existing measurements that have been proven in the field today.

When a completely untested concept is brought forward, I have experienced these firms to be likely—to feel almost procedurally obligated—to reject it for their clients. They have no way to determine success or failure through evidence, statistical data or real expertise. In addition, the future that they are projecting will likely be similar to the future of the

competitor as they will be working with similar data, taken from the sales of today’s markets.

This creates a sea of sameness.

The only way to win in this landscape is to be highly competitive on both price and convenience. Lowering price eats into profits directly. Adding convenience generally adds capital costs which eat into profits from another angle. Therefore, quality of service and merchandise must be constrained. Using this method there can be only a few winners, and they need to have the largest amount of working capital to come out on top. Change is incremental and real innovation is not likely.

A framework that allows for inclusion of new concepts may capture future business factors, open up new opportunities and/or reveal new threats. So much has changed in the past 25 years. Retail marketing before the Internet and smart phones was played on a much smaller field, and there is no reason to imagine that the pace of change is slowing.

Can retailers afford to wait until new models by a few brave innovators have been measured and quantified by consultants before they act? Are all aspects of Popper’s Diamond equally important? Perhaps retailers should strive to avail themselves of strong input from both expertise and interaction and seek various creativity- and evidence-based scenarios.

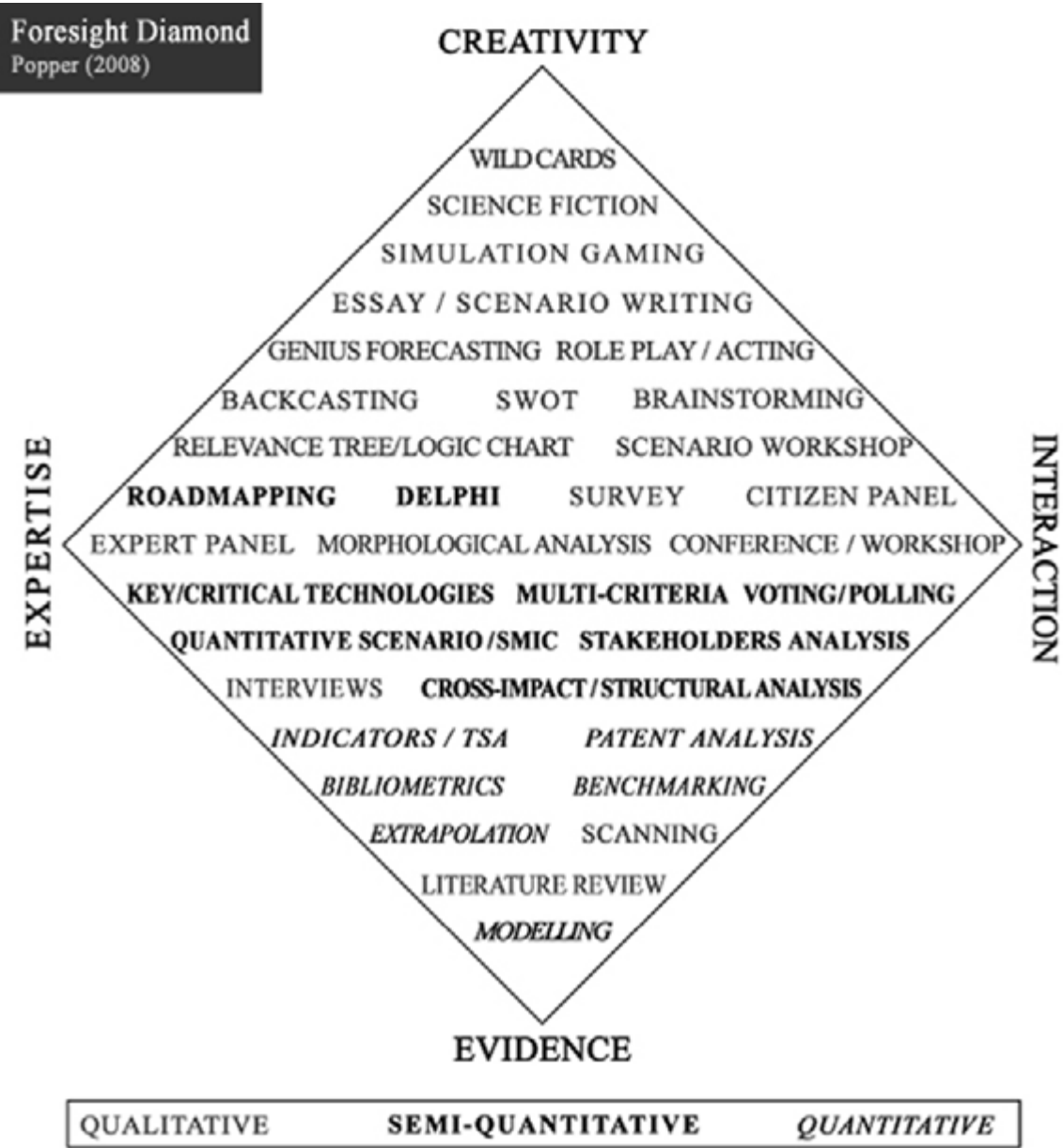


Fig 12. Poppers Diamond (Popper, 2008)

Requirements of a Foresight Tool

Today there are many foresight techniques available for use in any organization. As discussed in the paper The Current State of Scenario Development: An Overview of Techniques Scenarios (Bishop, Hines, & Collins, 2007) are considered an archetype for futures studies because they contain the core components required for this discipline. These two components are:

- a. an ability to think deeply and creatively about the future. If these elements are not in place then we run the risk that we will be caught off guard or unprepared
- b. an ability to consider multiple possibilities for the future rather than just the one preferred or expected future (Bishop, Hines, & Collins, 2007)

Popper’s Diamond helps us understand what types of knowledge sources are required for different methods of foresight but how do we actually define foresight? What makes a method a foresight method rather than a strategy tool?

According to The FOREN Network (Foresight and Regional Development), foresight involves five essential elements:

This list is a good place to start as I have found it to be reproduced in other papers regarding foresight techniques including Atilla Havas’s Paper in 2005 Terminology and Methodology for Benchmarking Foresight Programmes on pg. 42 as well as in Raphael Poppers book The Handbook of Technology Foresight on page 3.

- Structured anticipation and projections of long-term social, economic and technological developments and needs
 - Interactive and participative methods of exploratory debate, analysis and study, involving a wide variety of stakeholders, are also characteristic of Foresight (as opposed to many traditional futures studies which tend to be the preserve of experts).
 - These interactive approaches involve forging new social networks. Emphasis on the networking role varies across Foresight programmes. It is often taken to be equally, if not more, important than the more formal products such as reports and lists of action points.
 - The formal products of Foresight go beyond the presentation of scenarios (however stimulating these may be), and beyond the preparation of plans. What is crucial is the elaboration of a guiding strategic vision, to which there can be a shared sense of commitment (achieved, in, part through the networking processes)
 - This shared vision is not a utopia. There has to be explicit recognition and explication of the implications for present day decisions and actions.
- (FOREN Network, 2001) (Emphasis through bold font added.)

This list provides the what (structured projections), the how (interactive and participatory methods), and the desired results (new social networks, a guiding strategic vision and implications for present day activities).

This framework is clear, offering specific definition for developing or defining a foresight method. It has been cited and reproduced in other papers regarding foresight techniques, including Atilla Havas’s 2005 paper, “Terminology and Methodology for Benchmarking Foresight Programmes” (pg. 42) and in Raphael Popper’s book The Handbook of Technology Foresight (pg. 3).

Foresight Methods Taught at OCAD University

Lastly, conversation with OCAD University Associate Professor Suzanne Stein on the topic of foresight tools led to the observation that one could use one to two words to characterize each of the primary foresight methods taught at OCAD University:

- 2x2 Matrix: Synthesis and Difference
- 4 Generic Images of the Future: Provocation and Storytelling
- Branch Analysis: Decision Making and Path
- Delphi: Developing Consensus

What words would be used to categorize Team Syntegrity?

This paper strives to determine if Syntegrity can find a home in the foresighter’s toolkit and if so, whether it could become an important foresight tool for retail as the sector struggles to find new markets and new platforms for engaging consumers.

The following chapters review the 2x2 Matrix and Team Syntegrity methods, and describe the Team Syntegrity workshop as it was run asking a futures question. The methods will be analyzed and compared to each other. Thereafter, Team Syntegrity will be analyzed using the foresights filter provided by the Foren Network. Concluding sections of this thesis will include the author’s answer to the question of whether Team Syntegrity belongs in the foresighter’s toolkit and suggest further avenues of research.

methods

As mentioned, futurist Peter Schwartz's 2x2 matrix for scenario planning is one of the most used methods for foresight and scenario planning. It is taught at OCAD University as a primary tool for foresight and has been used for a number of decades by companies like Royal Dutch Shell. Shell's case studies about the Troll Oil Field are well known, as are the company's foresighters. Schwartz's books, including The Art of the Long View, are well known in the foresight community. For this reason, I have selected this method as the benchmark of a solid foresight tool.

As part of this inquiry, the 2x2 scenario method was deployed and completed independently by the author. From there the Team Syntegrity process began. The 2x2 can be found in appendix B where it can be reviewed for deeper analysis. This comparison of the impact on retail resilience in a fast-changing world of the Team Syntegrity to the 2x2 matrix methods, begins with a question for Team Syntegrity similar to the one explored using the 2x2 matrix: "As a consumer what should the future of retail be in 2040?" By charting the similar exploratory paths of the two techniques, this study is able transparently to highlight the methods' similarities and differences.

Syntegrity will be viewed through the Foren filter to see if it even qualifies as a foresight tool. Deeper analysis will rely in large part on comparing and contrasting the two techniques as they are used in workshops relating to the similar questions.

The Syntegrity workshop included among participants eleven graduate students studying foresight and one expert faculty member. Participants answered a survey designed to gather their thoughts and insights on Team Syntegrity as a foresight tool. Insights gleaned from survey results includes the position on Popper's Diamond where each participant would place Team Syntegrity, if at all.

As discussed above, there are a number of retail concerns that Team Syntegrity will attempt to satisfy. These include: failure to understand the customer, the closing of bricks and mortar stores with an rise in online sales and increased competition met by high risk aversion to try something different.

Finally, this study includes the author's observations and conclusions in response to the research question: This research explores Team Syntegrity as a potential additional to the foresight toolkit and asks:

What are the potential benefits of Team Syntegrity for scenario planning and possible futures as it relates to the field of retail?

As a professional the field of retail design planning, the author incorporates wisdom and observations from her quarter century career into this section, where it adds value to positions reached through her and others' research.

An Introduction to Team Syntegrity

Before delving into the comparison of the foresight tools it is important to understand the background of Syntegrity and describe how the process works. It is a precise protocol based on the cybernetic work of Stafford Beer.

Beer spent his career applying cybernetic science to organizational problems. Wikipedia defines cybernetics as: "The scientific study of how people, animals, and machines control and communicate information." Syntegrity, according to Beer, is about making strategic decisions that capture the genius of an organization because it minimizes hierarchy and reduces existing politics. Hierarchy and politics often shut out voices that may have potentially game changing ideas (Beer, 1994).

Syntegrity is a powerful invention in the organization of normative, directional and strategic planning, and other creative decision processes. The underlying model is a regular icosahedron (20 sides). This has 30 edges. Each of which represents a person (Beer, 1994).

An internal network of interactions is created by a set of protocols. A group organized like this is an ultimate statement of participatory democracy, since each role is indistinguishable from any other. There is no hierarchy, no top, no bottom, no sideways. Beer illustrates how continued dynamic interaction between persons causes ideas and resolutions to hum around the sphere, which reverberates into kind of a group consciousness. Mathematical analysis of the structure shoes how the process is determined by the even spread of synergy (Beer, 1994).

The geodesic dome, visionary designer Buckminster Fuller's invention, represents one of the strongest and resilient man-made structures, because all stresses are distributed equally across the entire structure. This architectural concept, translates beautifully into a metaphor for designing a strategic protocol: through careful design, one could distribute information and knowledge equally among all elements of the protocol structure, eliminating any weak links; physics and mathematics prove that this protocol is strong and resilient.

Building on this overall description provided by Stafford Beer, strategist Stephen Davies discusses the key features of the Syntegration Process in his paper, "Eight Features of Syntegration" (2010). This thesis author summarizes Davies's eight steps below:

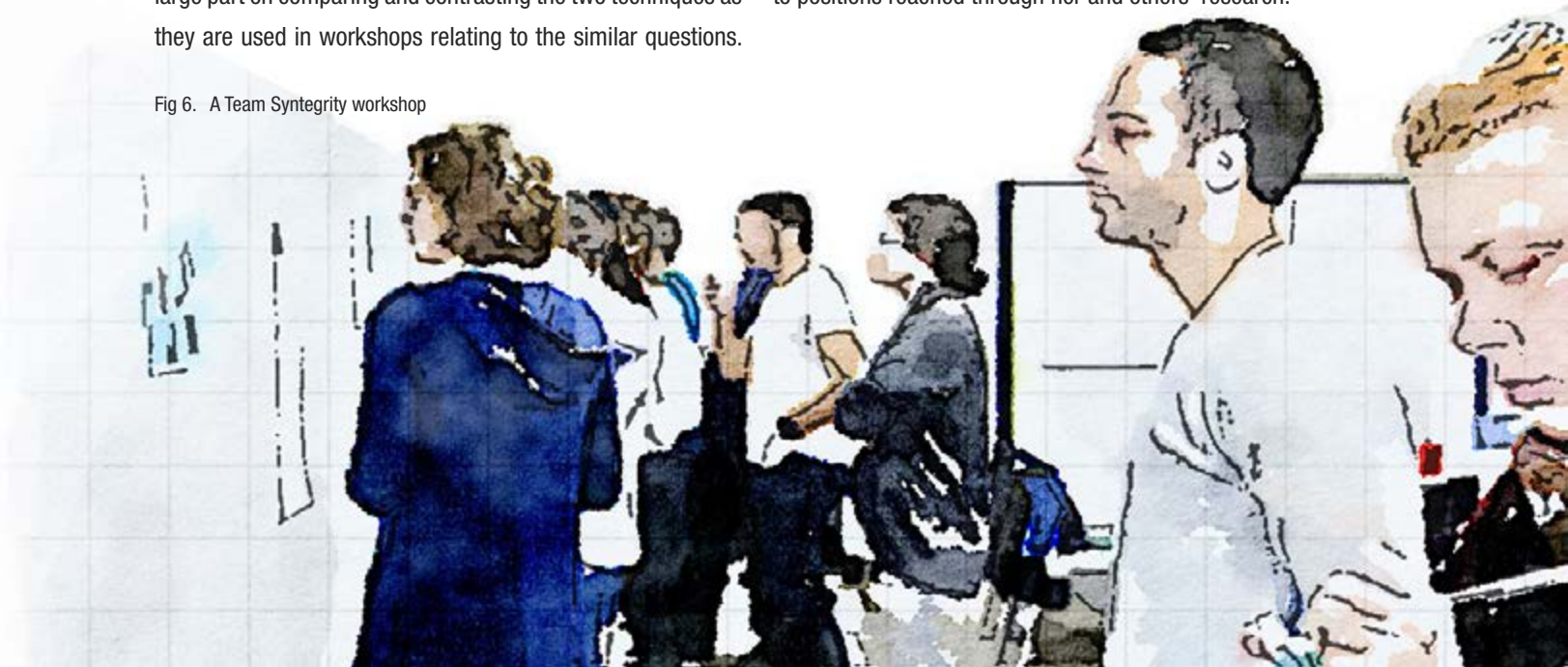
1. Use of an Opening Question rather than a pre-set agenda.

This question is relevant to a large number of participants who all have a stake in answering this question. This allows all participants to bring forward their statements of importance as they relate to this topic. This inquiry approach in turn will help build consensus regarding the topics that will be addressed. The opening question is determined by the facilitation group, as well as the sponsor, as a representative of the larger organization using an opening question template.

2. Geometry and the use of regular polyhedra

This provides a non-hierarchical structure for networking team members. This provides equality in terms of position and place as well as topic importance. This architecture creates an ecosystem that mathematically proves that after three iterations of team meetings, 91% of the information about all topics has been shared throughout the entire group.

Fig 6. A Team Syntegrity workshop



3. Colour system overlay and the creation of unique member identities

This provides each person a unique identity and a unique path through the process, allowing different perspectives to be captured from each member.

4. Delineation of member, critic, and observer roles

Three distinct roles are created: member, critic and observer. These roles are repeated throughout the process and require different responsibilities. Different listening and speaking roles are needed for each role and it is these differences that allows disruption in the dialogue. Naturally certain people tend to lead all conversations they are part of. With Syntegrity those people learn to take a second row seat when they are critics and learn the skills of listening as observers. Conversely, those who might choose to stay quiet and listen are brought forward and provided the room to speak and be heard. These different roles allow participants to consider information and ideas discussed in ways that change from meeting to meeting.

5. Multiple levels of identity

- i. Individual identity: me as an individual.
- ii. Team identity; there are 12 (in the case of the icosahedron) colour teams. I will participate on two of those teams.
- iii. Group identity ; everyone has a shared stake in the opening question

6. Iterative topic meetings

This process provides opportunity for three rounds of face-to-face topic meetings. Iteration 1 focuses on gathering the facts for that topic. Iteration 2 starts to explore the possibilities and the what if's. Iteration 3 develops action plans for that topic. These three rounds follow this path naturally, though facilitators with experience will also lend a hand if teams become stuck.

7. Built-in feedback and feed forward loops

- i. Critic-to-member feedback loop – to provide “in session” direction at the level of content and process
- ii. Marketplace feedback loop – to synchronize the whole group on the current state of each topic following the completion

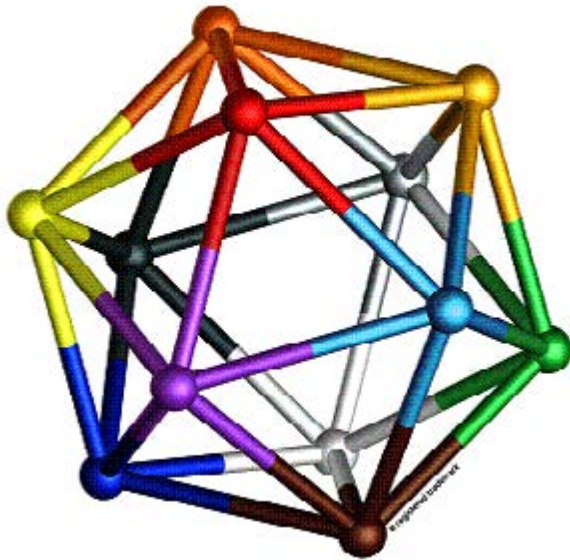


Fig.15 – Stafford Beer used the icosahedron as the mathematical structure for his work he called Team Syntegrity

8. Syntegration is a time machine

Rigorous discipline creates time pressure and sense of urgency. This process provides solutions that might otherwise take an organization eight months to accomplish solutions in three days. Known time constraints allows participants to understand that time, and the process, will march on whether they are finished or not. This urgency happens on multiple levels.

- i. Individual Level – participants learn to make their contributions in a timely manner as they must leave space for others to also contribute. This time for individuality is timed and regularly noted.
- ii. Team Level – Teams are provided with a structure for each meeting. From members to critics, teams work together to optimize the time they have together
- iii. Whole Group Level – as a larger group, which has likely never met like this before, this group knows that there is a three day window for collaboration. It is acknowledged that all must be engaged as this time together is limited. (Davies, 2010)

of an iteration. The short presentation and the written statement form the explicit communication channel between the topic team discussions and the whole group forum of the marketplace.

- iii. Visual applause feed forward (small round stickers called ants in this process) – to draw attention to the most impactful thinking and build upon it. Each participant is provided a specific number of “ants” to apply to any part of any statement to which they want to draw attention.

- iv. Graffiti feedback loop – so observers can make direct comments on a topic

These key elements of the process allow all participants access to all topics. They provide forums for feedback and further discussion.

Fig.14- Spectators - <http://media.iwm.org.uk/iwm/mediaLib//29/media-29330/large.jpg>



The 2x2 Matrix (Scenario Planning)

Scenario planning aims to offer a variety of options regarding how the future might realistically develop after examining trends, drivers and critical uncertainties currently in play. Scenarios use these inputs to tell stories about the future. These stories transport readers into the future users’ perspective so they may start to experience that future and start to understand the opportunities and pitfalls that may arise under the included set of factors. Scenario planning does not have a single method of process.

Scenario planning takes many forms and the 2x2 matrix is just one. One of the reasons it is so widely practiced is its flexibility. Cost, engagement, process, time and people are all fluid. There are many practitioners that use variations of the method. In his book, Scenario Planning, Woody Wade outlines a ten step process used by many global foresight firms (Wade, Chapter 2 - How To, 2012). Since Wade’s method was applied in The Future of Retail Space 2040 (Appendix 1), it is repeated here as a benchmark for the 2x2 matrix process. The examples used in this explanation are from the work completed by the author independently on the Future of Retail Space 2040. The complete work can be found in Appendix B

Woody Wade’s Ten Step Scenario Planning Process:

1.

Frame
the
Challenge

There are a number of reasons a company would decide to do a scenario planning exercise. It is important for this reason to be clear.

Is it is an overarching mission that will affect the organization? When thinking about retail, might there be a possibility to enter India as an example with is growing middle class, as a new emerging market in the global retail landscape?

Is it a project or a goal that the company wants to achieve? Would a grocery store ask the question, how do we become a healthier company, both for ourselves and our customers?

Or could the **company be in a crisis situation**? Think about a photography company that made most of their sales on film and selling cameras, when digital photography and high quality phone cameras flood the market. How does it stay viable?

Another important factor to determine here is how far out into the future ought these companies look to accomplish their mission or goal or effecting their project? **Is 10 years, 25 years, 50 years or even 100?**

2.

Gather
Information

In order to look towards the future, one must understand the present. This is an important part of the process, though it can feel like there is no end to this aspect of the work. Finding relevant information using a filter such as STEEP+V (Social, Technological, Environmental, Economic, Political and Values) can help guide (and limit) the process.

Another way to get valuable information is to interview experts in the field. Here one can uncover signals and trends as well as information about the competitive set in the marketplace. Popper’s Diamond (Popper, 2008) identifies horizon scanning other means of gathering relevant information, such as expert panels.

3.

Identify
the driving
forces

4.

Determine
the critical
uncertainties

Some driving forces are known. Peter Schwartz’s Inevitable Surprises (Schwartz, 2013) outlines seven driving forces for the future. To uncover additional driving forces, one can strive to determine how signals and trends roll up into bigger themes, which themselves are driving forces with an impact on the future. For instance, we are now seeing an aging population that is living much longer. How will this affect retail products and services in the future?

With driving forces come critical uncertainties. It is important to be able to map these important change-makers (figure 6) to help understand and be prepared for their impact in the future. By plotting these factors one can determine which drivers will have the most impact and which are the most uncertain. Through discussion, debate or Delphi survey participants will use their intuition to help determine where each driving force would be located on the map. While we can’t possibly know which forces will be most critical or most uncertain, we can use educated decision making to think through the possibilities and rank the drivers according to information we have today.

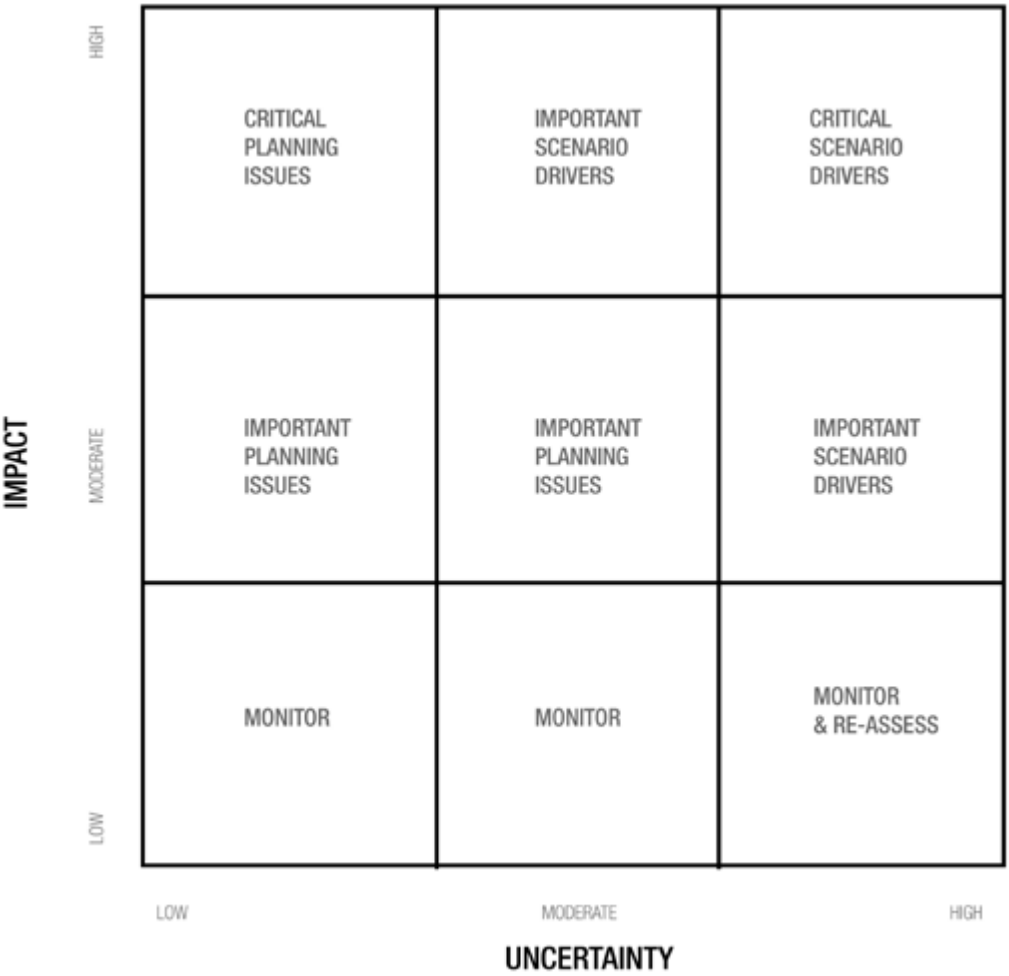


Fig 16 – An example of an impact/uncertainty map. As uncertainties are plotted onto this map those that appear in the top right corner are considered when creating the 2x2 matrix – from Thinking Futures – Introduction to Scenario Planning - <http://www.slideshare.net/mkconway/introduction-to-scenario-planning>

5. Develop the 2x2 matrix

The most critical uncertainties in the impact/uncertainties map are plotted on a 2x2 matrix by creating tension between this and that. In the example below, the critical uncertainty is about product dominance and the tension is between local markets and international markets. The other axis is about consumer behaviour. The tension that exists is between people becoming isolated and about “me” vs consumer behaviour translating into more community based and about “us”.

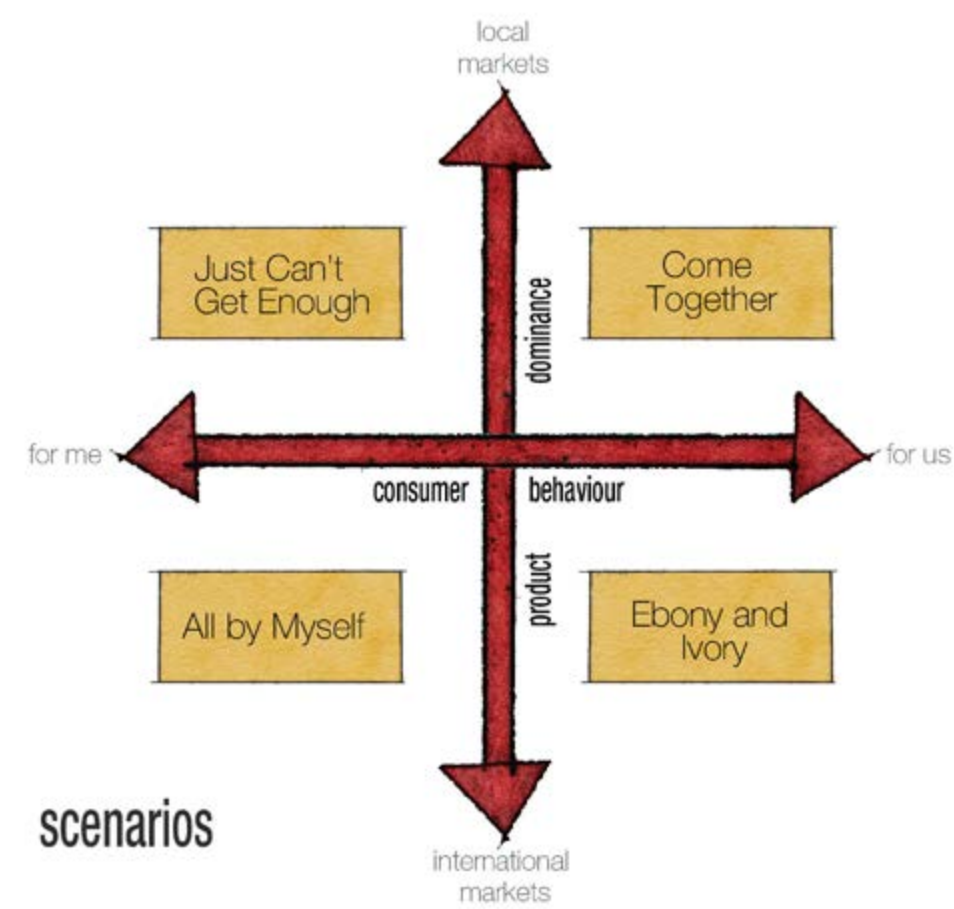


Fig 17 – an example of how uncertainties are used to create tensions on the 2x2 matrix and then how scenarios are named to create unique territories. From the Future of Retail Space 2040 Appendix B

6. Creating scenarios

The critical uncertainties and the boundaries are the main territories for the narratives. Stories are constructed to illuminate the world in each quadrant. The signals, trends and drivers uncovered will appear differently in each of these stories. To further help the user imagine the world in the future illustrations are created.

The 2x2 Matrix

This is an example of a 2x2 matrix. Critical uncertainties are places on the two axis's the descriptors act as tensions on either end of the uncertainty.

This is how divergent futures are created. Here you can start to consider what the retail world looks like 2040 when all products are being manufactures locally and people are working together as strong communities' vs a retail world where everything is produced in third world countries and technology has created very insular, lonely people.



In addition to the narratives for each scenario, illustrations also help to create the divergence between the different worlds. It is apparent that the future is very different between Just Can't Get Enough and Ebony and Ivory.

The image of a human hive is bright and cheerful. The image demonstrates the connectedness of a future living/working space. Integration of shopping, living and even outdoor spaces are just steps away from each other. Warm yellows, oranges and red dominate the scene making it feel warm and inviting.

In contrast (next page) in Just Can't get Enough the image is cold using primarily blues and blacks. This scenario speaks to a world in which technology has created Human to technology relations over human to human. Technology is a primary focus for this scene with self-driving cars, digital media and 3d printers all swirling around a group of young girls who are not really looking at each other, one even wearing a crown.

These images paired with cleverly written stories can transport the audience to the proposed future. Infused with the trends, drivers uncovered from the upfront research these creative narratives help the audience comprehend how different the future may be.

Fig 18 - Ebony and Ivory compared to Just Can't Get Enough (above) shows how different two scenarios in the same set can be seen using tensions on the 2x2 matrix – From the Future of Retail Space 2040 Appendix B



Just Can't Get Enough

Fig 19 - Just Can't Get Enough – an illustration from the Future of Retail Space demonstrates how an illustration can set a mood and tell a story. From the Future of Retail Space 2040 – Appendix B

7. Validate scenarios

Before handing over the final scenarios to a client, it is important to distribute these scenarios to be vetted by stakeholders who have expertise in the area being studied. These stakeholders must have relevant information or experience in the area being evaluated. A number of questions must asked. Are the scenarios plausible? Are they consistent? Are there elements missing? Are they clear and understandable? What changes might be made to increase the impact of the writing or illustrations?

8. Validate scenarios

Creating strategic options for each of scenarios is important. These strategic options can be created and then checked by using a filter called wind tunneling. Wind tunneling takes an idea and puts it through a series of tests to see how it stands up. The criteria for these tests are determined by the organization. These criteria may include strategic fit, cultural fit, risk performance and financial performance. An example of wind-tunneling may look like this (Figure 10):

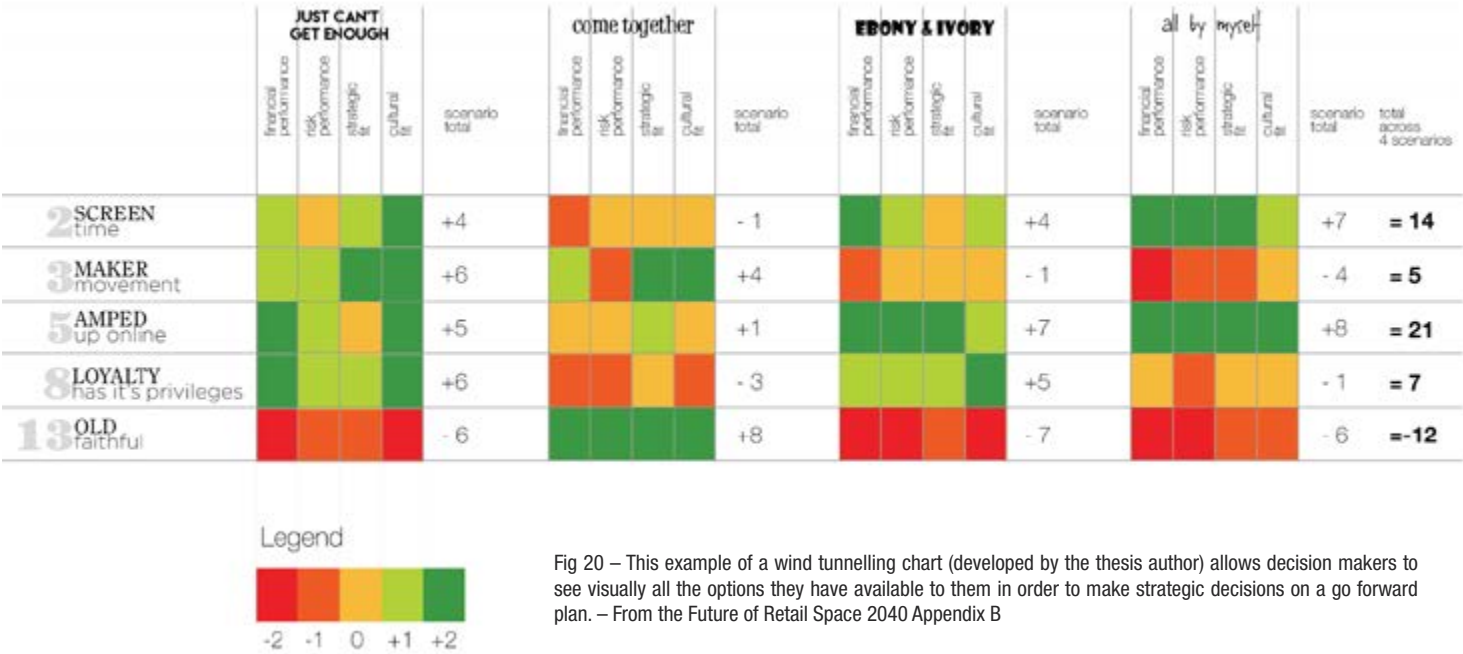


Fig 20 – This example of a wind tunnelling chart (developed by the thesis author) allows decision makers to see visually all the options they have available to them in order to make strategic decisions on a go forward plan. – From the Future of Retail Space 2040 Appendix B

The strategies created from the work are on the right hand side and the scenarios created exist along the top. Each strategy is assessed based on strategic fit, cultural fit, risk performance and financial performance and given a colour coded number from -2 to +2. This visual method is one way that strong strategies and high risk strategies can easily be identified.

9. Identifying signposts

The future is always changing, and foresighters must continuously keep track of ongoing developments the farther out they consider: Ten years? Twenty years? More? The world is in a constant state of flux and monitoring change is crucial to the success of any scenarios planning exercise. In order to keep on top of the changes that occur yearly, monthly, daily or even hourly we must continue to watch and search for differences. An example of this could be something as significant as the advent of the Internet. Suddenly a new technology was available for all citizens with access to a computer. There was a new connectivity and a new communication tool. By looking at new products, services, events and trends regularly a business can identify quickly new opportunities and threats. Could Blockbuster have been saved if they had seen the Internet as a significant change in the mid-nineties? Would that signpost if identified have led them to realize new revenue streams, partnerships and channels for their products? They believed that people would always want the human interaction, but if they had considered the alternative when Netflix offered to merge with them, might they have said yes? (Bushey, 2014)

10. Monitor & update

Scenarios must be updated a regular basis in order to keep the outcomes fresh and relevant.

Wade’s process of foresight using the 2x2 matrix is not a procedure with steps that are carved in stone; those described above do, however, represent the application of this process used in completing this study.

Surveys

A quick method to gather information is through surveys. Online it is a simple task to create a survey and email it out to any number of respondents. Free tools allow you to design and customize your own survey. Layouts and options are professional and clear. Then you choose your custom audience and send that survey specifically to them. As results are generated the owner is notified. Results are analyzed by the software creating easy to understand results.

methodology

The Syntegrity Workshop

To research this process further, a condensed version of the Team Syntegrity Protocol was carried out over the course of 2½ days as research for this paper. Stephen Davies, a seasoned Team Syntegrity facilitator and OCAD University strategy professor led the event. Students and faculty at OCAD University were asked to participate in a Team Syntegrity Workshop that would endeavour to answer the question “As a consumer what should the future of retail look like in the year 2040.” The event was held at the university and run over a weekend.

The event is a creative team based workshop. A single question is posed at the beginning of the event. Participants’ works



Fig 21 – completed template of an opening question for the Team Syntegrity workshop completed by the sponsor and Team Syntegrity delivery team

as individuals, as teams and as a larger group in different setting throughout the 2 ½ day session to contribute, critique and listen. The insights developed by teams’ travels through the network in larger groups sessions and members carry information learned in one meeting to the next. Convergence begins to happen a

The opening question was prepared using the same criteria as a previous piece of work on the Future of Retail Space 2040 (Appendix 1), done using the 2x2 matrix in fall 2014. It was important to start with a similar topic so that similarities and differences could be easily identified with a particular focus on retail. Framing a robust opening question is extremely important to attaining valuable outcomes. Each participant must feel him or herself to have a stake in the question, so that abundant number of variables are unearthed, imagined and considered.

A template (Fig 11), part of the Syntegrity process is used to align and consider many variables. This template considers the subject, participants, stakeholders, rational aim, experiential aim as well as time frame. Combined these components help guide the sponsor and Team Syntegrity group to a solid, well considered opening question.

Two aspects of this workshop created a real challenge in the ability to analyze this academically-driven “test” workshop as a valid example of Team Syntegrity, comparable to one run with participants answering a question about their own workplace or a cause about which they care deeply. For one thing, the students and assistant professor who participated were not a unified group working together and passionate about the future of retail for the sake of their company or organization.

The other challenge emerged with an interesting point of discussion around the wording of the opening question.

Conflict arose around the use of the word “should”. Often in foresight methods the word “could” is chosen as part of the opening question to suggest a wide range of

divergent possibilities. The word “could” allows not only for transformational visions of the future that are positive but also for those that are negative. The word “should,” conversely, implies that there is a single, preferred future, a desired outcome. Being that this tool is primarily used for strategizing and planning, it makes a great deal of sense to use the word “should” in Syntegrity. Success, when planning and strategizing, is indeed the desired outcome, the one on which to base a go-forward plan.

This debate raised the mega-question of whether the Syntegrity protocol – developed as a strategic tool – properly

serves the main goal of foresighting, which is concerned with preparing for multiple futures.

In this case the question of should over could was chosen for two reasons. First the ability for participants to bring themselves into the room. As this was a topic which people were interested in but may not have had real experience in being able to invite them to suggest what should rather than what could gave them and stronger ability to participate, Secondly it provided a cohesion between participants so they could relate as consumers and begin to co-create a shared vision for the future of retail.,

Future of Retail (OCAD) Syntegration Schedule		
Logistical Details/ Thursday, October 2, 2015	Friday, October 3, 2015	Saturday, October 4, 2015
DT: LF - Stephen Davies (SO) 416-694-5838 F1 - Brian Glancy (BG) 905-251-6025 F2 - Aurelia Dalinda (AD) 647-281-1895 F3 - Pansy Lee (PL) 416 616 1581 LL - Erin Armstrong (EA) 416-704-4942 L1 - Franc Meebaugh (FM) 416-888-6336	7:00 Logistics on-site	7:00 Logistics on-site
Observe: Alienna Joe Keri Stuart Chris	7:45 DT Meeting	7:45 DT Meeting
Venue: OCAD	8:00 Opening Plenary - 20 mins Instructions to teams - SD	8:00 Opening Plenary/Marketplace - 50 mins
Printer: Onsite	8:20 10 min changeover	8:50 10 min changeover
Rooms: Plenary - Rm 510 Room A - Rm 514 Room B - Rm 301 Logistics - Rm 511	8:30 Team Meeting I-1 A - Red (??), B - White (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	8:50 Team Meeting I-1 A - Red (??), B - White (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m
Partic: 25 + 2 Observers (TBC)	9:20 10 min changeover	9:50 10 min changeover
Format: Diagonal Cube	9:30 Team Meeting I-2 A - Orange (??), B - Brown (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	10:00 Team Meeting I-2 A - Orange (??), B - Brown (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m
OQ: "As a consumer, what should the future of retail look like in 2040?"	10:20 10 min changeover	10:50 10 min changeover
	10:30 Team Meeting I-3 A - Blue (??), B - Green (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	11:00 Team Meeting I-3 A - Blue (??), B - Green (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m
	11:20 10 min changeover	11:50 10 min changeover
	11:30 Team Meeting I-4 A - Silver (??), B - Purple (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	12:00 Team Meeting I-4 A - Silver (??), B - Purple (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m
	12:20 Lunch - 40 min	12:20 Lunch - 50 mins
3:00 Set-up DT arrive on-site Set-up tasks per LL	1:00 Plenary/Marketplace - 50 mins	1:40 Plenary - 50 mins Final presentations
	1:50 10 min changeover	
4:00 Registration	2:00 Team Meeting I-1 A - Red (??), B - White (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	2:30 Closing Circle - 50 mins
4:30 Plenary Session - 45 mins Welcome, introduction, instructions SD - 45mins	2:50 10 min changeover	
5:15 Generating Statements - 45 min	3:00 Team Meeting I-2 A - Orange (??), B - Brown (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	3:20 End of Syntegration Logistics pack-up Team de-brief?
	3:50 10 min changeover	
6:00 Problem Jostle - 40 min 8 report cards, number of signatures - sponsor +5 help part - fac, recording -AG, attaching IP's - all Finish Site-AG, copying -EA, distrib - all	4:00 Team Meeting I-3 A - Blue (??), B - Green (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m	
6:45 Dinner - 45 mins	4:50 10 min changeover	
7:30 Topic Reduction - 70 min	5:00 Team Meeting I-4 A - Silver (??), B - Purple (??) 5 min-intro 10-min, 5-orbit, 10-min, 5-orbit, 15min/total = 50 m Facilitators typing Silver/Purple statements	
	5:50 Plenary - 10 mins - SD - instructions for Sunday	
	6:00 End of Day 2 Delivery team set rooms for D3	
8:45 Topic Selection - 10 mins T1&A distribute and collect forms		
8:55 Closing Remarks - 50 5min		
9:00 Delivery team - T&S input/prep for D2		
End of Day 1	End of Day 2	End of Syntegration

Fig 22 – Syntegrity two and a half day schedule demonstrates the complexity of the event

Day 1

The opening question is stated on the first evening. Participants met as a whole group. They started by generating individual statements of importance about the topic through their eyes as consumers.

Close to a hundred statements were generated out of which patterns started to emerge. Groups of statements became larger buckets of information to support robust topics as participants grouped similar topics. The lead facilitator also worked to uncover larger themes. Then a market was opened.

The Ideas Marketplace was an area where/ times when the entire contingency met to discuss topics. It was set up like a farmers' market, with each participant or team represented, like merchants' stalls. Here, participants could "display" the ideas they were hawking to "sell" during open hours.

When a participant felt strongly about a topic, s/he took it, with its associated group of statements, to the marketplace to look for others to whom to "sell" the topic. In order for an idea to be "purchased" and moved forward in the workshop, the original champion needed to acquire five signatures from additional supporters, an early consensus-building step that is vital to the process.

Participants could sell as many ideas as they wished and were able to while the market was open. When the marketplace closed, two dozen topics remained in play. Quick presentations were made on the topics with the assistance of the lead facilitator, after which groups further condensed and eliminated topics until eight ideas remained in play as the finalists. (Precisely eight topics are required to employ the diagonal cube.)

These final topics represented ideas of great importance to the group, as consumers, regarding the Future(s) of Retail in 2040. Each topic was assigned an end point and colour on the diagonal cube.

The end points and their assigned colours were as follows (in no particular order or hierarchy):

- Blue – No Waste
- Green – Brains Bots and Brands
- Brown – Data Driven Customer Experiences
- Orange – Permanence Over Disposal
- Red – Consumption Regulation
- White – Atoms to Bits
- Purple – Automation to Production
- Silver - Value as a New Currency

As participants left for the day they filled out a form, using a scale of 1-8 to indicate which topics were most important to them. This data was fed into an algorithm which then assigned each participant one strut on the diagonal cube based on their preferences as well as the preferences of the others in the group. For example, a participant assigned brown/ blue would become a team member of those two topics throughout the remainder of the workshop. That same participant would play the role of a critic in a third topic's team and an observer of up to two others, totalling personal engagement in five of the eight topics.

Day Two

With assignments in hand, participants were off to a series of meetings for Iteration 1. In iteration 1, each team was trying to discover basic facts about its topic and answer the question, "What is...?" The discussions bounced back and forth between the members and the critics, with observers listening in to gain new knowledge. Each participant attended four or five meetings among two members, one critic and one or two (partial) observer(s), at the end of which all the teams gathered in the plenary for another marketplace, each with a final topic statement posted for all to see.

A printout of each team's final topic statement (from Iteration 1) was hung up in the marketplace. Released from the team bonds, participants were once again moving and acting individually. With access to all the teams' statements, people traveled the marketplace with post-its and markers in hand,

encouraged to let teams know what they felt about the idea presented in the marketplace, both positive and negative, by leaving post-it note graffiti on final statements. Questions and statements quickly plastered the marketplace wall. In addition to this graffiti, participants were given small dots—called ants—that served as visual applause, to place on statements they liked. This feedback was taken back into meetings for Iteration 2. People performed the same roles in Iteration 2 as they did in Iteration 1, moving the question from the initial "What is...?" to the more nuanced "What if...?" Process facilitators noted that this shift occurred as an organic outgrowth of the previous work, something expected within the Syntegrity process. This natural thought progression is one of the keys to the success of Syntegrity; it is how the three iterations of meetings lead a group to dig deeper into a topic than if they

were at one, large group meeting that would tend to get stuck at the "What is...?" level. After the conclusion of this round of (four or five) Iteration 2 meetings, the marketplace is once again opened for individuals to mark up the topics with graffiti and visual applause. Exhausted after eight or nine meetings and two market gatherings, participants were thanked and released for the day.

While the meetings were taking place, the logistics team was busy generating statements to deliver to mailboxes that had been set up in the main plenary room for each participant. After team meeting facilitators input the team statements into computer stations set up in the logistics room, logisticians printed them out and distribute to the participants.

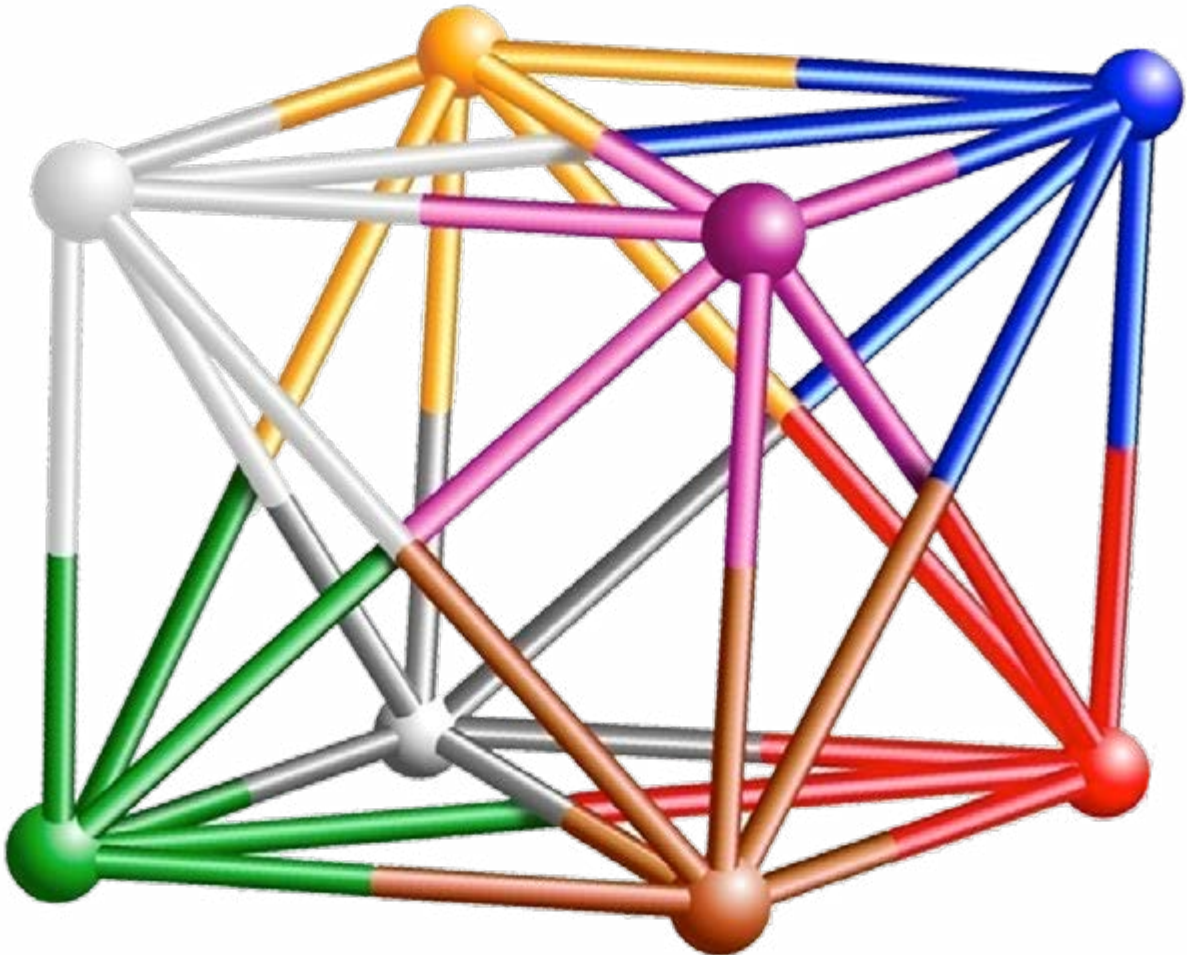
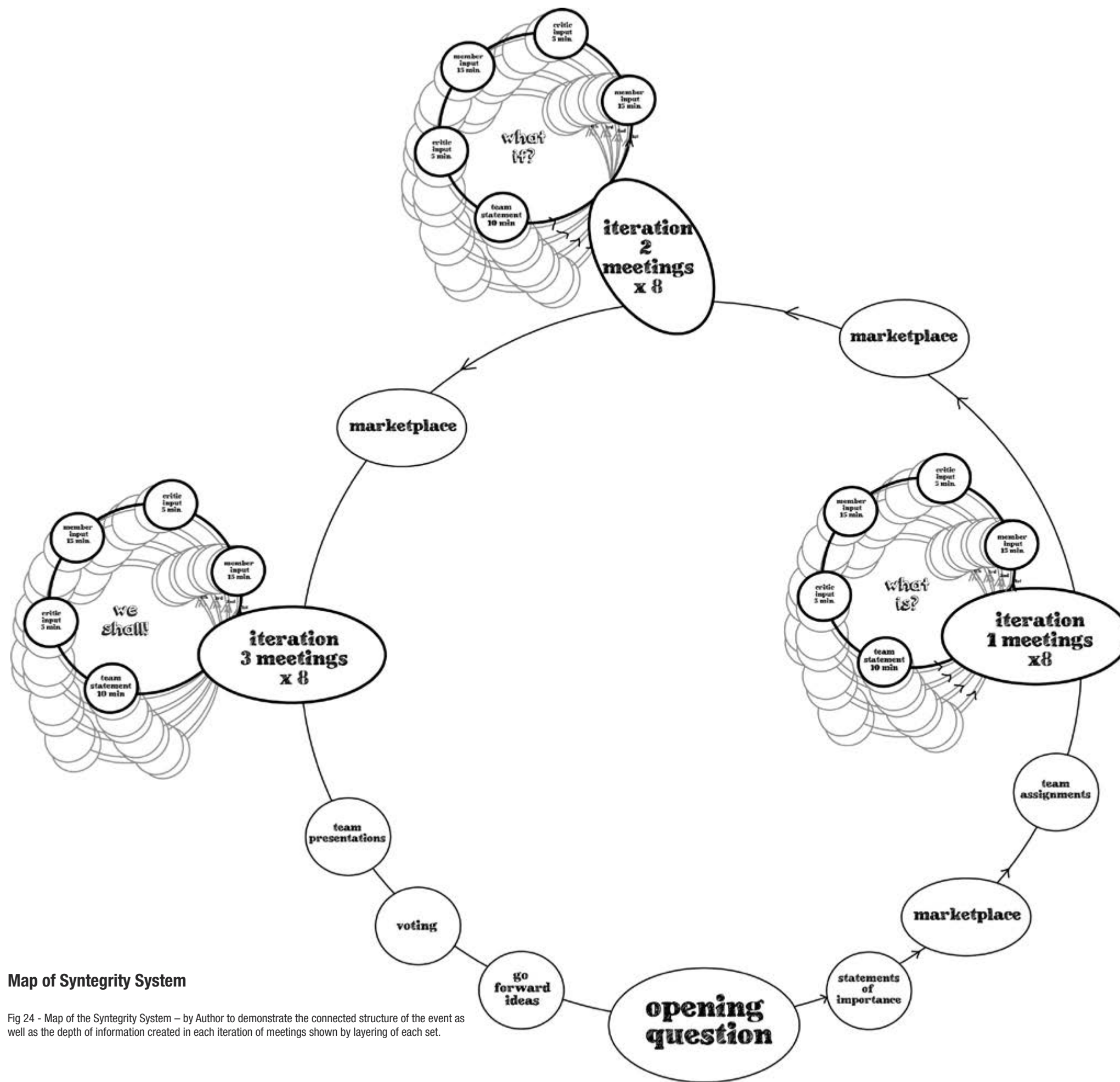


Fig – 23 – the diagonal cube demonstrating the 8 topics (nodes/end points) and the resulting 24 connective struts that represented each member of the workshop



Map of Syntegrity System

Fig 24 - Map of the Syntegrity System – by Author to demonstrate the connected structure of the event as well as the depth of information created in each iteration of meetings shown by layering of each set.

Syntegrity is a complex system that moves seamlessly and precisely to transfer knowledge throughout the entire assembly of participants.

Meeting iterations are held to a disciplined schedule; two at a time, four in a row to equal eight meetings per iteration. Knowledge from these meetings transfer throughout the loop to help create convergence of thinking.

This information surfaces in marketplace meetings and is then the starting point for the next round of iterations.

The process is swift and the system is seamless as it creates a collective.

Participants get started right out of the gate in their Iteration 3 meetings. Teams are now moving to answer the opening question: “What should the future(s) of retail be in 2040?”

With images and storytelling, teams have now brought together their final thoughts. They have been involved in all eight topics through a combination of active participation as a member or a critic, passive participation as an observer, and feedback participation as an individual graffiti artist and cheerleader in the marketplace. Information from one topic to the next was synthesized and transported from team to team as supporting evidence or new thinking. The teams prepared their closing statements for the final marketplace of the session.

This marketplace started with presentations from each

this methodology assist retailers when they are thinking about creating new and relevant experiences that allow them to differentiate, compete and outlast their competitors? Did this answer the question asked? Did it move the thinking out to 2040?

Using a visual tool to capture the thinking as it progressed from iteration 1 to iteration 3 we can see some interesting movement. The word consumer is most prominent in the first round of discussions as teams discussed “What is...?” This moves into the word consumed and ends up as consume. Product decreases in size as the discussions developed while the word retail presents almost equally across all three iterations.

In iteration 1 the words data, bot, retail and NEW are strong.



Retailers:
Choice is mostly automated in 2040 so retailers have to influence purchasing behaviour in other ways. Brands hire people to walk around in their products, or stage their products in public places like restaurants or offer them as free trials automatically sent to your home.

Orange – Permanence over Disposal

In 2040, retailers are facilitators of redistribution, remodeling and refashioning of goods and products through “Collaboratories”: where a physical retail space has a service component where retailers and consumers collaboratively fix & refurbish goods. Retailers are “high touch” – involved in the collection, reselling and valuing of existing goods.

White – Atoms to bits

By 2040 retail space will be a space where people engage, will be accessible to all, and will be available as pop-ups, mobile spaces, with a “buy button” at the point of information exchange, providing seamless order to delivery to door. A highly personalized multi-function experience is ensured through designs that accommodate all aspects of human senses, with attention to the variety of global, cultural and ethnic roots. Bots will have responsibility to assist both the consumer and supplier in selection and fulfillment.

Purple – Automation to production

In 2040, 3D printers are more widely available in households and the consumer has become the producer.

After reviewing the topics and looking for further themes and patterns it appears that the eight topics could be condensed into six.

- a. As stated in the blue team statement blue, red and orange are all about controlling waste and being good to the environment.
- b. Silver – Value as a new currency will stand alone
- c. Green and white are about technology, in particular bots.

- d. Brown -- Data driven experiences will stand alone
- e. Purple – 3D printing as it changes the face of retail, stands alone

The author could be inclined to further reduce these eight topics to two major themes which capture the collective thinking of the group. If asked what were the big outcomes of the workshop the author would answer:

- 1. Good citizenship through treating our globe as well as our citizens with the respect it/they deserve and need to exist, and
- 2. Amazing technological advancements.

The outcome from the team topics ranged widely from specific action items and retail formats and strategies to wider and higher thinking philosophical statements that would affect not just retail, in the year 2040 but the entire global population. These topics could be used by retailers for strategic planning, as topics for larger retail association meetings, for designers to create new retail formats and for retail vendors as basis for new product lines and services.

findings

There are a number of notable difference between the 2x2w matrix and Team Syntegrity. These include how participants begin the process. For the 2x2 matrix researchers begin by developing trends and drivers from their research. Team Syntegrity used this kind of information as a pre-read never actually contributing to any of this work.

Storytelling and creativity take form in different ways with the two methods. The slight variation of using the word could vs the word should took participants into different directions. These two words have an impact on how people view the future.

The idea of finding many divergence options takes the 2x2 into a direction that casts a wide net while Team Syntegrity focuses and begins to create consensus as the workshop is carried out.

Finally while the 2x2 process can engage as many participants as desired it tends to be a smaller group of experts that create and develop the story line. On the other hand Syntegrity demands the widest variety of people possible from an organization to solve the problem.

Technique Comparison

Back Ground Research – Created or Provided

A full 2x2 matrix project was conducted outside the MRP time-frame. The question for that project was

“What is the Future of Retail Space in 2040?”

This technique employed Woody Wade’s version of the 2x2 Matrix. A small team of retail design experts were used to gather and create the report. Retail experts were interviewed to gather key drivers and uncertainties. This process was carried out over a number of months. Many variations of the 2x2 could have been conducted that might have required

longer or shorter time lines as well as using different methods to determine signals, trends, drivers and critical uncertainties. There is great flexibility in scenario planning and in particular the 2x2 matrix allowing this method to be customized for each client. And their needs.

This question was quite similar but with a focus on understanding what would happen to the bricks and mortar space with ever-increasing online retail as part of the selling experience.

As background research, driving forces and trends were uncovered for this project. A term coined by Schwartz in his book, Inevitable Surprises, was a wonderful way to capture the driving forces of today (Schwartz, 2013). Wade offered another point of view on the future and driving forces on his website, 11 Changes. (Wade, 11 changes, 2015). Then using my own research and experience, I, too, added drivers to this group, rounding out a list for this project. The resulting list was called



inevitable
surprises

No matter how much you are ready for impact you still get a jolt every time your brother rubbed his feet on the shag carpet and then gave you a shock.

As said by Peter Schwartz who coined the term; it is inevitable that there will be surprises in the future. These surprises will be shaped by driving forces that are occurring today. These driving forces can be studied and provide retailers with an increased ability to respond as well as open the door to new retail opportunities that you might otherwise miss.

For retailers there are 7 inevitable surprises that you can expect will impact your business in some way in the next 25 years. The scale at which they will occur is unknown so flexibility is an important internal capability to grow.

The Big Seven

1. increased life span
2. new patterns of migration
3. environmentalism will dominate world wide
4. war for talent
5. amazing science and technology breakthroughs
6. the future of work
7. the power of emerging markets

(Schwartz, 2013)

(Wade, 2015)



Fig 27 – from the work the Future of Retail Space (complete report in Appendix B), pre-read for the Syntegrity Workshop -Inevitable Surprises

This was also supported by trend research using STEEP+V. These trends were uncovered using desktop research as well as deriving patterns from 12 expert interviews.

This work was provided to each of the participants. These pages show the high levels topics discussed in each research bucket. Long form versions of these pages can be found in appendix B.

trends

When scanning for trends foresighters use the following categories to provide a depth of thinking that is required to see trends across multiple facets of their consumer's lives. Easily identified as STEEPV, this framework covers: Social, Technology, Economic, Environmental, Political and Values

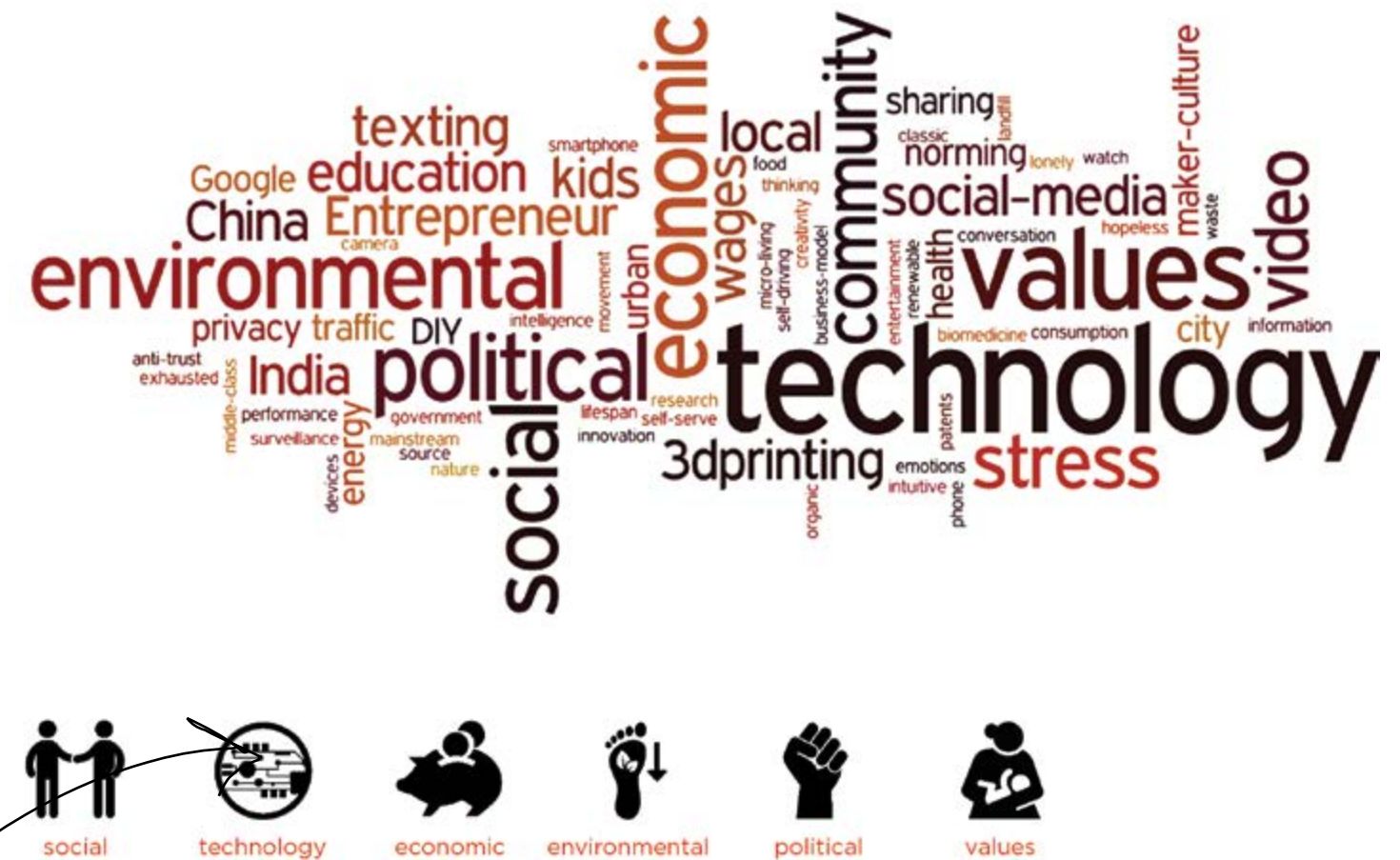


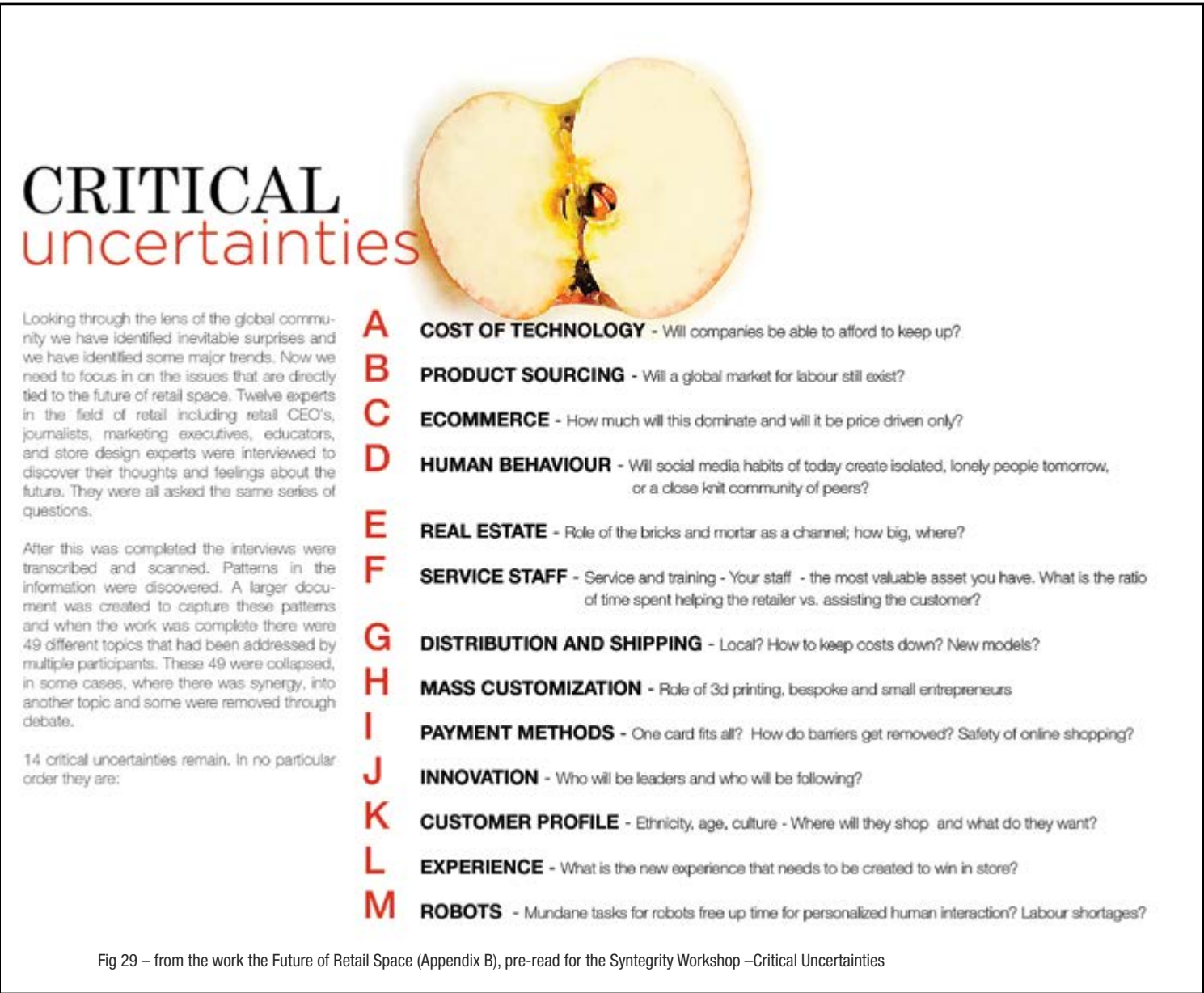
Fig 28 – from the work the Future of Retail Space (Appendix B), pre-read for the Syntegrity Workshop –Trends (Complete trends supplied to Syntegrity Workshop participants available in appendix)

Thirdly, 12 experts from the retail industry, including CEOs, Designers, Retail Educators and Journalists, were interviewed to determine the critical uncertainties for retail as we moved toward the year 2040. They were asked a series of nine questions. In one hour interviews the experts were asked these questions and their answers were recorded. Interviews were then transcribed and were reviewed to pull out patterns among the interviewees.

When a minimum of three participants spoke about a particular topic it was then considered a potential driver. When this process was complete there were 49 different topics discussed by three or more experts. These topics were condensed and collapsed where there was some synergy until there were 14 unique drivers which will now be considered critical uncertainties by the expert panel.

Experts were asked to rank the top 14 in terms of most critical and most uncertain. Answers were averaged and plotted on an impact/uncertainty map (fig 6)

1. Looking at the future as an optimist, in what ways do you think the world will be different 30 years from now compared to today?
2. How about if you look at the world as a pessimist
3. How do you think your future business will change during that time?
4. What three major changes need to happen in order for your business to be successful in 30 years?
5. What will be different about your retail offer 30 years from now? How will your business revenue sources change in the next 30 years?
6. How might our customers be different? What might they expect from your company and your products that we don't deliver today?
7. Who do you think will be the most important competitors will be 30 years from now?
8. If you could see 30 years into the future, what two or three things would you look for that would help you understand how the future has turned out?
9. When thinking of the future of your business what keeps you awake at night?



These three components—inevitable surprises (driving forces), trend research and critical uncertainties—were provided to the participants as pre-reads for the Syntegrity workshop participants and were discussed briefly at the beginning of the Syntegrity event. The intention was to start off both processes with the same information. Reading the 2x2 matrix material was the only pre-workshop demand made of the Team Syntegrity workshop participants.

The 2x2 matrix exercise relied upon answers by retail experts who worked in the industry and could provide facts and informed opinions. The Team Syntegrity process turned for answers to consumers, who had mostly personal opinions as their source of input for the process.

The process of a scenario planning exercise includes many moments of individual work and many of co-creation. Researchers create the upfront portion, delving in to find signals, trends and drivers as both individuals and as a team of researchers. Upfront research is not part of the Team Syntegrity process. This is a very critical difference between the two methods.

Storytelling and Creativity – Organic or Bound

The art of storytelling may well be the most compelling component of futures thinking. It is also noted by others in the field like Brian Johnson in his paper, “Science Fiction prototyping: Designing the Future with Science Fiction”, where he writes about how storytelling can become a tool for exploration. He goes on to suggest that it these very stories that help companies to develop new products and technologies (Johnson, 2011). Storytelling is a unique component, separating scenario planning from other methods. Thinking out into the future is difficult, particularly when the time-lines stretch to 20+ years. Many people have difficulty imagining this at all. In other cases, people may believe that they are thinking out 20+ years into the future, yet upon closer examination, many of the things they are considering already exist; even for these people, moving mentally into net new territory might be impossible.

The 2x2 matrix tells stories by writing and illustrating four different versions of the future so the creator is able to mentally transport the audience to the future. Characters are created to show how trends and drivers have manifested in people’s lives. Users can imagine the world because it is described in rich detail. They can also clearly see the difference between the four worlds and how similar trends, objects or signals manifest themselves very differently based on the uncertainties that have grounded each scenario.

Stories resulting from the 2x2 matrix process, are created by the foresight team. Input may have come from their own research or from field experts. The creative scenarios are developed and illustrated by the internal team with specific skill sets for this work. They are then presented to the audience. The time-lines associated with this creativity could range from days to weeks, perhaps even months. The internal teams have time to consider and revise the scenarios based on the time-lines set out upfront.

The Team Syntegrity output is a document created for each

team member throughout the course of the workshop. Each meeting ends with topically connected teams each developing a topic statement to summarize the content of a 50 minute discussion. At the end of each set of meetings, the collective thinking of each team is shared with all participants. Team Syntegrity participants are the idea co-creators; the internal team acts as facilitators and logisticians only. Facilitators have no creative input into the storyline. Topic development is the story and the teams have three opportunities over the course of a 21/2 day workshop to go deeper into each of these topics to develop richer and increasingly nuanced stories. The time allotted for this work is tightly defined with the belief that with rigorous boundaries and strong team participation, creativity will emerge and, as Shakespeare might say, “the truth will out.”

Here are some key differences regarding storytelling between 2x2 matrix and Team Syntegrity protocols:

a. Foresighters and futurists are the creators vs. Clients/ Users are the creators

The 2x2 matrix has an output of scenarios from the future. These stories are crafted by the foresight team. The input for these stories could come from a range of sources. These could include the foresight team, experts in the field or stakeholders. With Syntegrity the workshop participants create the output. The delivery team is required to run the event, their input is not required. There are possible outcomes of Syntegrity which follow the workshop with strategic planning or in this case possible future planning exercises.

b. Foresight allows creativity to happen organically over a specified time vs. Syntegrity provides stimulation and deadlines to urge creativity

While deadlines exist in virtually any business with foresight a writer for example does not provide a scenario in a 50 minute window. If that writer wants to walk away and think about the components and go onto something else that is permitted. An illustrator may prefer to work at night and one researcher may want to consult with others throughout the process while another may want to gather information independently at first.

Creativity is permitted to happen in different ways. With Team Syntegrity opportunities for creativity are timed and create an urgency for all participants to work smart and to work fast. The knowledge of the managed schedules provides stimulation. When time has expired the opportunity expires as well.

c. Foresight creates stories and images of the future vs. Syntegrity creates detailed statements answering the opening question.

The key output of the 2x2 matrix are the scenarios. These stories demonstrating divergent futures provide possibilities. This variation in futures allows opportunities to be revealed. In one scenario what may develop into an exciting new opportunity may be a serious threat when the variables of the future change. Having a wide range of these opportunities and threats is the goal of the 2x2 matrix. The output from a Syntegrity workshop provides final statements on how the team answered the opening question. These statements may offer specific products and services. They may suggest new business ideas. The Team Syntegrity output is set up to illicit action. Details are provided and can begin to be put into working plans immediately after the session.

Question Direction - Could vs. Should?

The role of a futurist is to look at the possible futures facing a business and help the client be prepared for multiple futures based on the world today.

With the scenario planning, the tension created by the matrix with either/or most often creates both a positive and a negative possibility for each critical uncertainty. As a result, the outcomes cover everything from an exciting and positive transformational shift to a world that has collapsed. This system is also seen in Jim Dator’s work, Four Generic Images of the Future (Dator, 2009). By seeing both the opportunities and the threats, essentially having a 360° view of the world, businesses can be best prepared for change.

In these cases the word “could” is expressed, as it most clearly opens the door for a wide range of possibilities. In other foresight work, a preferred future is considered along with probable and possible futures. This is seen as the Cone of Possibilities Work.

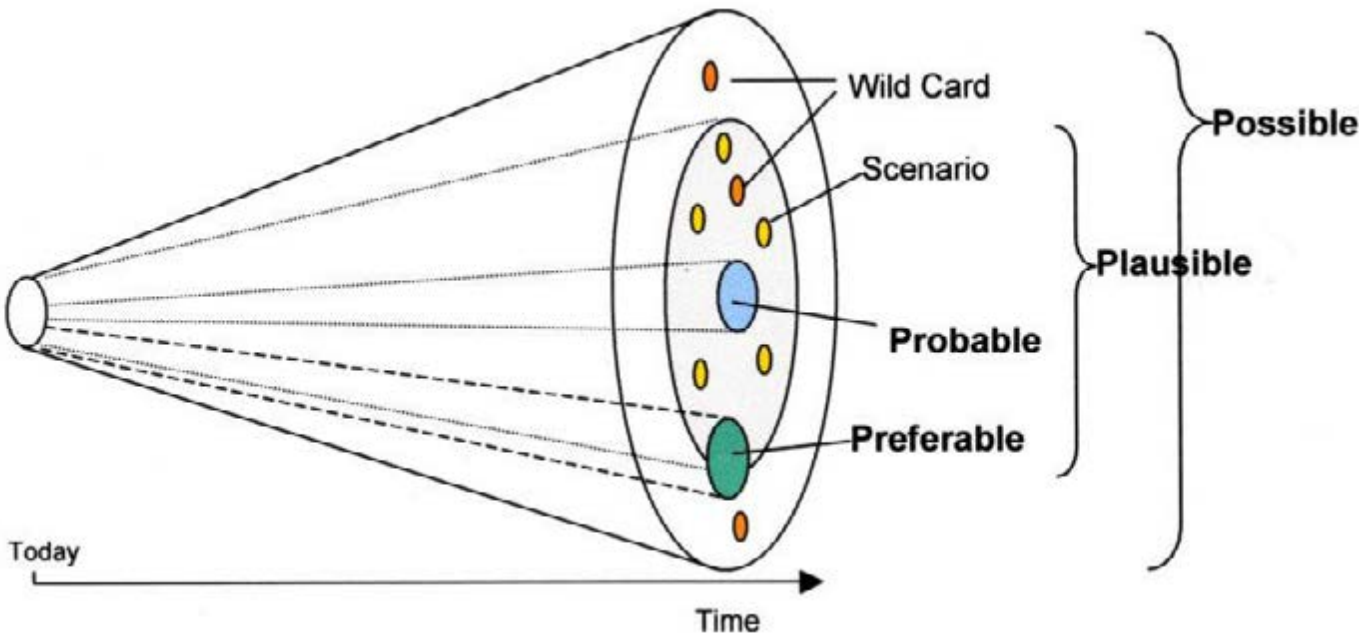


Fig 30 – the Futures Cone demonstrates how probable and preferable futures differ from the range of scenarios possible (Henchey, 1978)

Standing at any point in time, the cone of possibilities widens as you look out farther into the future. Wild cards are often times of great collapse. Earthquakes and other natural disasters are abrupt with results that are often enormous. As well, there are probable scenarios that take a similar course to the one we are on today. Preferable scenarios are the ones that we hope for and will try to influence. Anything is possible but some scenarios of the future are more plausible. The futures cone demonstrates the full range of the word could. “Should” would aim only for the preferable.

In the case of Syntegrity, the word “should” is used in the opening question. The word coupled with the phrase, “as a consumer,” creates a preferred future role. In this case, the consumers are the participants and the question is asked of them in their roles as future buyers. The door is not closed on a negative future and the possible threats that may result, but the process is geared to emphasize the positive.

Output - Convergence vs. Divergence

With both the 2x2 matrix and Four Generic Images of the Future, the focus is on revealing divergence. When supplying the client with visions of the future the foresighter's goal is to deliver the most distinct set of scenarios possible with the research collected. The matrix itself, as a shape, projects out from each of the four corners. By using this method, a business gains widely divergent views into the possibilities for the future: pros and cons, opportunities and threats.

While in the Team Syntegrity process, topic meetings start off as very distinct territories to explore, the sheer mathematics of the process allows ideas from one group to penetrate others by provide participants many opportunities to engage as individuals, members, critics, and observers. Information fly among people like messages on carrier pigeons while teams build on the incoming ideas throughout the three iterations. By the end of the Syntegrity process, as demonstrated in the workshop described above, innumerable ideas become 24, then become eight, then can be seen as six and even as two ideas. The goal of the process is a deepening convergence

of ideas, which supports the use of the word “should” in the opening question.

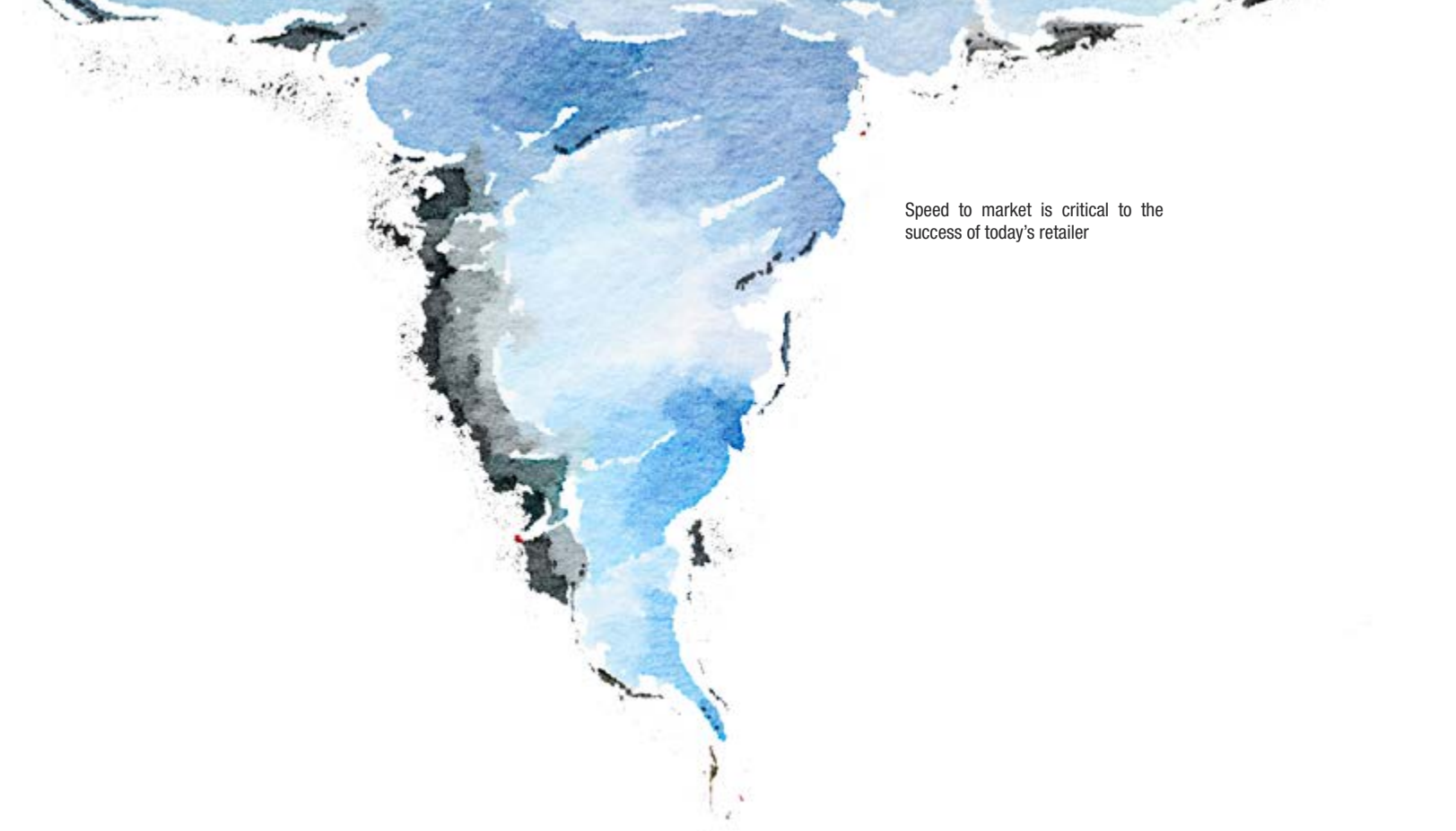
The Futures Cone speaks to four different kinds of futures. The first three: possible, probable and plausible all are created cognitive information. The fourth is the preferred future which is created based on emotion. (Henchey, 1978) The preferred future is what we want to happen and will therefore be a subjective future based on the desire of the viewer. In this case we asked the participants to provide a preferred future because we asked them, what should the future of retail be in 2040? Emotional responses were requested as that was how the participants had a stake in the opening question.

Required Client Participation - Many vs. Few

In this author's experience in retail, there are often innovation and strategy departments that work on the key projects and share their results with executive management. There are examples of yearly off-site days the object of which are high level downloading of the resulting information and conclusions. Rarely does one see middle or general staff participating in innovating or strategizing. As a result, a divide is formed between the “thinkers’ and the “doers.” As well, information that may benefit the entire organization is held only by few.

The process of scenario planning is often carried out by experts. Experts do the research, experts conduct interviews with other experts, experts debate the critical uncertainties, and experts create the story-lines and other imaginative aspects of the scenarios. The manner in which this is then distributed throughout the company varies.

With Team Syntegrity, experts from all aspects of the organization must be utilized to get the “requisite variety” to start the process. This means that no single department would own the entirety of the work. Experts could come from any department and be at any level. This engagement connects enterprise wide. Different aspects of the company are not only imparting information as experts but they are also sharing information about their discrete domains that



Speed to market is critical to the success of today's retailer

others may not be aware of. This team building exercise also allows relationships to develop and grow by the intensity of the meetings in which all engage.

Speed to Market – Variable or Fast

With technology providing access to big data and retailers having up-to-the-moment information on sales and margins, the world of retail is moving at a speed never seen before and shows no signs of slowing down. As a result, methods that optimize success in the ever changing business landscape are extremely critical. Organizations that are not continually on top of the environment may be left behind and out of business before they know it. Traditional foresight methods like the 2x2 matrix can, with difficulty, be condensed and completed in a week or even a few days; getting a broad range of research conducted, experts interviewed, brains stormed, meetings held, stories written, creative content developed, and presentations made takes time. The time-line parameters are not dissimilar to a store design project. I have designed stores in one week and I have designed stores in 12 months. While I never wish to design a store without the proper research and a strategy in place, I also understand that the era of having a

year to design the next ideal model of a store is over.

Team Syntegrity has one speed: lightning fast. The protocol is designed to achieve in a three and half day session with 30 participants what a strategic planning process might achieve in eight months. Specific and rigorously enforced time lines, multiple participant roles of individual, team member, critic and observer, the ideas marketplace and the three back-to-back iterations of topical meetings work together to keep participants sharp and focused. The meetings are documented throughout the process and each person has a copy of that documentation as reference at any time. Information and ideas are not at risk of being distorted or lost through long gaps of time.

Techniques and the World of Retail

After determining the key differences between the two methods; background research, storytelling and creativity, question direction, output, required client participation and speed to market the question to be answered was what might retail need or want in these specific areas? Using a sliding scale based on my own professional experience and past interviews I have conducted with retail industry experts, I mapped out these differences and demonstrated where I believe a retail client might well be placed.

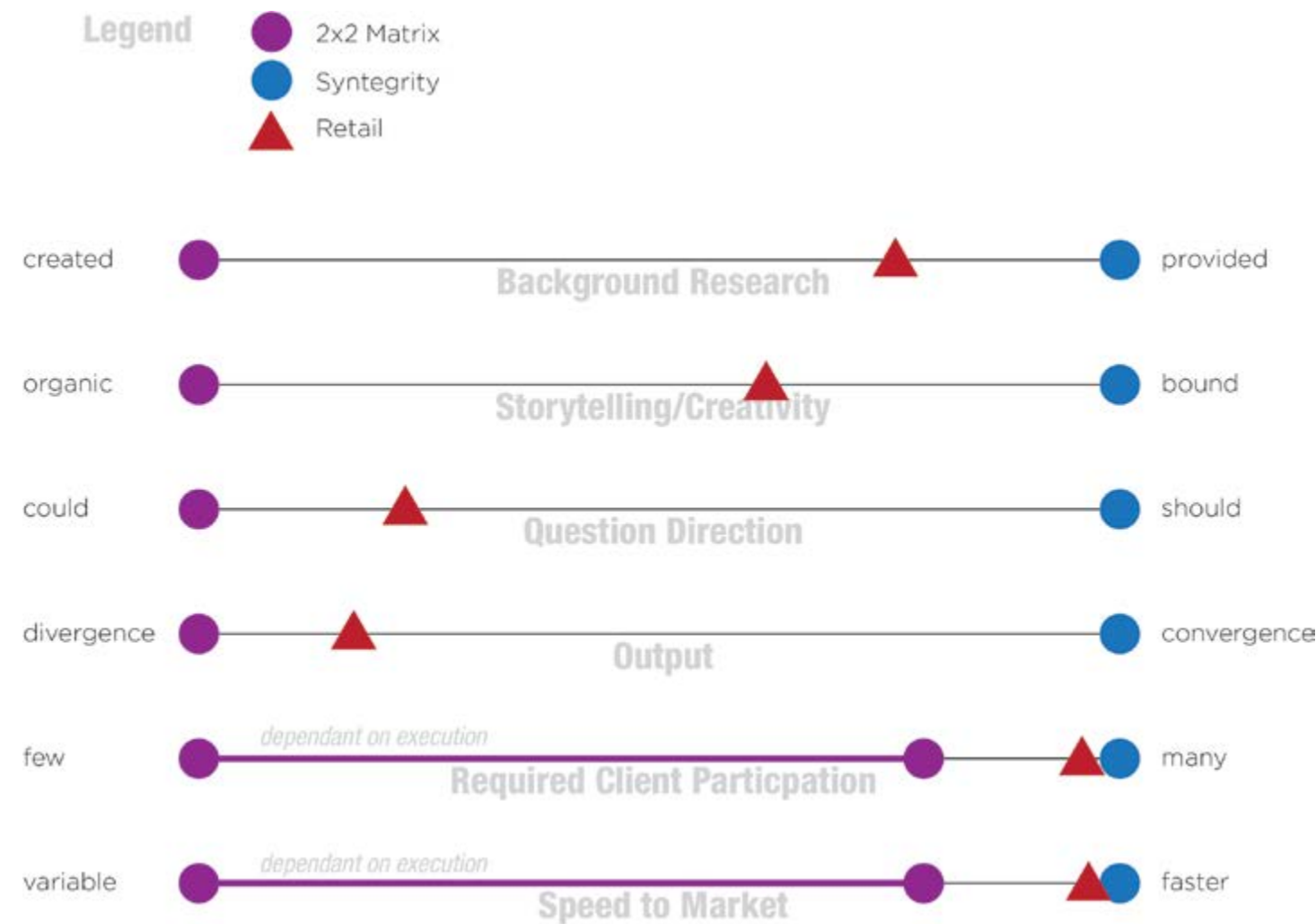


Fig 32 – sliding scale of retailer position in an either/or between 2x2 matrix and Team Syntegrity factors (thesis author's professional opinion)

Retail Wins

Big plusses to retailers when thinking of the specific elements of foresighting include process speed and the ability to engage enterprise-wide in creation of the output. Speed to market is one of the greatest advantages in the retail landscape today. Change happens so quickly that consumers expect

and even demand that retailers seamlessly keep up at all times. When understanding changes in the world is critical, condensing time-lines and producing valuable information in days, not weeks or months, is a winning proposition. Getting the organization working together quickly is also a big win. By having participants from the entire group represented, Syntegrity benefits spread throughout the organization as the

ideas generated are transferred organically by participants to all departments.

*It is important to note here that the 2x2matrix is capable of engaging entire companies and it is capable of getting to market quickly as well. The big difference here is that the process followed in Syntegrity is built specifically on these two premises. The success of the method hinges on speed and enterprise-wide engagement.

Structured vs Unstructured Methods

Another consideration when choosing a tool for retail foresight is retailer competency with respect to participation. Most tools used in foresight could be categorized as either structured or unstructured. Popper's Diamond provides guidelines for knowledge input but does not cover process differences. The topic of process is very important for retailers. I believe that retailers need structure to be able to participate. Because of time constraints and because not all people process information the same way clear processes need to be provided.

These boundaries, along with other groups of people, will get the best creative results quickly. So this method is best for retail, though not necessarily best for storytelling and creativity overall. I believe that other creative people do their best work when given the opportunity to work the way that works best for them. Some people are sharp in the morning and others are night owls. Some people do well under pressure and others need to go at their own speed. As the Chief Creative Officer of a major retail design studio, it has been clear to me over the past two decades that one size does not fit all when it comes to optimal creativity. I would even say I would much prefer an environment as a creative person without these types of boundaries, and that I produce my best work without them, but I think that having tight boundaries and procedures is a better route considering the speed of adaptation needed in retail, and that participants, who represent consumers, may not be creative in their day to day work.

If a retailer's goal is to consider the fullest range of the possible in the future, then the 2x2 matrix may be a stronger tool for


them. Retailers need to think not only of the opportunities that may be able to take advantage of in the future but to see the great threats as well.

If Blockbuster had been able to look at both sides of the coin clearly, perhaps they would still be in business today. Studying divergence can offer an organization discrete areas of information that may get subsumed in a convergence model such as Syntegrity. Perhaps foresight work should always offer a set of different options for the company to consider. On the other hand, Team Syntegrity offers many strong solutions for retailers as they contemplate the future when using these outcomes as a filter. Syntegrity's convergence model of ideation may be extremely powerful for crediting a clear go-forward strategy, and less so for helping retailers prepare for and adapt to many possible futures to come.



Foren Network Filter


Above, this paper listed the five essential elements outlined by the Foren Network that qualify a process to be considered a foresight tool. The 2x2 matrix meets all the requirements of this set essential elements and is discussed in the Foren Network Paper (FOREN Network, 2001) on pg. 100. Data gleaned from the workshop will help determine if Team Syntegrity also meets these standards.

- 
- *Structured anticipation and projections of long-term social, economic and technological developments and needs*


The use of iterative meetings developed the long term vision as teams moved from “What is?” to “What if?” to “We will...” provided the forum for these discussions to progress to the specifics of what the long term view would be for each topic. There may a question as to how long term these solutions are. Did the workshop effectively capture the time-line of 25 years out?

- 
- Interactive and participative methods of exploratory debate, analysis and study, involving a wide variety of stakeholders, are also characteristic of Foresight (as opposed to many traditional futures studies which tend to be the preserve of experts).


This method of foresight is highly interactive and highly participative. Given the roles of individual, member, critic and observer, each participant is offered opportunities to think, share, respond, advocate and listen. While the opening question in our workshop was posed to a group playing the roles of consumers, a Syntegrity workshop run within a retail organization would include participants representing all aspects of the organization, providing an opportunity for all stakeholders within the company to participate. Syntegrity does not merely allow for this; the protocol demands it.

- 
- *These interactive approaches involve forging new social networks. Emphasis on the networking role varies across Foresight programmes. It is often taken to be equally, if not more, important than the more formal products such as reports and lists of action points.*

Teams must work together to co-create the output. By having three iterations of meetings, each participant was offered to opportunity to see their fellow participants in action, in a non-hierarchical way, three times for each topic. This provides opportunities to deeply understand the points of view of coworkers and to draw connections among what each participant knows and brings to the table. If this were a retail business’s workshop, people within the company who might not previously have worked together now have a common experience and have built common interests. Each person will have expanded his or her own network.

- 
- *The formal products of Foresight go beyond the presentation of scenarios (however stimulating these may be), and beyond the preparation of plans. What is crucial is the elaboration of a guiding strategic vision, to which there can be a shared sense of commitment (achieved, in, part through the networking processes)*

The final statements created by the Syntegrity process provide concrete expressions which could become the foundation of a strategy plan for the company.

- 
- *This shared vision is not a utopia. There has to be explicit recognition and explication of the implications for present day decisions and actions.*
- (FOREN Network, 2001)

The pre-reading material grounded each participant in the exercise in the realities of today. Driving forces, trends and critical uncertainties were the starting point for the workshop. In future workshops, an upfront presentation of these elements may further help connect the outcomes more strongly to present day decisions.

Foresighter Survey

In order to gain deeper insight into the value of Syntegrity as a foresight tool, a survey was sent out to those who participated in the workshop who were also faculty, alumni or graduate students in the Strategic Foresight and Innovation program, a degree that specializes in foresight methodology. In total, 12 surveys were sent out and 12 were completed and returned. As both a participant and a student, I completed one of those 12 surveys.

Overall, the survey participants felt that Syntegrity was reasonably effective as a foresight tool.

Overall

While feeling positive about the overall outcome, there were similar thoughts about gaps in the process. The most cited gap was the connection to the upfront research done in the 2x2 matrix process. While that information was distributed to the Syntegrity group as a pre-read, it was largely felt that the Syntegrity teams did not think about or reference that material when in their individual teams. This information was provided to the Syntegrity participants three days before the event. The information was not covered in the actual Syntegrity workshop. Survey respondents felt this information, if covered at the actual event would have added more information for the participants to think about.

Gaps and Weaknesses

It was suggested that the information gleaned from the 2x2 matrix could have been added to the beginning of the workshop and perhaps supplemented with a handout. In the opening presentation respondents felt that time could have been set aside to cover the top trends and drivers from the 2x2 material.

Limited opportunities for imagination was also pointed out. The speed at which the workshop moved didn’t allow for deep contemplation and expansion of the creative ideas. Many others were concerned that the output felt like it was focused on today rather than 25 years out into the future.

The word should, creates a preferred future view; half of the survey respondents expressed the opinion that there was not enough divergence in the final ideas. There was a feeling that from the very beginning, when topics were being chosen, the group was being directed to achieve consensus. In Syntegrity this is considered a win but the opposite is true when using the 2x2 matrix.

There was a single response worth mentioning, that addressed the types of thinkers in a group. Min Basadur of Symplexity Thinking has created a tool to assess people and group them based on a questionnaire regarding how they tackle and participate in problem solving. In Basadur’s process people are determined to primarily fall into one of the following four groups:

- a. *Generator – one who finds problems and facts to support those problems*
 - b. *Conceptualizer – one who defines the problems and develops ideas and solutions*
 - c. *Optimizer – one who evaluates, selects and begins the planning of those ideas*
 - d. *Implementer – one who accepts and takes action of those ideas and solutions*
- (Badasur, 2015)

Could this further tighten the process and create even tighter group dynamics? If this was to be possible would this profile need to be created in advance of the workshop and then be applied as a factor to the mathematical equation that chooses each participants team membership?

This may add a level of complexity that may not be manageable, though it does highlight a strong point regarding the optimization of teams. With the limited time available to work together, it does make sense that the teams be the best they can be.



Benefits

There was a very positive reaction to the benefits of Team Syntegrity from the survey respondents. The introduction of the three different roles a participant played throughout was noted as very positive. This ability to shift roles allowed many participants to engage in ways they had never done before. They felt this led to team building; having no leaders but rather, defined and changing roles to play, the teams stayed alert and felt connected.

This same aspect was also cited by most respondents as a new way to share ideas. Sharing occurred on the level of the individual, the team and as an entire group. The roles played by participants changed rapidly and frequently, so that conversations never got stale.

The “wisdom of the collective” was a powerful theme. Several people discussed how “awesome” it would be if this workshop was run with an entire groups of experts.

Another benefit of the process mentioned by most is speed. Moving from posing a question to proposing a solution around eight distinct topics in 2½ days is a pace businesses could well use to gain a competitive advantage. The speed at which ideas are considered and developed is very exciting. It keeps the group engaged and interested, as something new is always happening. The facilitator led discussion was a key part of this feature and it was mentioned that the quality of the facilitator was also a very important aspect of the each team’s success.

Lastly, it was noted that the process was democratized, allowing the information to freely flow across the entire group of participants.

Could Syntegrity Replace Other Foresight Tools?

The answers to this question widely ranged from “It could replace all existing methods” to “It would replace none of them.” Eight out of 12 people, however, felt that it could be useful when employed in conjunction with other foresight tools.

Most survey respondents suggested that the Delphi survey could be replaced by Syntegrity. A Delphi survey is a structured communication technique where experts answer two or rounds of questions. After each round of question a facilitator creates a summary of the respondent’s answers and feeds that summary back to them. After reading what their fellow experts have added to the overall questions each respondent us then asked to consider this information and revise their answers. This process is repeated as many times as the required depending on the desired result. Was it consensus or was there a predetermined number of rounds? The intent here is to converge towards the best answer. This process is mimicked, and perhaps improved upon, by the Syntegrity process.

Other tools that were highly ranked as being replaceable were the Four Generic Images of the Future and the 2x2 matrix. Those who felt this way described the Syntegrity process team topics as scenarios that could be developed.

Many respondents suggested ways in which different tools could complement each other. By combining the strengths of two or more tools, it was suggested a new, powerful foresight tool may emerge.

Popper’s Diamond

Survey respondents were then asked to place the Syntegrity method onto the Popper’s Diamond if applicable. Eleven of 12 positioned it relative to either the descriptors on the north, south, west or east corners of the diamond while others placed it relative to other tools currently on the diamond as it exists today. Their output can be seen below.

Overall the group felt that the tool was slightly more creativity-based than evidence-based and slightly more interaction-based than expertise-based.

* It is important to note here that this workshop engaged consumers who came to the event with no facts or retail expertise. If this same session was run with a retailer who brought in employees with expertise across a wide variety of departments we may have seen a different outcome on the Popper’s Diamond.

It was noted by a couple of respondents that this was a tricky job to complete and perhaps this was because of the strength of the tool. It allowed for all four corners of the diamond to be strongly represented. Evidence and Expertise were omitted by all participants. This indicates that while participants had a stake in the opening question as consumers it was not felt that they were in fact experts in this area. This is interesting as consumer choice drives all sales in retail and ultimately consumers make all decisions. As Sam Walton once said

“There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.”

-Sam Walton, founder Walmart

No real data was supplied in this survey which is why all respondents stayed clear of this area. At the same time creativity was mentioned but not a significantly enough to draw an x right up to the top of the diamond.

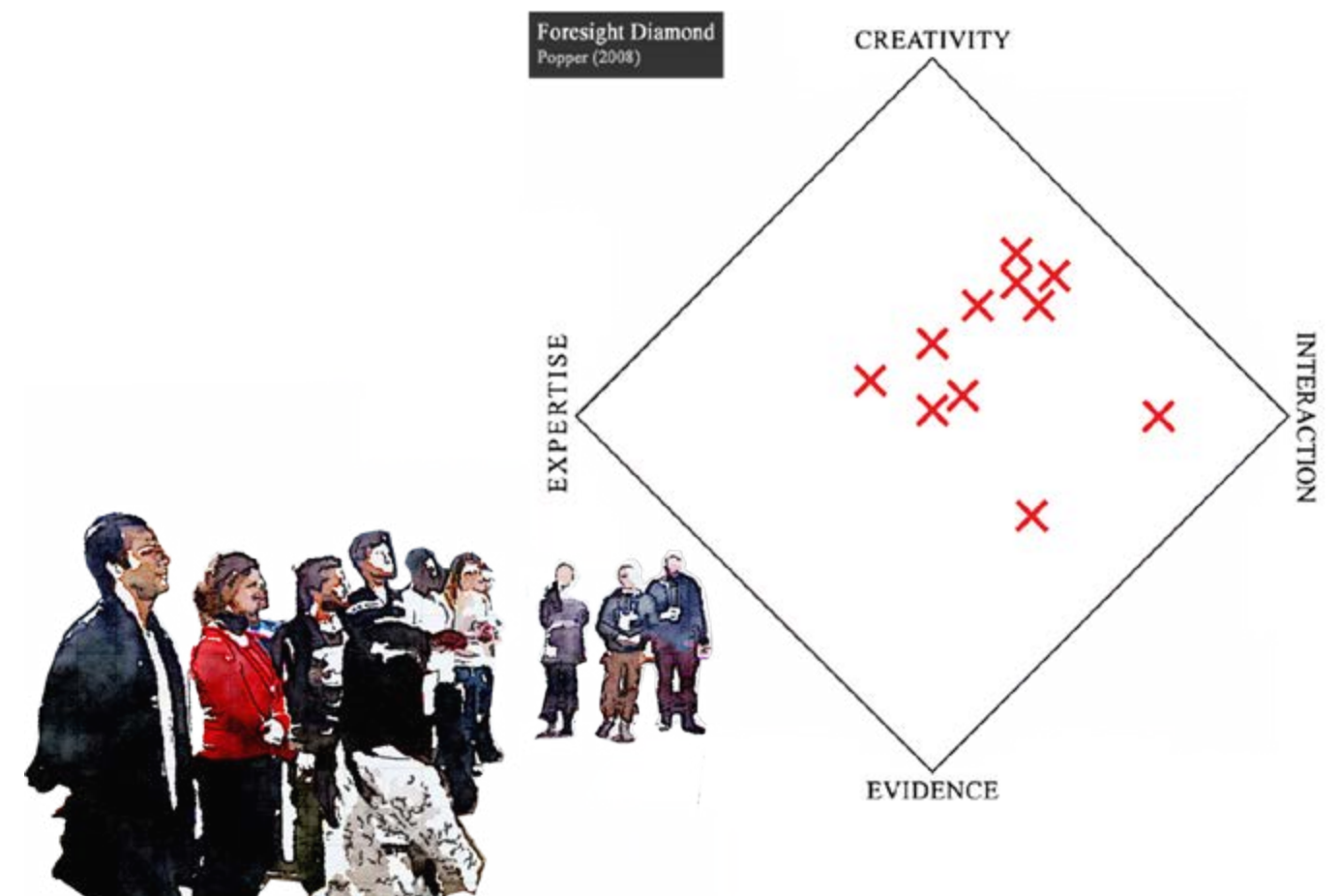


Fig 35 – Popper’s Diamond has been wiped clean of the other methods and the participants from the Syntegrity workshop have plotted it on the Diamond based on their experience from the workshop

Reflections

Use of Syntegrity in the Future

A strong number of survey respondents said they would be using Syntegrity in the future. They felt there was strength in the process but most of those who said yes did so with the caveat that they would modify the tool. Two of the respondents said that they would not be using the tool in the future; neither gave an explanation.

Since the workshop, I have had a number of conversations with people who completed the survey. There are a number of barriers to using this method for them. In order to map participants onto the cube or the icosahedron, a proprietary algorithm is used. This software is not available for the general practitioner to use however there are other ways in which the configuration of the structure can be accomplished. While it can theoretically be done by hand, the program calculates tens of thousands of options before landing on the final output. By hand, some of the variables taken into consideration by the program would surely be missed. The use of a specialized algorithm presents an obstacle to adoption of Syntegrity by foresighters, unless alternative methods are made available.

Additional Comments about Team Syntegrity

There were both positive and negative comments in the final reflections question about this tool.

On the positive side people felt the process was very rewarding. Again the comments regarding collective genius surfaced here. There was great praise for how well the event was organized and run.

Many expressed concern about the time commitment required. This was particularly concerning to those thinking about the business world. How difficult is it to pry executives away from their smartphones and email for this length of time? Is it reasonable to see an organization allow up to 30 people to essentially stop working for three entire days? Concerns were raised around this topic.

Although the survey didn't ask directly about costs, some respondents raised it as a concern in their "other comments". While great value can be derived from the process, and the benefits can be outstanding, there are direct and indirect costs associated with the delivery of a Syntegration that need to be taken into account. The indirect cost includes the participation time of 24-30 people over the three day session. On top of this there is the cost of the Syntegration delivery team who provide all of the facilitation and logistical support. In addition there can be facility, accommodation and meal costs if the event is held at an off-site location. It has been shown that 98.6% of all retail establishments in the US employ less than 50 people (Price Waterhouse Coopers, 2014) and so the question of affordability becomes a concern when looking to apply Syntegration in that setting. Does this mean Syntegration is only relevant for large scale organizations who have the purchasing power to make these investments? Or is there a way to scale the process so the benefits can be accessed by small and medium enterprises with tight budgets. Great facilitation is an important success factor for this method. Facilitators must be highly trained and have done rigorous background research to be up to speed on the industry they are working with.

One respondent shared an interesting idea about building the topics. This person wondered if instead of going deep on the topic and staying on the same teams, could the process run more like a relay race or a World Café, where you hand off your ideas and have other people build on them? It would be an interesting change and something that could be explored in a future Syntegration workshop.

Overall the Syntegrity Process was well received and the participants learned new techniques that most will weave into their work going forward.

Additional Process Observations

Fatigue and Stakeholder Interest and Maintaining the Integrity of the Diagonal Cube

The Team Syntegrity workshop was held at OCAD University on the weekend of October 2-4, 2015. We started off in a position of being overbooked (28+) and dwindled down to just 11 participants by Sunday. In some cases, people just didn't show up. A three day weekend required a significant commitment from students who are busy with other aspects of their lives; when it came time to start a handful of people dropped out.

After the first evening a few more left the event. One person because they didn't feel they could contribute and others as they expressed that one day was all they could commit. Saturday was a gruelling day. Each person attending a total of eight 50 minute meetings with two marketplaces. Mentally, it was difficult to contribute consistently. After day two the workshop lost 10 more people.

There were systems in place to help alleviate the fatigue. One being the ability to change roles as you moved from meeting to meeting. The ability to be a member in one meeting and expel all your energy was followed by a meeting as an observer where you could relax and there was no pressure. A second extremely positive feature of the workshop was the strict adherence to timing. Meetings never dragged on. Timing was sharp and clearly understood by all. This provided an urgency that kept energy levels high as you were always being reminded that time was running out and you needed to be quick.

A third control of the energy level was provided by the facilitators. When energy was draining a good facilitator could infuse energy into the group and get them back on track. This was a key feature of the event.

Stakeholder interest was another key factor. While everyone in the room was a shopper and a consumer of goods, it was apparent as the workshop developed that most were not passionate about the topic. This was something that also arose in the initial topic creation. No one had a real stake in their topic. They found the topics interesting but not critical in any way to their lives. If this were a retail session member

from HR, IT, Marketing, Strategy and all other departments, participants would be fired up and fighting for their topics to make the list and get on the cube. So the level of passion for the workshop wasn't as high as I believe it would be if this was a real set of colleagues or if it affected the participants' lives directly. That lack of passion also led to many drop out through the weekend.

Ability to Project into the Future

The one major concern that I personally held regarding the workshop was; "Were the participants looking out 25 years?" It was a difficult request to make. As I look at the final topic statements, I see that many or all of the things that have been discussed will likely be in place in the next ten years. A couple of suggestions pushed out farther than others. One of these was the Intergalactic Body (IGB); a fun look at the fact there is a need for a global governing body for consumption. Even so, I feel that most ideas were much closer to present day. Is this why you need foresight experts as part of the process? I believe the answer is yes. With the 2x2 the stories reach out with their narratives and illustrations. These stories are crafted by those who are experts at looking at the future. That is a key difference between the two methods. With Syntegrity we have the unique ability to engage an entire organization in a non-hierarchical way, but do we lose the ability to see beyond today's circumstances? Does that require specific expertise? The expert needs to have the training to consider things that don't currently exist but using the trends we have today to imagine outcomes based on human behaviour, human needs and issues. Is it possible that the speed at which we are travelling today makes it impossible to see out 25 years? Have the time-lines of invention been reduced so remarkably by technology that we can create things as fast as we imagine them? Has technology made us all inventors, creating a flooded market as many people all over the world have the same idea at the same time and have the technology to work on it, and bring that idea to market?

How can the retail community keep up? Will products be the primary consumable in the future? Today the words shopper and consumer are used interchangeably. Perhaps in the

future of synte-grity

possibilities

Considering all the information gathered through research and reading, at the Synte-grity workshop, attending a foresight studio as a Master student, reading survey results and through further discussions with participants, I believe that there are some opportunities to take Synte-grity to the next level using some traditional foresight techniques or, perhaps take the 2x2 matrix to the next level using Synte-grity.

Retail needs innovation, a look forward to help differentiate and compete with an ever-changing, technology-infused marketplace. Can a tool be created that is infused with expertise and yet highly interactive and participatory? Can it provide evidence that a retailer needs on order to release millions of dollars of capital and still be unbelievably creative and forward thinking to separate a retailer from the pack? Can these be delivered while looking forward to the long future so the company will always be prepared?

There are some tools that provide platforms for some incredible thinking. Could they be stronger used together?

I would like to explore some possibilities.

1 possibility

The Situation

One concern regarding Synte-grity was noted above. The method does not have strong mechanisms to push out into the future. Thinking about the future is always difficult; being able to add an element to help deliver the future could be useful.

Solution

Adding these two elements to the workshop could lengthen the teams' views out farther into the future: 1. Time and focus on looking at the trends and the driving forces of today; 2.

Include an expert foresighter as a member of every team.

1.While a pre-read was supplied to participants, the topics from that reading seemed to be lost and possibly irrelevant during the workshop. Co-creation as we have seen is an ideal way to engage the user. Explores signals, trends and drivers as a group by using a time-line often used by foresighter's. Look to the past and find significant events, demonstrate how a bunch of these events became a trend and uncover the driving force that was propelling those trends and events. Move through time from the past to present day and then consider possibilities in all three territories: signals, trends and drivers for the future. Engaged as a group, they would create the background research required. Logisticians and facilitators could get this information together in time to be the first mailbox insert for the participants. This time-line will help people think about time and distance. By considering what was happening 25 or 50 years ago, they grease the wheels to look forward that same 25 or 50 years; the significance of that length of time has been made clear. Of course, this adds time to the workshop and requires homework to be completed prior to the commencement of the event.

2.The second element of developing a more future forward view in the topic meetings would be with the team structure. A foresighter could be a member of every team? In the same way that Liz Sanders has a design researcher as part of her co-creation workshops, this could move the teams' views out. (Sanders, How it Works: Generative Tools and Techniques, 2012) If the expertise of foresight is required, perhaps it should be treated as one of the requisite variety. Foresighters can help move a team's existing thoughts farther into the future. Their role would not be to create and lead

the team but rather, to support and push it. This is something the facilitator would not be able to do as he or she does not possess the ability to think out the way a foresighter with extensive training does. That would add an additional eight people to the mix. By tapping into this additional level of expertise teams may be poised for futures thinking that was previously not available.

In this possibility, Synte-grity remains intact with two additions; an upfront co-created time-line of signals, drivers and trends as well as the addition of foresighters on each team to help push the thinking and open new doors.

2 possibility

The Situation

A wide variety of information was created in the final topic statements. They could be used to develop new retail solutions but there seems to be an opportunity to develop these ideas further. The output from the Synte-grity process could be used as critical uncertainties for scenario planning.

Solution

At the end of the Synte-grity process participants, were given money (keeping in the spirit of retail) to vote for the best ideas. In this case, it was the red and silver teams that were chosen by the group: Red - Consumption Regulation and Silver - Value as a New Currency.

Does co-creating ideas in this manner look for actual go-forward ideas and outputs or does it provide knowledge and meaning? Liz Sanders addresses this question regarding upfront design research: In the act of asking a business expert or a lead user to design a new service experience relevant to them, are we giving away the role of design to others or is the act of designing a new service experience a chance for designers to gain important input with which they can design much more relevant solutions, as they have had genuine tacit

and latent knowledge to begin with? (Sanders, Chapter 1 Introduction, 2012)

Two possibilities arise. Could participants in the final marketplace write down a number from 0-10 for each topic for both the level of uncertainty and the impact that topic would have in 25 years? Could those numbers then be tallied and the topics then mapped into the uncertainty/impact map?

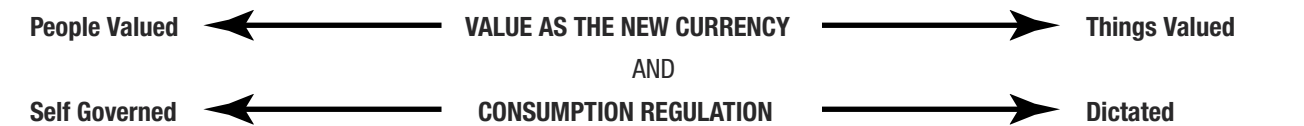
By doing this the topics have been put through an additional filter. Those that have been chosen as go forward topics will be determined by the critical uncertainty of that topic whereas today participants could be selecting based on any of a number of reasons; most interesting and most relevant to them were the basis for choosing initial topics so it may be reasonable to assume this is how they might select overall topics.

By mapping these topics onto the impact/uncertainty grid it requires that participants consider the 25 year time-line very closely. It would be an interesting and efficient way to get consensus from a large group.



Fig 36 – For demonstration of a possible process revision, this impact/uncertainty map has been populated with the eight topics from the Syntegrity workshop to demonstrate how the topics might be used as critical uncertainties.

Or could those two outputs then be positioned on a 2x2 matrix. Could they be critical uncertainties on the axis used to generate scenarios? The top two topics from Team Syntegrity were Consumption Regulation and Value as the New Currency. Could these topics in fact be critical uncertainties? If so might the tensions that anchor each of those uncertainties be:



When plotted on the 2x2 matrix they might look something like the illustration below. This ability to create tensions allows for both the opportunities and threats to be realized, as there are both positive and negative aspects of each uncertainty. By doing this the issue of should vs could is addressed. The topic created by Syntegrity is then used to create polar opposites to provide a wide range of possibilities. This allows the team to converge to develop the core ideas to be works on and then diverge to consider more possibilities within these core topics.



Fig 37 – For demonstration of a possible process revision, a 2x2 matrix has been created using the top two topics from the Syntegrity workshop. Tensions were developed from these uncertainties and the convergent topics have become divergent scenarios.

If that were the case, a very intensive three day workshop would take the place of the expert interviews in the 2x2 but the other research and scenarios would still need to be created. This is a very intensive process; it might give retailers the confidence they need in order to spend tens of millions of dollars on new formats to compete.

3 Possibility

The Situation

The final topic statements created by the teams have provided strategies rather than scenarios for the future. We can use this to our advantage by adding an element to the process providing client with a tangible view of the near future.

Solution

An addition made to the 2x2 matrix in my previous work was a “Book of Ideas” that provided retailers with a range of possible ideas they could implement today using the 25 years’ time horizon as a long view. These examples were inspired by the outputs from the 2x2 matrix work. They used not only the critical uncertainties from the metric but also all of the uncertainties as they were determined by the experts. For retailers, looking at that intersection between creativity and business is important, so an additional feature was used when creating the outputs for today: Doblin’s Ten Types of Innovation.

More often than not those in the room at a creative retail presentation have MBAs and are people with business, marketing, finance and building construction backgrounds; often, the idea of looking into the future seems ephemeral and wasteful to them. In my experience, it has been characterized as too wild and subjective. Providing real research to support these ideas through the output of experts who determined as a group what is most uncertain about their futures as retailers, coupled with trends covering the entire gamut of STEEP+V then framed with the business thinking of Doblin’s 10 types of Innovation, might improve the creative ideas’ credibility in these people’s opinions. The ideas would have a better chance to become possible disruptors in the market.

Doblin’s Ten Types of Innovation is about discipline, specifically the discipline of building break-throughs. In the case of strategic foresight, the foresight process will build the break-through with Doblin’s Ten Types of Innovation applied as a filter to help the businesses build out those innovative ideas and turn them into go-forward strategic plans. If an idea does not demonstrate the minimum number of innovation types, it would be worked on to build those blocks or discarded/passed over for other, more viable ideas. This added tool grounds ideas that are based on futures 25 years into the future in the present and short term (3-5 year) future. This tool will help retailers look at the creativity of the scenarios from the 2x2 matrix and the ideas from the book of ideas and begin to understand these ideas in their own terms. Suddenly they can start to apply business strategy and think about metrics. By applying Doblin’s Ten Types of Innovation to the ideas they can participate in the exercise and contribute to the conversation as a shared language has been created. (Doblin, 2013)

So often the question is asked, who is doing this successfully? The answer to that question in this market is: no-one. Some daring retailers need to become leaders. Retail cannot keep riding the coat tails of Apple who was one of the only true innovators in retail has seen in over a decade. Retailers need creative, ground breaking ideas undergirded by substantive research. The future cannot provide quantitative research, and management consultants cannot measure the future.

An example of an idea that resulted from the 2x2 matrix.

An example of an idea that resulted from the 2x2 matrix.

MADE in america

A mall anchor was meant to be the draw for the complex. Showrooming and pressure on department stores has left a hole in the mall model. These large footprints can be reinvented to be on site manufacturing facilities. Imagine a fashion retailer who is one of the first to manufacture on site. Make that experience transparent and part of the shopping event. See the jeans you are about to buy come off the assembly line. Appeal to your shoppers who want to pay for better practices that reduce carbon footprints and demonstrate the brand's superior working conditions. Prepare your organization for the possibility of reduced availability of overseas products. Seasonally create opportunities for local aspiring designers to submit designs and offer limited time runs of those designs. Products are customizable based on local demographics.

uncertainties

product sourcing - prepare for reduction of overseas product
real estate - repurpose large footprints
distribution and shipping - local and on site
mass customization - products can be altered to be site specific
innovation - leadership position
experience - genuine transparency
consumption patterns - mirror customer values

trends

new middle class - fewer factory workers in India and China
connection to the source - locally made products
model it - revisit your existing business model

innovation types * doblin

process - localization
process - user generated - tap into local talent
product performance - environmental sensitivity

product performance- exceptional design, quality and experience
channel - reinvent the flagship
customer engagement - community and belonging

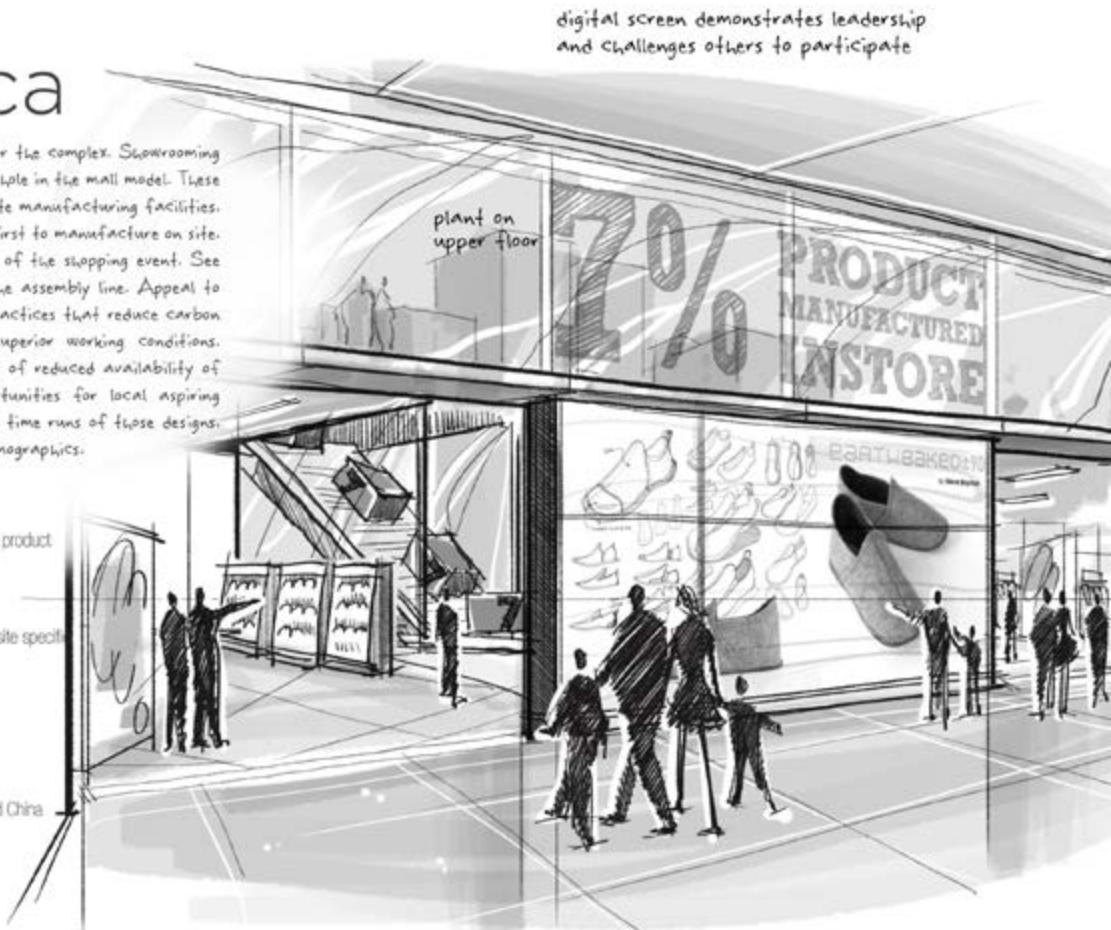


Fig 38 – From the Future of Retail Space 2040 (Appendix B), this drawing demonstrates how information about the future can then be pulled back in to create new retail solutions for today. Critical uncertainties and trends have been used as the foundation for these ideas.

synthesis

It was important to me as a retail strategy and design practitioner to use a similar question for both the work done on the 2x2 matrix and the Team Syntegrity workshop. While all creative outputs are subjective and there should be a wide range of outputs if you are going to wager millions of dollars on the solutions provided.

The 2x2 matrix used retail experts to provide the critical uncertainties along with the STEEP+V work. The Syntegrity workshop used lead users, in this case, consumers. These are two different points of view. Both groups have different agendas. They have different barriers to success and their stake in the question was very variable.

That said, I was very interested in how different the outcome of the two methods would compare. Would they be incredibly different and therefore an important distinction for retailers as they choosing a direction to take for planning?

In the 2x2 matrix, the Book of Ideas—real business ideas that could be developed and implemented today—was the output offered by a designer to a retailer. With Team Syntegrity, adding a Book of Ideas would be the next step as well in my position as a designer.

The output from the 2x2 matrix was generated by uncertainties created by experts, while the Team Syntegrity output was generated by users. These two groups are both significant stakeholders in the retail world. While there were some very significant differences, there were also some very significant similarities in the output. Does this demonstrate the processes' power, as both retail experts and consumers landed in the same place, or does it indicate that even non-experts can reach the low hanging fruit; the easiest options? Should we be looking more closely at idea outliers to find the real innovations in both of these studies?

My educated guess is that the experts and users finding similar

ideas demonstrates the power of these methods. The depth to which both methods engaged the participants dug into both tacit and latent knowledge. The beliefs systems of both groups were exposed; when combined, they constituted a strong foundation for creative ideas, as it has been constructed of many layers of tacit and latent knowledge along with explicit and observable knowledge.

Three of the 12 ideas generated from the 2x2 matrix aligned well with the ideas generated in the Team Syntegrity process. They are noted below. These ideas were from the Book of Ideas generated for the 2x2 matrix. These illustrations could be outputs for with the 2x2 matrix or a Team Syntegrity workshop.

Maker Movement

This idea is very much in line with the Purple – Automation to production

In 2040, 3D printers are more widely available in households and the consumer has become the producer. In the 2x2 matrix, stores are manufacturing centres and places of IP.

Amazing technology advances are written about daily. It is hard to imagine a student writing a paper using an encyclopedia written 10 years earlier from the library as a primary source of information, but it was less than 25 years ago that information was only found in a library. There was no such thing as online. It is easy to forget what things were like in the past, no matter how radical the changes have been. It is just as difficult to imagine how things might change in the future.

Retail experts were highly concerned about product sourcing and what might happen if the pipeline to sourcing cheap products from developing countries came to an end. 3D printing entered their discussion but it did not bubble strongly to the surface. On the other hand, consumers jumped at the chance to create personalized items locally. As consumers, they were excited to invent and create. While the two groups, retailers

and consumers, came to this from opposite directions, they landed at the same idea in the end. Retailers found the result by considering possible future threats and the consumers found the same result by looking for opportunities.

The Maker Movement is a strong representation of both pieces of work, and I would make a strong presentation to any retailer, urging its leadership to start thinking about how this process could start to take shape inside their organization.

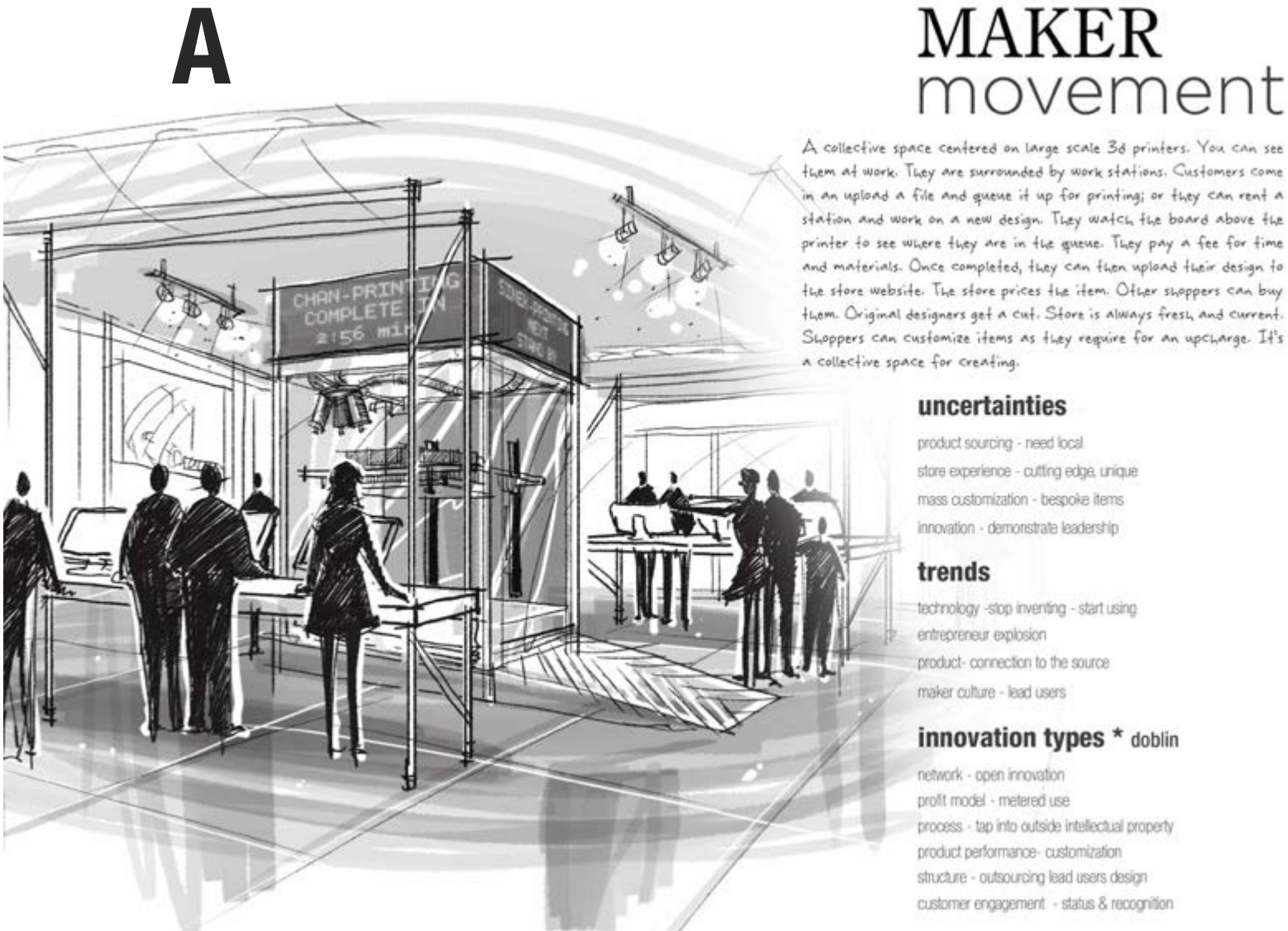


Fig 39 – From the Future of Retail Space 2040 (Appendix B). The Maker Movement is an idea for retailers that embraces the need to source product locally

RENT don't own

B

Smaller spaces mean less storage. Spring, summer, fall and winter, we have a lot of stuff. What would life be like if we rented all of our clothing, our home furnishings, our seasonal decor? We already rent our homes and our cars. What if you received a box every month (or season) with enough components to mix and match, 7 new outfits? At your request and with different price points these items are new or as good as new. At the end of the month (or season) you send them back in the box they came in already addressed with the postage paid? No more storing things, no more out of date items. Imagine if this service shipped you your Christmas decor complete with a tree? New pillows and throws for your sofa. Transition from summer to fall in style. Not only for the consumer but also for condos, schools and businesses who need storage and a refresh, to keep up to date.

uncertainties

e-commerce - more than just low price
real estate - just for trend setting not for buying
distribution and shipping - backbone of the concept
consumption patterns - can I have more but share?

trends

experience - personalized
leveraging consumer data - use it
model it - revisit your existing business model

innovation types * doblin

profit model - bundled pricing
profit model - subscription
process - on demand production - known client base numbers
product system - product bundling
service - self service - reduce costs
customer engagement - curation



Fig 40 – From the Future of Retail Space 2040 (Appendix B). Rent to Own is an idea for retailers that explores the possibility of leasing rather than owning to reduce consumption and waste

These ideas capture the topics explored by the **Orange – Permanence over Disposal, Red – Consumption Regulation and the Blue Topic - No Waste.**

In this case, the retailer saw a changing attitude in their consumer. They identified consumption patterns as a likely barrier to success with consumers in the future. The Syntegrity workshop teams labeled this thinking Consumption Regulation and selected it as their #1 important topic from the event. Organized retail in North America has been about nothing but new and more since Brooks Brothers opened their first store in 1818. Almost 200 years later, the consumer is saying,

“Enough!” The 2x2 matrix revealed that people didn’t need or want more stuff in their lives while Syntegrity built on that idea.

Not only did the participants want to encourage people to own less but to use less. Less water, less energy; fewer resources across the board. Rent Don’t Own is an idea that retailers can start to think about today. For retailers it is about an enduring relationship with their consumers and for the consumer, it is about letting go of the idea that you need to acquire and possess in the same way we always have.

OLD faithful

C

As consumers make decisions to consume less, retailers can expect to sell less new product and do more refurbishing. Like the car industry; service is just as important as new car sales. Dedicate a portion of your store to allow consumers to bring in their used items for reconditioning; a drill that needs a cleaning or a phone that has a broken screen, even a skirt with a hem too long that needs updating. Provide a robust service in store to rehabilitate customer's favourite, still good quality items. Extend the lifecycle of the products you sell and in turn gain and keep lifelong customers.

uncertainties

product sourcing - prepare for reduction of overseas product
distribution and shipping - reduce the need for new items
mass customization - products can be altered to be site specific
innovation - leadership position
experience - genuine transparency
consumption patterns - mirror customer values

trends

new middle class - fewer factory workers in India and China
connection to the source - locally made products
model it - revisit your existing business model

innovation types * doblin

product performance - conservation
product performance - environmental sensitivity
supplementary service - ancillary services that fit with your product
brand - new service under existing brand

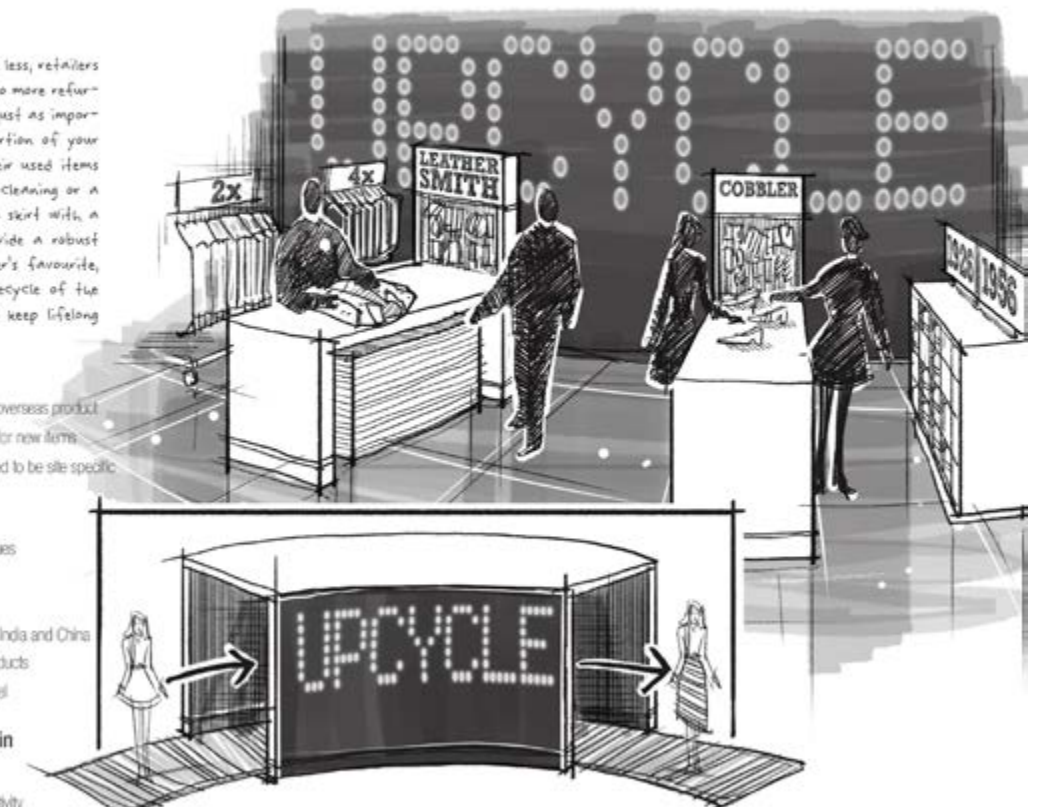


Fig 41 – From the Future of Retail Space 2040 (Appendix B) Old Faithful is an idea for retailers that suggests that people would like to reuse rather than buy new and that this element needs to be present in new retail formats.

I believe these ideas can be taken further. Retailers can help consumers renew what they already own. It is about creativity and ingenuity, about seeing existing items as raw materials. In the Syntegrity workshop, teams discussed stores having hackers; in the 2x2 they are called designers. In both ideas, these creators within retail take items that would find their way to landfill sites and turn them—individually or collectively—into the latest fashion or technology. Imagine taking an outdated microwave and a computer and getting a new 3d printer in return. Or perhaps a sweater and a pair of jeans and getting a new winter coat? Shoppers win by getting new items and by using old ones. Retailers win by doing their part for the environment and finding new revenue streams to continue succeeding.

A wave of new retail is coming and the consumer lens that

propelled the ideas at the Syntegrity workshop supports many of the biggest uncertainties held by retailers today. I cannot imagine a day when retail no longer exists. I also believe that the face of retail is poised for radical changes that may make it unrecognizable to those unwilling to imagine a variety of futures.

By creating a **Book of Ideas** as output from either the 2x2 or the Team Syntegrity workshop retailers can visualize the ideas. By seeing how ideas have been transformed into retail spaces allows them to imagine the future. These are not store designs; they are ideas in the form of consumer experiences. For a retailer seeing ideas in this format will allow them to make the next connection required, their own stores.

conclusions

The research question asked, **what are the potential benefits of Team Syntegrity for scenario planning and possible futures as it relates to the field of retail?**

In this question two sub questions were developed.

The primary question was methodological and endeavoured to determine if Syntegrity could be used as a foresight tool. Was this tool missing from the foresighter’s toolkit?
The secondary question was a substantive one. Could Team Syntegrity as a foresight tool be a strong planning tool for retail?

In order to evaluate this question a three day Team Syntegrity workshop was conducted. The opening question for this event was “As a consumer, what should the future(s) of retail be in 2040?” The results from this workshop were compared to a piece of work carried out independently by the author using scenario planning and the 2x2 matrix. Then topic here was the Future of Retail Space 2040. This provided opportunities to compare and contrast the two methods.

Popper’s Diamond, The Foren Network’s definition of a foresight technique and a post workshop survey of twelve foresighters who participated provided additional; information regarding the inclusion of Team Syntegrity as a foresight tool. Further questions were posed:

- What are core requirements of a strong foresight tool in a fast moving sector?
- What are the strengths and weakness of the Team Syntegrity protocol?
- Could its utility be broadened to include use as a foresight tool?

- Are there elements of Team Syntegrity that might be added to the 2x2 matrix?
- Can Team Syntegrity push far enough out into

the future to be compelling as a foresight tool?
And finally as it was asked at the beginning of the paper what two words could best describe Team Syntegrity as a foresight tool?

The Answers Revealed

As mentioned, the primary question for this paper was framed to determine whether the Team Syntegrity protocol should be added to the foresight toolkit. Currently, one cannot find it in books or on websites about foresight, nor is it taught at OCAD University as part of the Foresight Studio.
The answer to this question is YES.

Team Syntegrity has been proven to be a very powerful tool for strategy. Stafford Beer’s process has been turned into a very successful business model in a number of places around the globe. I believe it has the necessary elements required to stretch its usefulness beyond strategy and into foresight. The Foren Network outlined five critical elements required of a tool to be useful for foresight purposes. Team Syntegrity can check all the boxes. When asked in a survey of 12 participants 10 of 12 said they would like to use Syntegrity in their own practices. This answered the questions regarding the requirements of as foresight tool as well as delved into the strengths and weaknesses of the Team Syntegrity protocol for retail foresight.

- 1 Employ expert foresighters who have been trained and have a natural talent to creativity propel their thinking into the future decades from now. (foresight)
- 2 Include the upfront knowledge gained by scanning for signals, trends and drivers and do this scanning as a co-created event. (foresight)
- 3 Develop scenarios that stimulate real imagination (foresight)
- 4 Engage participants enterprise wide to provide requisite variety (syntegrity)
- 5 It would increase speed to market and shave months off the foresight process (syntegrity)
- 6 It would harness collective genius (syntegrity)
- 7 Go beyond the surface and through multiple iterations and unearth powerful solutions. (syntegrity)
- 8 Provide an output that will create action plans (new)

This tool would sit right in the center of Popper’s Diamond, as it would embody the best of all aspects of the Diamond. I also feel that the Diamond needs to be revisited and somehow a z axis needs to be incorporated. Methods are not simply described as either/or. This research has demonstrated that they are in fact more like recipes or potions. The amounts of creativity and evidence are additive, as are the levels of expertise and interaction. Each foresight method employs different amounts of each. The challenge will be to create a new visual that shows that unique ingredient measure for each method without over-complicating.
When thinking of ingredients, we were able to define other methods by their two major ingredients at the beginning of the paper. They were defined as:

- 2x2 Matrix: Synthesis and Difference

- 4 Generic Images of the Future: Provocation and Storytelling
- Branch Analysis: Decision Making and Path
- Delphi: Developing Consensus

We could now add

- Team Syntegrity: Collective Thinking and Speed

The second part of the question to be answered in this paper was, could Team Syntegrity be a valuable tool for retail?
This answer is also a resounding YES. Without question retail is running faster than its feet can carry it, stumbling and falling in some cases, like Blockbuster and Blacks, and rising out near death to become a giant, like Apple. There are so many moving parts to a retail organization and equally as many parts in the context surrounding it. Retail needs new tools to scout out new opportunities by looking

into the future to see the possibilities and the threats. While any foresight activity would be a welcome addition to any retail planning process, creating a new tool that engages the enterprise and gets to market quickly will be a sure win.

Team Syntegrity's ability to engage an entire retail enterprise and allow knowledge to be created as a collective is a very powerful aspect of the protocol. The co-creation of ideas and the convergence to consensus will build stronger teams in the retail sector. Rather than having individual teams working on separate projects, as is often the case, using Syntegrity as the starting tool will begin the planning process as a holistic team. Taking this process to the next level by adding a futures twist to it will give retailers a competitive advantage. Retailing is become more and more competitive as technology makes it almost entirely transparent. Being first to market or seeing danger first will make all the difference to retailers today and in the future. Team Syntegrity can be used to collect the genius of an entire retail organization or a large group of consumers to help understand both the needs and requirements of the retailer and the consumer. Understanding these barriers and opportunities will shine new light on the role of the bricks and mortar stores and the online channel but most of all Team Syntegrity will open the floodgates to new ideas. These ideas will infuse the retailer with new thinking that will separate them from the pack and provide opportunities for leadership. These ideas are grounded in current trends and drivers and created by an expert retail collective or possibly and engaged consumer's group. In either case the co-creation of the ideas grounded in facts will provide confidence required to act on these ideas and speed forward into a positive future.

next steps/further research

Team Syntegrity offers many opportunities for retail, in the future. Some of these opportunities are smaller ideas and some of them are large. Some of the aspects of the Team Syntegrity protocol can be used in isolation of the bigger system. I can see opportunities in my work with a large, multidisciplinary studio for a better way to create innovation using the three iterative meetings and roles as members, critics and observers.

Brainstorming, which does exist on the Popper's Diamond, has always been a weak way to generate ideas, in my experience. If you have 12 people in a room for 60 minutes, the only thing that is going to happen is each person is going to anxiously wait until they have their 3-5 minutes to speak. Everyone wants to speak first so they can be the first to lay claim to an idea if it happens to be on many people's minds. No one is listening to anyone else. And at the end of it all, you capture the only low hanging fruit, ideas that the client could have figured out on its own. There is no time to for discussion or debate to build or challenge ideas. In essence, you have created only a list, exactly what we did in the first round of meetings at Team Syntegrity. Without working those ideas into divergent and/or convergent outlooks on the future, a retailer can do very little good with them. Syntegrity could offer a new way to develop ideas. It must be almost impromptu and on the spot. It must be quick; it must happen often. This could perhaps also be done with one part of the Syntegrity process: generating statements and running a marketplace. Using parts of the Syntegrity process to replace processes that today are not getting the results I need from creative teams will be tested in the future. I look forward to incorporating these methods into the everyday practice of retail design and strategy. With respect to the big picture I believe that a new mashed up tool has emerged. I will work forward to develop a hybrid tool that captures the best of both tools and captures the eight point's outlined above. I see it as a foresight tool with the best of Syntegrity and I also see it as a Syntegrity tool with the best of foresight. The reason that there need to be two tools is that not all problems will be looking to converge; in some cases divergence is a more productive outcome. The how and the when would be determined by the client needs. I will call it The Pioneering Collective. This of course a fictional name but it includes the adventurous spirit I feel is captured by the 2x2 with the word pioneering and the idea of the collective brain created with Syntegrity. This can be tested and evolved through real retail client interactions. This will be a large focus of ongoing new research but perhaps some of the biggest impact on creativity and innovation might be through smaller pieces of the process that may be added to everyday events. Further research that will expand on looking beyond the 2x2

and Team Syntegrity will be in the works. It may be time to create the Popper's Diamond 2.0. In this Diamond there may be new consideration for tools such as speed to market or cost. In the meantime, I will be moving forward to construct these new tools for use in my own practice of retail innovation. The gap between losers and winners narrows more and more, retailers are well advised to employ foresight as a new approach to creating innovative and valuable experiences that will keep consumers returning again and again to spend. Employing new tools to chart their path to successful consumer engagements, small-to-medium retailers can compete with the bland behemoths by creating attractive, exciting retail experiences that potentially reinvent retail altogether and earn customer loyalty into the future



Fig 42 - Looking Forward to the Future

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glossary

Foresight
The ability to plan for the future

Delphi Survey
A Delphi survey is a structured communication technique or method, originally developed as a systematic, interactive forecasting method which relies on a panel of experts. The experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts’ forecasts from the previous round as well as the reasons they provided for their judgments. Thus, experts are encouraged to revise their earlier answers in light of the replies of other members of their panel. It is believed that during this process the range of the answers will decrease and the group will converge towards the “correct” answer.

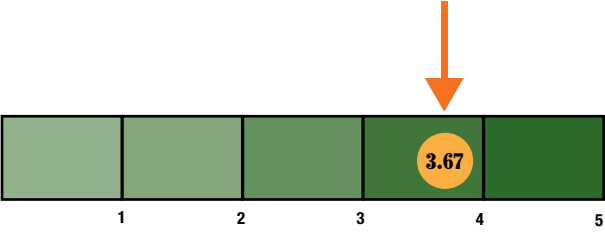
World Café
The “World Café” is a structured conversational process intended to facilitate open and intimate discussion, and link ideas within a larger group to access the “collective intelligence” or collective wisdom in the room. Participants move between a series of tables where they continue the discussion in response to a set of questions, which are predetermined and focused on the specific goals of each World Café. A café ambiance is created in order to facilitate conversation and represent a third place. As well as speaking and listening, individuals are encouraged to write or doodle on a paper tablecloth so that when people change tables they can see what previous members have expressed in their own words and images. The first World Café event was organized in 1995 and since then the number of people who have participated in events is estimated to be in the tens of thousands.

appendix A

Foresighter Survey

In order to gain deeper insight a survey was sent out to those who participated in the workshop who were also graduate students, alumni or faculty in the Strategic Foresight and innovation program. In total 12 surveys were sent out and 12 were returned. I as both a participant and a student completed am 1 of those 12.

Question 1
Reflecting on your recent Syntegrity experience how effective is Syntegrity (typically used as a strategy tool) as a foresight tool?



Question 2
What aspects of foresight are missing from the Syntegrity method? (if any) and how might you add/change the process to become more robust as a foresight tool?

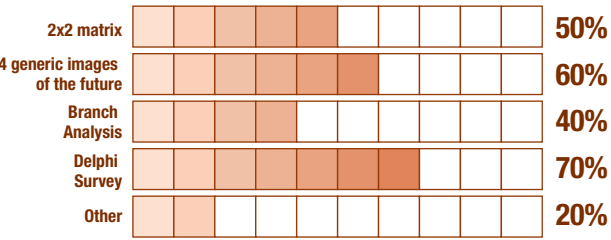
Analyzing the answers there were some common themes. They can be summarized as this.

- Need more focus on upfront trends and drivers. This was lost throughout the process and should have had a greater impact.
- Felt like there wasn't enough opportunity for imagination
- Too focused on the present. Didn't stretch into the future enough
- Output was set up to create a preferred future.
- Output not divergent enough in the thinking.

Question 3
What do you feel are the greatest benefits of the Syntegrity Process as a foresight tool? (if any)

- Structure
- Team building
- Sharing
- Unleashed to wisdom of the collective
- Time
- Facilitation of forced discussion
- Holistic view
- Speed
- Democratization

Question 4
Which of the following methods could the Syntegrity Process replace and why? (choose as many as you like)

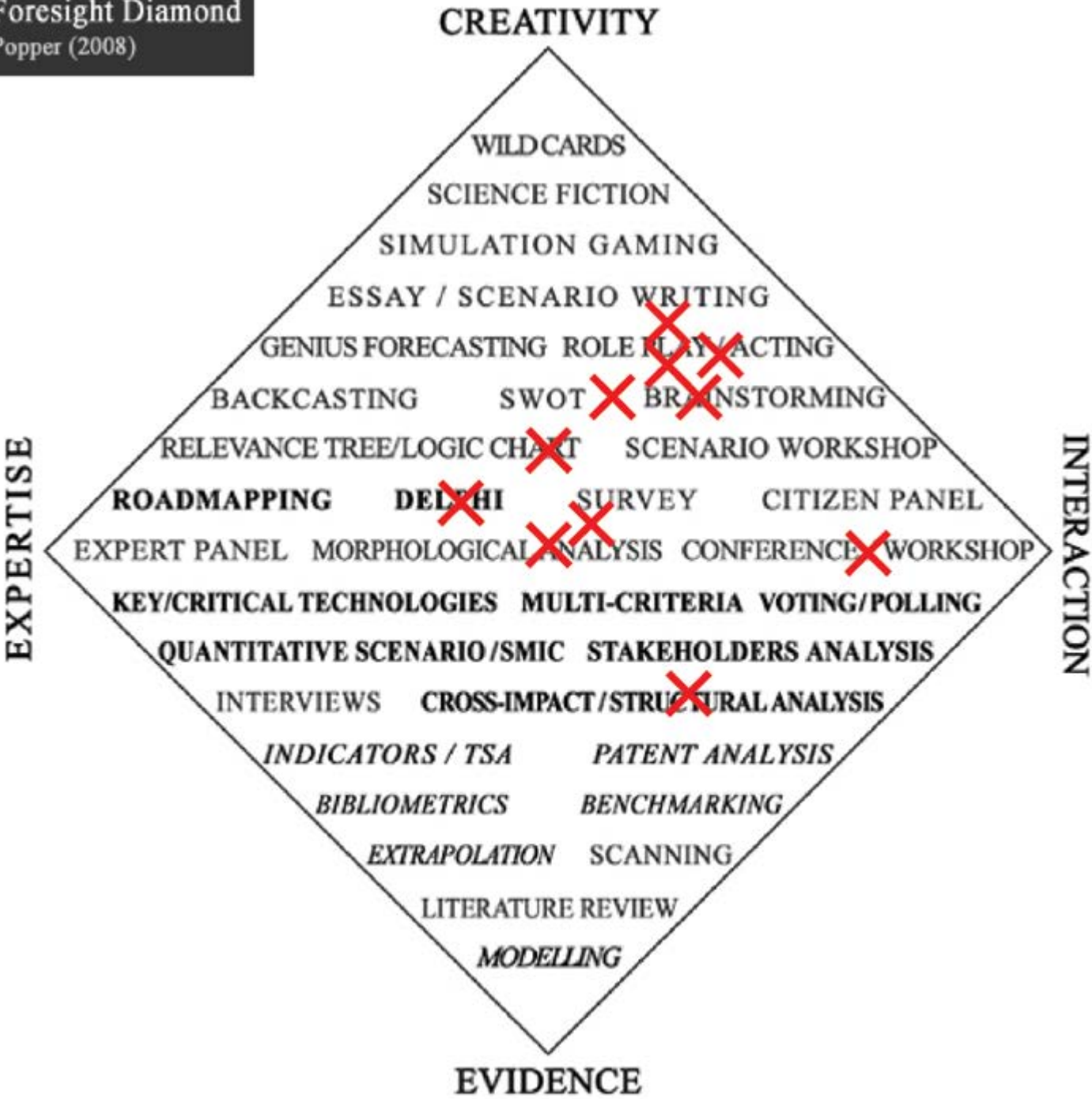


It was felt by most that the Delphi survey was covered in this method by completing three iterations of team meetings. One person felt that no method could replace and most others felt that Syntegrity would be a great additional to existing methods and there might be away to combine them.

Question 5

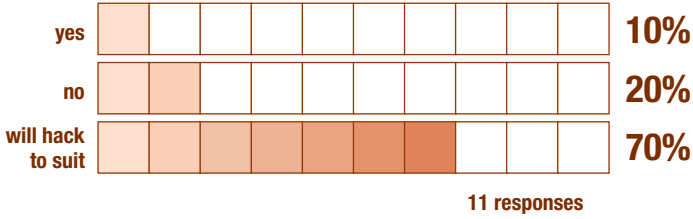
When thinking of the Poppers Diamond where would you place Syntegrity on the illustration if at all?

Foresight Diamond
Popper (2008)



Question 6

Do you envision yourself using Syntegrity as a foresight tool in the future?



Question 7

Please add any additional comments and observations you have about the Syntegrity process as it relates to foresight as a new tool.

Some interesting comments from this question.

- Cost and time required will limit the success of this tool.
- Need diversity in the room
- Rewarding....great for collective genius
- Could this also work as a relay race, one team starts and another takes over?
- Having the right facilitators and participants is important
- Well organized and run

From the responses received the output demonstrates that most of those who participated in the workshop would in fact use Syntegrity in some way. The results demonstrate that there are some gaps which would need to be overcome and some strengths that can be leveraged.

11 of out of 12 participants placed the technique on the poppers diamond. Respondents were leaning towards creativity and interaction with a second group placing the technique in the middle of the diamond. It was my own observation that placing the technique in the middle might not be a proper representation as the diamond implies that there is a tension between two things meaning that you part one characteristic and part another to add up to 100%.

I believe that may misrepresent the tool as I feel you might be able to achieve both.

If this workshop were run with a retailer then all the people in the room would be experts. 100%. Would that mean that the tool would be positioned far left? But there is a high interaction aspect to the method as well so now we need to pull to the right. When that happens it dilutes the value of the level of expertise in the room. That gives the wrong impression the audience in my opinion.

I feel the same regarding the other axis. Syntegrity offers great evidence if using experts as well as background research but it offers the opportunity for creative genius as it was stated by another participant, to happen.

So how then should Poppers Diamond evolve to account for this thinking?

appendix B

2x2 matrix study performed independently by author spring 2015 as comparison

The Future of Retail Space 2040

a strategic foresight study



The Future of Retail Space 2040

a strategic foresight study

contents

the future of retail space _ the

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19 book of ideas

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Strategic Foresight

a tool for competitive advantage



"Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward view, and to use the insights arising in useful organizational ways. For example to detect adverse conditions, guide policy, shape strategy, and to explore new markets, products and services. It represents a fusion of futures methods with those of strategic management"

- Richard A Slaughter

Retail today is a highly complex business, profit models, customer profiles, technology, products, services and customer experiences are changing yearly, monthly, weekly, daily or even hourly. Real competitive advantage **starts with strategic foresight.**

Strategic foresight is a process that provides scenarios about what the future might look like based on trends, driving forces and critical uncertainties. It creates a platform for strategic conversations about the future.

In order to start these conversations scenarios are created. These scenarios open up a view into the future, free of blind spots. With enormous uncertainty about the future, scenario planning paints pictures and tells stories about the possibilities of the future to help organizations recognize and adapt to those aspects that may have the biggest impact.

Born out of military planning, scenarios are about considering the possible moves that your opponent might make so you can quickly change course if certain events did occur. It would ensure you were never caught by surprise. Those who can reorganize and implement change quickly will succeed.

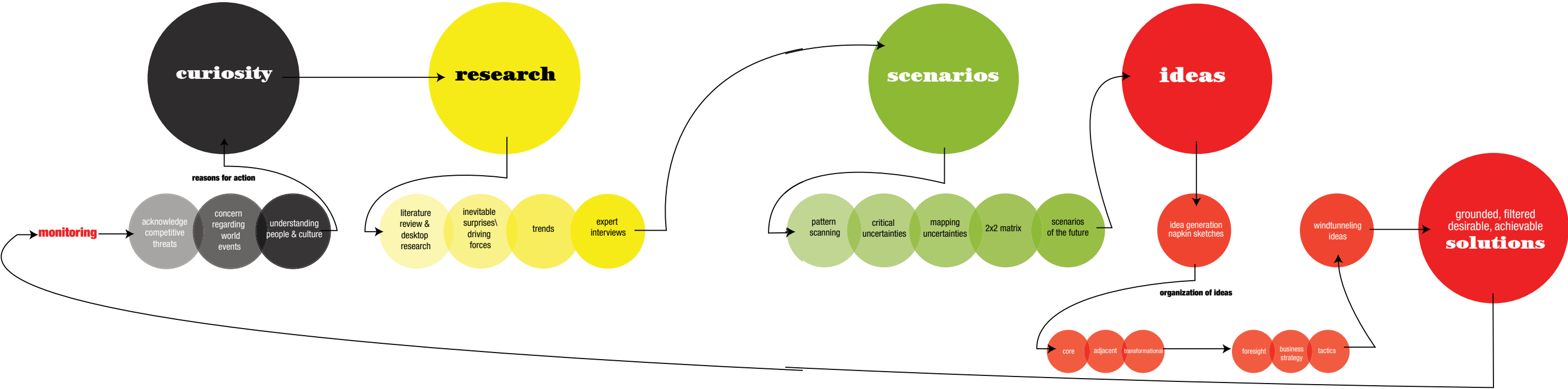
This report asks the question what-if and will help prepare retailers for what the future may bring for retail space.

the foresight ecosystem

Foresight is not a new proprietary tool with a TM at the end. It is a tried a tested tool that is used in many industries. That said it is fairly new to the arena of retail. This method developed by the Global Business Network, is just one method of approach. There are many others.

It is important to keep in mind that foresight is not a static tool, it is organic. As new events unfold, new information is revealed which will help steer and continually reshape the images of the future that have been created. Once the process has been completed it is important to regularly go back and scan the horizon for signposts and evolve the model to reflect the ever changing world we live in.

Below we have created an image that shows how foresight works and the components required to generate meaningful scenarios to help your organization consider where to invest or divest, innovate and re-frame.



inevitable surprises

No matter how much you are ready for impact you still get a jolt every time your brother rubbed his feet on the shag carpet and then gave you a shock.

As said by Peter Schwartz who coined the term; it is inevitable that there will be surprises in the future. These surprises will be shaped by driving forces that are occurring today. These driving forces can be studied and provide retailers with an increased ability to respond as well as open the door to new retail opportunities that you might otherwise miss.

For retailers there are 7 inevitable surprises that you can expect will impact your business in some way in the next 25 years. The scale at which they will occur is unknown so flexibility is an important internal capability to grow.

^{retail} The Big Seven

1. increased life span
2. new patterns of migration
3. environmentalism will dominate world wide
4. war for talent
5. amazing science and technology breakthroughs
6. the future of work
7. the power of emerging markets



1 increased lifespan

In the next 30 years there will be incredible technology and medical breakthroughs. These types of innovation will help people live much longer lives. From new hearts to bionic parts we will start to see people live much longer lives. It will not be unusual to see people live to 100 or even to 120 years of age.

So what does that mean to society? If you were imagining senior's homes over run with those unable to care for themselves then you could be wrong. These advances in medicine and technology will provide these people with the opportunity to be healthy, active participants of society for many more years. New careers will be created. Those who have become seniors in that time are not afraid of technology, they embrace it. They won't fear change, they created it. Imagine large companies with leaders of wisdom. These people are going to be a source of knowledge that will span decades. Competitive advantage will be created by the acquisition of these advisors.

Retailers can expect to create formats just for this age group who have not only their health and their wisdom but also the 30 trillion dollars gifted to them through inheritance. Finding out what products and services they want and need will be critical. Remember in 2040 one in every four people you pass the street will be over the age of 65. What kinds of transit, housing, vacations, banks and most importantly retail will this group; many vibrant and active and many others in need of health services require from their community and their business leaders?





2 new patterns of migration

Canada has long been seen as a multicultural society. The US has in a different way been a melting pot for many different cultures. By 2025 this will be the norm for most countries around the world. By 2020 there will be 35 million more

Chinese men there will be women. This will leave a group as large as the country of Canada full of men without mates. We can expect that many of these men will travel to surrounding countries to find wives and bring them back to China where they will have families. China can expect to see great changes in culture as new norms are created around the family unit. With this surplus of men which will occur in both China and India North America will see greater influence of new races, whites will be a minority in 2025.

While many move by choice other major factors to consider are conflict and disaster. Today these two catalysts have displaced 75 million people. This number will grow and we will need to put more programs in place to help relocate these people. The cost of this will exceed the reserves. Where will these people go and how will it affect us globally?

With more people from more cultures around the globe, retailers will have to rethink how they sell products and services.

Seamless integration of many different cultures will required along with a level of knowledge at service that will not have been required previously.

Understanding how products work and what they are used for will need to be genuine and immediate. Imagine selling a pan to make Indian dosa.

The salesperson needs to now not just how it works but how to create the best dosa and why this pan is the best for dosa. and this pan needs to be sold beside the Teflon pan sold to make grilled cheese. The category is frying pans and the customer is global.

Globally people are also moving into bigger cities to find work. 34% of our global population lived in an urban centre in 1960. In 2014 that number jumped to 54%. It's expected that 66% will live in the big cities by 2050. In Canada 80% of its population were urban dwellers in 2006.

So retail formats will need to appeal to a wider group of cultures and do it seamlessly. The urban core of most cities will have to offer more to their citizens who both live and work centrally. A greater need for everyday products and services will be required. Determining how to do more with less will be a big win for both retailers and citizens.

3 environmentalism will dominate world wide

Greenwashing will now be a thing of the past. By 2045 this will be an integrated component of all of our lives. While that is the good news there will be a number of critical issues that will arise for us as members of the global community. Today the world population sits at about 7.2 billion. That number is expected to jump to 9.3 billion by 2045.

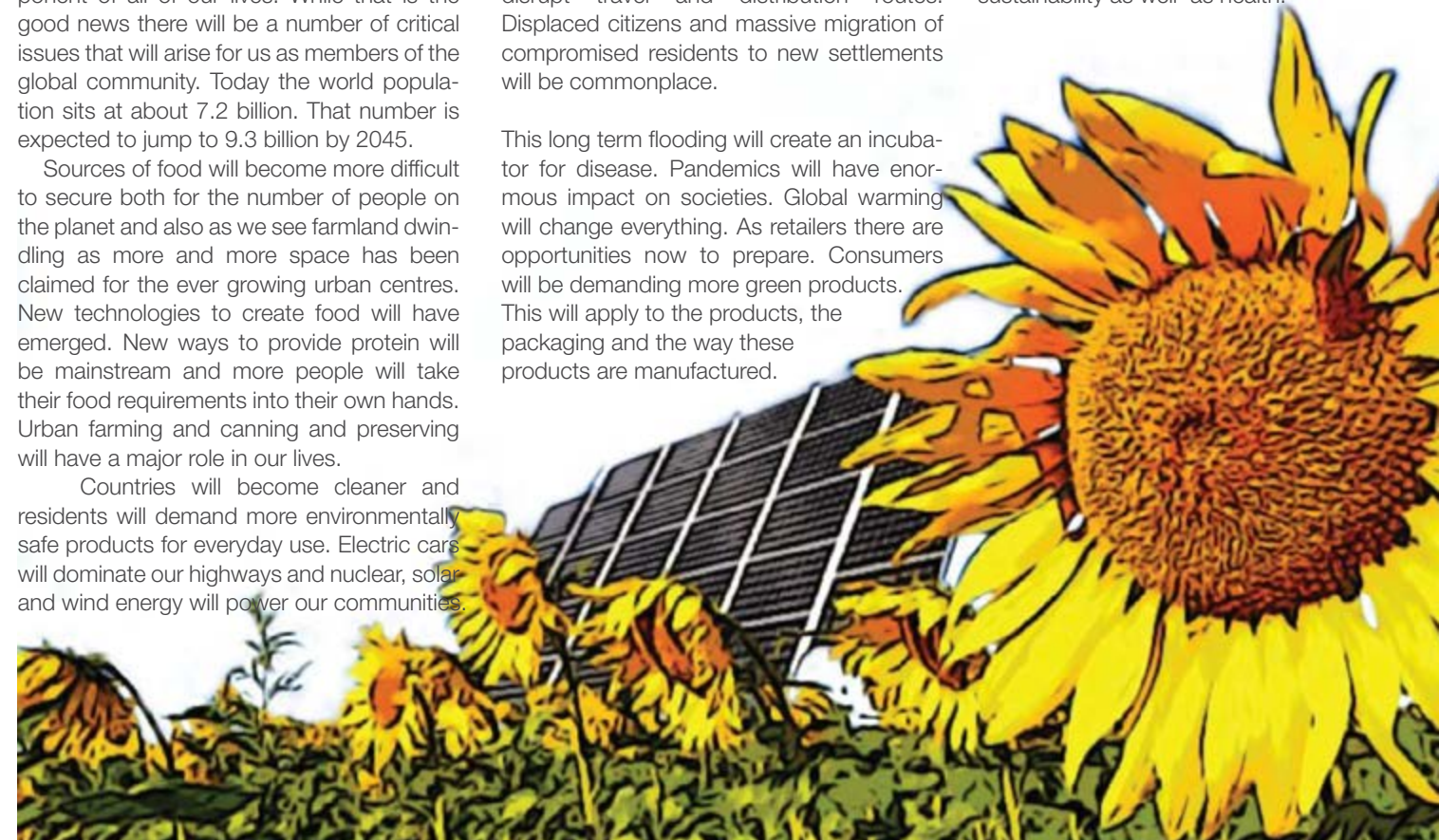
Sources of food will become more difficult to secure both for the number of people on the planet and also as we see farmland dwindling as more and more space has been claimed for the ever growing urban centres. New technologies to create food will have emerged. New ways to provide protein will be mainstream and more people will take their food requirements into their own hands. Urban farming and canning and preserving will have a major role in our lives.

Countries will become cleaner and residents will demand more environmentally safe products for everyday use. Electric cars will dominate our highways and nuclear, solar and wind energy will power our communities.

As the end of the interglacial period arrives we can expect that massive flooding will disrupt travel and distribution routes. Displaced citizens and massive migration of compromised residents to new settlements will be commonplace.

This long term flooding will create an incubator for disease. Pandemics will have enormous impact on societies. Global warming will change everything. As retailers there are opportunities now to prepare. Consumers will be demanding more green products. This will apply to the products, the packaging and the way these products are manufactured.

There will also be new channels for new products and a greater emphasis on sustainability as well as health.





4 war for talent

Fertility rates are dropping around the world. In the US the rate was 1.88 in 2012; in Canada it was 1.61; the UN states that the fertility rate in Europe will fall to just 1.47 by 2045.

As demonstrated by Woody Wade on his web site 11 changes we can extrapolate these numbers. So take 100 people in the Canada, these 100 people form 50 couples; with a fertility rate of 1.61 they can expect to have 80 children. If the fertility rate stays the same let assume those 80 children are 40 couples and they produce 64 grandchildren. Those grandchildren will then have 51 great grandchildren. So from 100 people in four generations they are reduced to half at 51.

Apply this thinking to the US and see that 100 will drop to 83. But if fertility rates keep dropping as the UN suspects we can imagine those same 100 people in 2045 at a fertility rate of only 1.47; they would produce only 39 children four generations later.

In most developed countries there will not be enough talent to fill the jobs of those retiring from the workforce because there will not be enough people born to do so.

So what does that mean to the retailer? In 2045 you will have to be the most attractive employer to attract talent, any talent. How will that effect wages, benefits, work hours? You may have to think about that senior population that is living longer and employing

them, encouraging them to work longer, finding wisdom and expertise from those who have had 60 years working to acquire it. If countries like Indian and China has a surplus of men looking for mates can you encourage many of them to consider a new life in a new country?

As the number of retirees becomes so much greater than the number of possible new hires you won't be able to find the workforce that you were once used to. You will have to discover ways to do more with less and we will also see the rise of technology filling the roles of many tasks. There will be a war for talent on 2040. Retailers need to start preparing today.

5 amazing science and technology breakthroughs



New technology is reported at a speed which many find dizzying. In 2040 we can expect that new science and technology breakthroughs will have remarkably changed our lives. Currently the market is flooded with great ideas but many without application. Big data is amazing but how useful is it if not harnessed and simplified?

There will be a shift shortly from creating new technology to integrating it into our everyday lives. We will live in a world where we have combined all these amazing devices into seamless easy solutions? We can expect one device to do everything. This device will be driven by voice recognition. We will be connected to everything and there will be no more situations where the left hand doesn't know what the right hand is doing.

This will happen in our lives and will make scheduling, finding information, connecting for us a snap but it will also expose us. Our information may be obtained by anyone and our privacy may no longer be our right.

Medical breakthroughs will provide us with new body parts. Our lives will be extended. New drugs and breakthroughs with disease will be discovered.

Many diseases that once stole our loved ones too early will be eradicated or no more bothersome than the common cold. The reason being is that technology from other fields is allowing medicine to apply it to gain more information about ourselves and understand our bodies in greater detail. Artificial intelligence will be possible through the introduction of quantum computers. The possibilities of this can only be imagined today. There will be enormous benefits but also some massive problems.

Space travel will also be common place. There will be hotels and communities on the moon.

As retailers the role of technology in your businesses is enormous. There are huge cost implications to using it to propel your business and in some cases just keep up. The sharing economy will be important for retailers as they pool resources to explore new technology to create experiences, to cover labour issues and to provide service.

There will be new categories and products to sell and finding out what consumers want and what they actually need and will buy will be an ongoing investment of time and money.



6 future of work

We have discussed the age of workers and the scarcity of talent in the future but we haven't covered how we work, where we work and how we define what work is. By 2045 mundane tasks will be replaced by robots and we will see a workforce rich with talent completing complex thinking work. Problem solving and math and science jobs related to technology and medicine will have grown significantly in their numbers.

The role of family and values will shift to become a priority for everyone. Alongside the idea of sustainability the role of the family will become stronger. When designers no longer used Letraset to typeset their work and computers started showing up in everyone's desk people assumed we would be able to work fewer hours and accomplish so much more. For decades now we have been producing more, faster, better and this momentum just keeps building and building but to what cost? Employees are demanding real life work balance; shorter work weeks and more vacation time.

The office space will also have changed. Studies have shown employees have a much greater sense of happiness happiness and higher cognitive abilities when they are exposed to nature. Nature deficit is a term that implies an illness due to lack of nature exposure. In places where long cold dark winters prevail is it not unusual for a person to have little or no exposure to light or nature for more than 6 months of the year. Sun Life Financial reports the estimated direct cost of absenteeism to the Canadian economy was \$16.6 billion in 2012.

Private sector sick days in 2011 were 9.3 while public sector was at 18 days a year, almost a full month. Mental health days were a big component of those lost days and lost wages.

We will see new office design, new ways to work and more flexible schedules prevail. The harsh reality is that employers can't afford not to. The traditional work space designed for efficiency will be replaced with multiple spaces dependant on the type of work being done. People will have options throughout the day instead of being confined to a single space.

Technology has made it possible for anyone to have a global business from their living room. People looking at second careers will launch new business. There will be a sharp rise in the 45-65 years old population. As many live longer they will need to supplement their income. They have knowledge and can use it to start new business.

Congestion, long commute times and the desire to spend time with family will provide the catalyst for people rethinking small business. Small towns and cities will become hubs of financial activity with more people wanting to live closer to work. While urbanization will be a huge component of the population smaller communities will build strong networks and infrastructure to support business. Retailers can expect new areas for development on high streets in smaller cities.

The products and services required by the labour force in 2045 will be focused on wellness, convenience, sustainability and technology.

7 the power of emerging markets

Today 80% of the world's consumers live in emerging markets. Brazil, China, India, Indonesia, South Korea, and Russia are six of these markets and they are projecting growth of almost double that of developed nations at an average of 4.7% per year. By 2025 emerging markets will account for 45% of the global economy.

Developing countries will also be great investors in the global economy. By 2030 they will account for 60 of every dollar invested.

Through the 1990's these same countries accounted for just 20 cents of every dollar of investment. There is a growing middle class in markets like India and China and there will be a desire to consume new and exciting products from other countries.

Retailers and consumer package goods companies must have great digital presence in order to capture this enormous market. There will need to be seamless conversion from language to language as well as from currency to currency.

Emerging markets will no longer be just a place to source cheap labour and create cheap products but will be a place to find great business innovation. Similar to the Japanese innovation in the 1980's on the car manufacturing assembly line; new business model innovations from emerging countries will compete for competitive advantage in the global marketplace. They are rethinking everything from product design to distribution channels. Major R&D companies will be common in emerging markets and large-multi nationals in developed countries will be happy to outsource this "intellectual" work.

Cheap labour is a thing of the past in 2045. The one child rule in China now has the country living with a senior population and most of the "cheap" labour has already been pulled from its rural existence. Wages have skyrocketed both in China and in India as workers demand better working conditions and fair pay.





trends

When scanning for trends foresighters use the following categories to provide a depth of thinking that is required to see trends across multiple facets of their consumer's lives. Easily identified as STEEPV, this framework covers: Social, Technology, Economic, Environmental, Political and Values



social



technology



economic



environmental



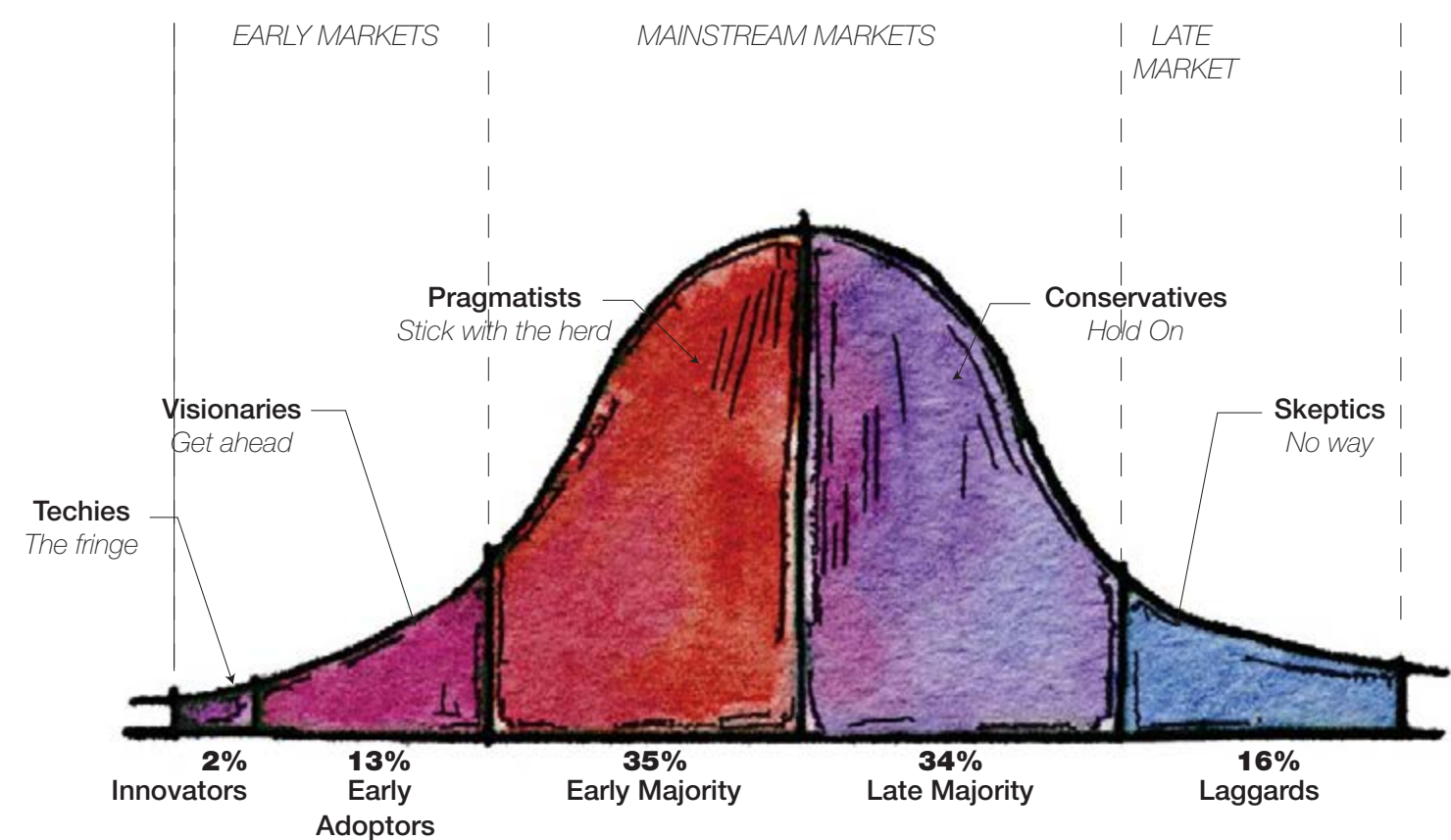
political



values

For detailed trend descriptions please go to www.xylemandloom.com

TREND ADOPTION lifecycle



steepv

social

Teddy Phone

The average smart phone user checks their phone up about 150 times a day. When separated from their phones some people are physically affected, having panic attacks. Many people name their phones. 35% of US adults own a smart phone and 2/3 of those owners sleep with the phone beside them. From email, to texting, entertainment, and price comparison many people are rarely separated from their devices.

Watch Don't Read

In 2017 90% of all internet traffic will be video. By 2018 every second a million minutes of video will cross the global IP networks. YouTube is the number two search engine in the world. Because we pay attention to facial movements, a voice translates information into meaning and emotions are contagious; we are seeking out video over whitepapers and static information.

Norming

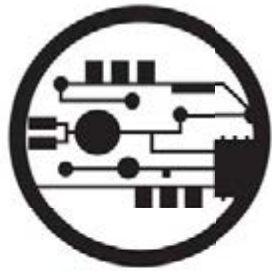
Globalisation has allowed people to access to everything, everywhere. Standing out was the name of the game in the 90's and early 200's. Fitting in and being part of the mainstream is becoming important. On the heels of real changes in sustainability people are wasting less, buying less and wanting things longer. Therefore trendy things are being passed over for classic, comfortable mainstream items.

A Ball of Nerves

Record high levels of stress in our youth are being recorded. A third of high school students in a recent study reported feeling stressed out most or all of the time. ¾ of these same students are worried about their future. Half of these students felt lonely, exhausted or hopeless.

Nature Deficient Disorder

Studies show that people who are connected to nature are happier and have fewer sick days. They perform better and both school and work. Creativity and health are boosted. Studies show connecting people in urban areas to nature will reduce sick days due to mental health. Sitting is the new smoking.



technology

Smart Homes

Today your thermostat learns when you're home and turn up the heat for you. You can turn up the heat in your hot tub, program lights and see who's knocking at your door when your miles away. Making life easier and saving money may extend to your refrigerator by letting you know when you need more milk and ordering it and having it delivered to your door. The asparagus went bad before you ate it, your grocery delivery will know that too. Everything we do in our homes may be monitored and managed by a central technological brain that keeps things in order.

Willy Wonka

3d printing has started to reach the public. You can buy a printer in most office supply stores. Universities and print shops offer reasonable costs for basic outputs. Huge advances in user friendly software allow more people to create what they dream about. Today substraights are synthetic plastics, tomorrow cotton and wool, metals and possibly even organic based material to create food.

Biomedicine

The convergence of several megatrends along with huge advances in technology will provide longer lives for all of us. Today thirds of all the people that have ever reached the age of 65 are still alive today. In 1900 the average lifespan was 47. This number jumped to 78. By 2050 1/5 Americans will be 65 or older and at least 100 000 will be 100 or older.

Dr You

With wearable technology is available and highly purchased. More and more companies are providing ways for people to measure and control their calorie intake and their exercise output. Other companies allow you to send your DNA away and find out about your medical history, what diseases you might be heading toward. Online services like WebMD help people self-serve and do their own research on what ails them. People are taking their health into their own hands whenever possible.

Ambient Intelligence

With the introduction of Google echo we will see that quietly observation by products and services will be able to tell us a lot. This longer slow learning will tell us what people do what they are interested in and how they do the things they do. It's the ambient world around us that will provide this high level, smart information



steepv

economic

A New Middle Class

While the middle class in developed countries has all but disappeared and there are millions of new middle class citizens globally emerging in underdeveloped countries like India and China. By 2030 it is expected that China will boast a 1 billion person middle class, almost 70% of its population

Micro Living

With city populations rising to unseen numbers condo developments are going up as quickly as builders can get approval. Prices are skyrocketing and younger people are trading off space for convenience. Ikea will show you how to furnish a 300 sq. ft. condo and make it work for living, sleeping and entertaining. New York City residents say you can live well in small spaces. Many other cities have projects underway to follow suit.

Shared Economy

EBay, craigslist and now kijiji and Etsy have all created platforms for sharing products and services with our peer group. Kickstarter and Indigogo have taken the requirement for single investors to fuel new ideas and allow people to support each other in small ways that add up to big opportunity. This idea of sharing resources has grown to housing in airbnb and Uber. Communities of people are sharing and helping communities of people.

Entrepreneur Explosion

Both the young and the more seasoned professional are looking to solve problems and see a pathway to do it. The internet has collapsed a knowledge gap as well as time and distance barriers to allow this happen. Companies like Google, and Kickstarter provide assistance financially and in advisory roles. Shared workspaces for innovation are popping up in large cities and small communities. More and more people are finding solutions to problems and making a living doing it.

Model it

Business model innovation has become a hot topic in business schools and in boardrooms. Competitive advantage is becoming more and more critical for organizations. Organizations old and new are taking a hard look at their structure to find ways to stay ahead of the curve by innovating and reinventing



environmental

City Meets Country

Food supply security and safety is a big issue for many societies. Citizens and cities are creating opportunities to acknowledge this demand with new bylaws for growing food on multistory roofs. Vertical farms in buildings and community gardens are providing opportunities to access fresh food fast. As urban populations swell more urban farming will take place.

Sunny Days

With open source patents available through companies like Tesla a strong advancement of alternative energies are being explored. Solar panels on roofs, government incentives and tax credits make the possibility of new energy resources possible for everyone.

They Drive

Self-driving vehicles by Google and Tesla will pave the way for new shipping and distribution opportunities. Ideos’s work shows the promise of the end of rush hour traffic as self-driving vehicles make better use of the unused space on the highways. No driving will reduce stress, save money and free up more time.

Connection to the Source

Consumers want to know where there products they buy come from. In grocery stores they want to understand who grew their food, what practices they employ and how fresh is it. Those jeans you’re wearing; what were the conditions of the factory they were made in were they made paying fair wages. These shifts are supported by consumers’ willingness to pay more for products that come with their own story; one that is fair and reasonable throughout the manufacturing process.

Bring Your Own Packaging

It’s not enough to bring your own bags consumers are now looking for opportunities to bring their own packaging. Supermarkets like Original Unverpackt have a crated a space for you to bring your own containers. Reducing waste and over consumption and managing a budget are three of the concerns being addressed. 3.5 million tonnes of packaging goes into landfill every year in the UK. New alternatives are in demand.



steepv

political

Smile You’re on Candid Camera

Cameras are everywhere. You can be tracked from your home to your office to your children’s school. If the camera loses track of you the car you are driving has a GPS system and your phone can always give our location as well. Where we go, when and how is no longer something we hold as information alone. This population is an open book.

Internet Surveillance

Governments tag millions and millions of users from internet sites. They are able to identify users and what they are using the site to do. Public is building mistrust for the government in places like Canada where citizens have been assured that the CSE doesn’t exist let alone track internet movement.

Size Matters

In countries like Germany hundreds of companies are filing anti-trust complaints against internet giant Google for promoting their products above others. Governments are considering action. Concerns around the democracy of the internet have been raised. Concerns that mall companies’ freedom and participation to compete is being compromised because they cannot get recognized against a Google product and in turn for space on the web

Fair wages for All

Minimum wage in India has jumped from \$2.18/day to approx. \$43.00/month to 15 000 INR which today was worth 243.00 US dollars. Workers are demanding higher pay and are continuing to demand changes in wages that include moving from a monthly rate to an hourly one. This wage hike is causing concern in countries like Saudi Arabia where they have rejected the Indian governments minimum wage demands.



values

Proximity Matters

Not just for your realtor to sell you on a great house. Cities are being reinvented by infilling land and reusing vacant lots and under-utilized space to benefit the community. Walking to shops and services makes communities more attractive. Big lots, windy roads and cut off private spaces are showing sadder residents. A connected city is a happy city.

Maker Culture

This tech based extension of the DIY culture is finding a home in magazines and events globally. Rising costs, sustainability and a need to create is driving this group. From canning and preserving to welding and wood working new clubs and societies are forming to share and grow the maker movement.

Personal Security

Now that we know that we are being watched, monitored and counted with every move that we make more and more people are looking for technologies that can protect them from prying eyes. Personal data vaults, encrypted calls and anonymous online searches will all be value products to those who wish to decide whether their information is public or private.

The Art of Conversation

Texting has allowed millions of people to stay in touch every day. Conversations occur between parents and child to check in and ensure safety. The world is more connected. The quality of those conversations is deteriorating. Three letter acronyms like lol and brb are replacing many conversations that would have occurred face to face.

Peer Communities

New products sales are influenced by online peer communities. Studies show that over 70% of shoppers have been influenced to purchase a product based on online advice in a 3 month time period. Influence is also coming from those we know 92% in fact. 30% says they have been influenced by ads on line, mobile, on TV or billboard. The experience is everything. If the experience is great that is what they share over social media.

LEVELS of knowledge...finding meaning



CRITICAL uncertainties

Looking through the lens of the global community we have identified inevitable surprises and we have identified some major trends. Now we need to focus in on the issues that are directly tied to the future of retail space. Twelve experts in the field of retail including retail CEO's, journalists, marketing executives, educators, and store design experts were interviewed to discover their thoughts and feelings about the future. They were all asked the same series of questions.

1. Looking at the future as an optimist, in what ways do you think the world will be different 30 years from now compared to today?
2. How about if you look at the world as a pessimist
3. How do you think your future business will change during that time?
4. What three major changes need to happen in order for your business to be successful in 30 years?
5. What will be different about your retail offer 30 years from now? How will your business revenue sources change in the next 30 years?
6. How might our customers be different? What might they expect from your company and your products that we don't deliver today?
7. Who do you think will be the most important competitors will be 30 years from now?
8. If you could see 30 years into the future, what two or three things would you look for that would help you understand how the future has turned out?
9. When thinking of the future of your business what keeps you awake at night?

CRITICAL uncertainties

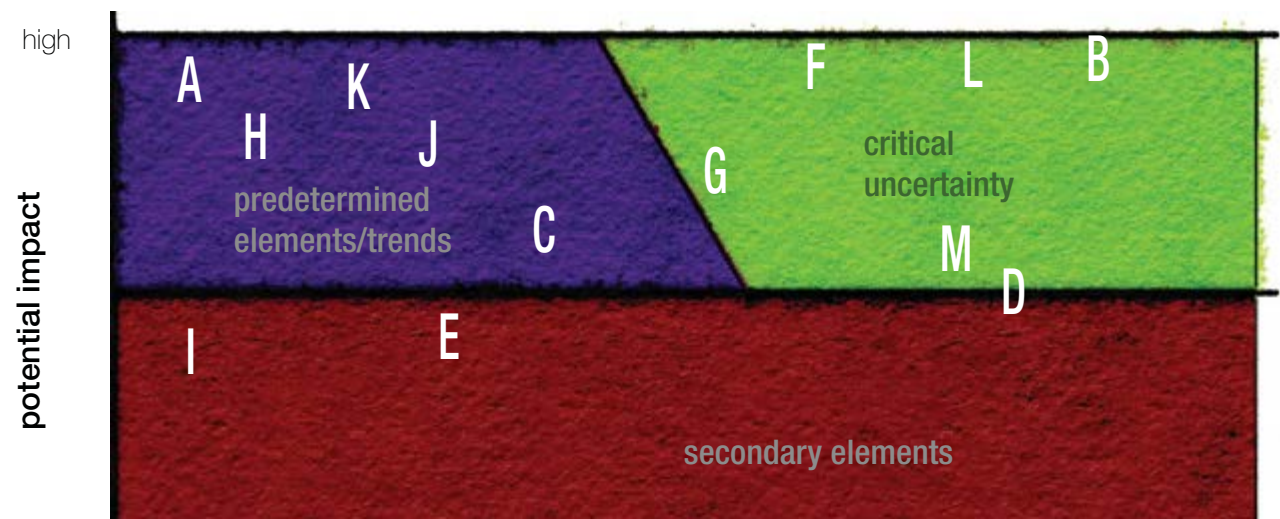


The expert interviews were transcribed and scanned. Patterns in the information were discovered. A larger document was created to capture these patterns and when the work was complete there were 49 different topics that had been addressed by multiple participants. These 49 were collapsed in some cases where there was synerg into another topic and some were removed through debate.

13 critical uncertainties remain. In no particular order they are:

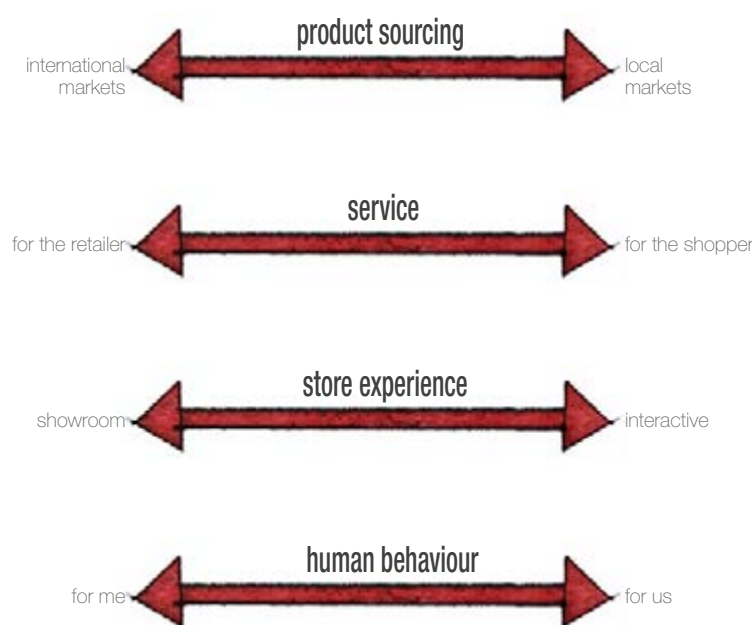
- A COST OF TECHNOLOGY** - Will companies be able to afford to keep up?
- B PRODUCT SOURCING** - Will a global market for labour still exist?
- C ECOMMERCE** - How much will this dominate and will it be price driven only?
- D HUMAN BEHAVIOUR** - Will social media habits of today create isolated, lonely people tomorrow, or a close knit community of peers?
- E REAL ESTATE** - Role of the bricks and mortar as a channel; how big, where?
- F SERVICE STAFF** - Service and training - Your staff - the most valuable asset you have. What is the ratio of time spent helping the retailer vs. assisting the customer?
- G DISTRIBUTION AND SHIPPING** - Local? How to keep costs down? New models?
- H MASS CUSTOMIZATION** - Role of 3d printing, bespoke and small entrepreneurs
- I PAYMENT METHODS** - One card fits all? How do barriers get removed? Safety of online shopping?
- J INNOVATION** - Who will be leaders and who will be following?
- K CUSTOMER PROFILE** - Ethnicity, age, culture - Where will they shop and what do they want?
- L EXPERIENCE** - What is the new experience that needs to be created to win in store?
- M ROBOTS** - Mundane tasks for robots free up time for personalized human interaction? Labour shortages?

MAPPING uncertainties



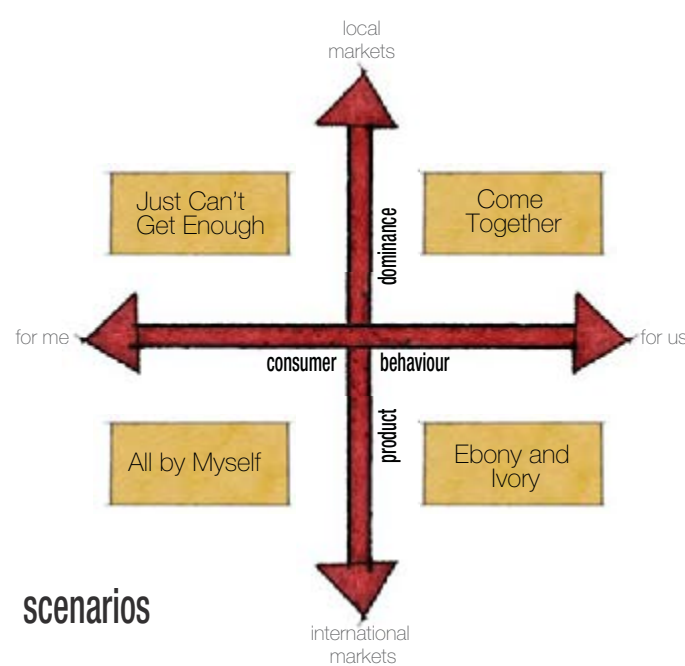
CONSIDERING options

Top contenders from list of 14 critical uncertainties



GENERATING the matrix

Using the uncertainties map previously generated the two most critical uncertainties were chosen and used to create a 2x2 matrix from which 4 possible future worlds could be imagined.



Scenarios

possibilities for the future

The future is an ever widening cone of possibility extended forward from the present. As time moves forward the cone widens and the possibilities become broader and increase in number.

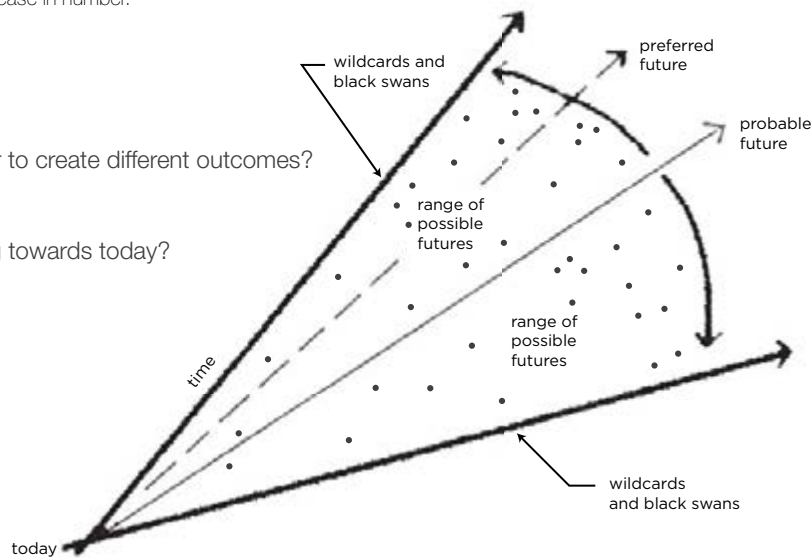
When looking at the cone of possibilities consider the 4 p's:

POSSIBLE FUTURES- Could this happen?
Looking at the world around us what would have to occur to create different outcomes?

PROBABLE FUTURE - How likely is it to happen?
is this the direction that information and trends are leaning towards today?

PREFERRED FUTURE - What do you hope will happen?
While you can't control the future you can affect it.

PLAUSIBLE FUTURES - Might this ever happen?
This is where wildcards and black swans come into play.



Using the matrix created we can imagine a range of possibilities for the future and how those possibilities might affect your business. Use these snapshots of the future as thought starters. How might the events in these worlds affect your business. Create an internal capability of foresight which will allow your business to be prepared and flexible; ready to take on any challenge that the future may bring.





JUST CAN'T GET ENOUGH

I'm awesome. That's what North said to herself as she looked into the mirror. She had so much to do before she went out this afternoon to the mall. She tapped the MeScreen button on her wrist which projected out her full air touch screen and checked her messages. There were 47 since she went to sleep last night. No time for video she would have to message back using her assistant who was called a buddy.

She verbally dictated her messages to her air screen buddy who captured the text and then made suggestions based on past messages she had scanned while North was dictating. She had made her buddy a female and named her Devine. Devine was North's closest friend.

After the messages were sent North looked at her screen and decided she didn't want to see the news. Horrible stuff was going on everywhere. It was so depressing. Flooding was probably the worst thing in the world. So many people were without homes and water was scarce. Disease was rampant and she was thankful that the US government had figured out how to capture fresh water from the air decades ago using aquanets.

So, what to wear to the mall? 3d printing was a dream. Devine helped her pick out an outfit that was on trend but that also had a good probably of being worn only by North in that exact combination.

Devine had North's car at the front door when she was ready to go. As she took her place in the driver's seat the steering wheel pulled back and the auto drive kicked in. North rotated her chair so she could rest her elbows on the centre table. She would chat with Devine and answer some more messages. She might call Sanaz, one of her friends she was meeting at the mall. Or maybe not, messaging was much easier.

When she got to the mall the car dropped her off at the main entrance and went to park itself until she needed it to leave. She met her friends at the big screens in the middle of the mall. Today she was meeting Da Chun, Adil, Nalda as well as Sanaz. They had booked a space at Stellar.

When they checked in they were shown to their lounge. The store was already full with many other groups. She was glad they had made an appointment. After they chatted for a minute each girl was escorted through the measuring chamber for discreet body measurements. This made sure that the clothes that were printed for them today were nothing short of a perfect fit

A big screen popped up in front of them. The ambient information nets on their devices had captured what kinds of things the girls talked about and searched for online so they were ready for a tailored fashion show.

New items appeared on the giant screen and walked a catwalk just like the ones in Paris. The girls all quickly had they heads buried in their air screens and they cross referenced who was wearing what on YouTube and in Las Vegas, the movie capital of the world.

They all had their own favourite stars to emulate and their fingers were swiftly moving over images and selecting combinations. Individually they were now receiving images of themselves in their favourite outfits. Devine was helping North choose based on other preferences. They raised a shirt hem and added a little tuck here and there. Deep in their own thoughts the girls spent the better part of an hour choosing what they wanted to buy. They would spend most of their money and the money their parents gave them on these special items. When they pushed the button for buy they would have a few hours to wait for their items to be printed.

In the meantime they would move on to the "esper" where they would hang out with some guys from their school. They would see a concert, download some music, dance a bit, eat a bit and message a bit. It was a blast. Once in a while they would go to the indoor ski hill or play video games but mostly they stayed right in the esper.

Before they went to pick up their newly printed items they would walk the rest of the mall where they would pick up a few basics like leggings and socks. Since these products were now made locally they weren't cheap so they were really a grudge purchase.

To sweeten the pot retailers often served coffee and pastries to make it more enjoyable. Thankfully these items were well made so they did last longer than those that previously came from China or India for cheap. North received a message that her items had been sent to her car and that she could meet her vehicle at the same entrance she had arrived at.

She said her good-byes and got into her car. Immediately she started to message her friends sending them virtual models of herself in all her new outfits. It's good to be me she told Devine.



come together

Brynn wakes up smiling as she does most mornings. After she showers she goes out into the aeroponic garden she shares with three other families and fills up a bowl with strawberries and grabs a couple heads of lettuce and some tomatoes. As she hulls the strawberries and cuts the tomatoes she goes through what needs to be done this morning at work.

Brynn is the CEO of a small construction company that builds fine homes. They have three homes to complete by Friday. The 3d printers have been going non-stop to get it done. The wall sections for the Kahn house should be done by noon. The team should have the ground floor assembled and walls filled with hay for insulation by end of day.

She will have to check on the windows. They are all custom and enormous as they are on the south facing wall. The window studio down the road had been having trouble with their glass melter recently and production had been backed up for a couple of weeks.

She hoped they would be able to make the windows today and have them on site by 3pm at the latest.

She is startled out of her thoughts by her son who has hurtled into the kitchen and out the back door. The dog is running behind trying to keep pace. She needs to join the others for breakfast. She grabs the strawberries and heads out to join the neighbours.

Brynn smells pancakes. It must be next door neighbour Rod's turn to man the griddle today. She sees her son Max and kisses the top of his head. He is off in a flash to sit with his friends. She grabs some coffee and a muffin and sits down with the other lunch makers and takes a place making the sandwiches for the day. When they all work together breakfast is served and lunches are made in about 30 minutes, no one is missed or left hungry.

She needs to stop by the Hardware Store. She ordered a few tools yesterday. They should be printed and waiting for her. She also needs to stop by the Loom and check on the fabrics for the

Miller's curtains and the sectional sofa for the Chang's. Although they could 3d print the fabrics the feel of authentic woven cloth is so much nicer. The Loom weaves thousands of yards of fabric each day and is really connected to the trends on the runways in New York and Paris.

As she pulls into the parking lot she is mesmerized by the graceful movements of some of the last wind turbines around. Most have opted for solar building skins and the newer wind poles that are so slim and capture so much more power. Brynn thinks that the Loom keeps the old turbines because they like to give a nod to the past; heritage matters.

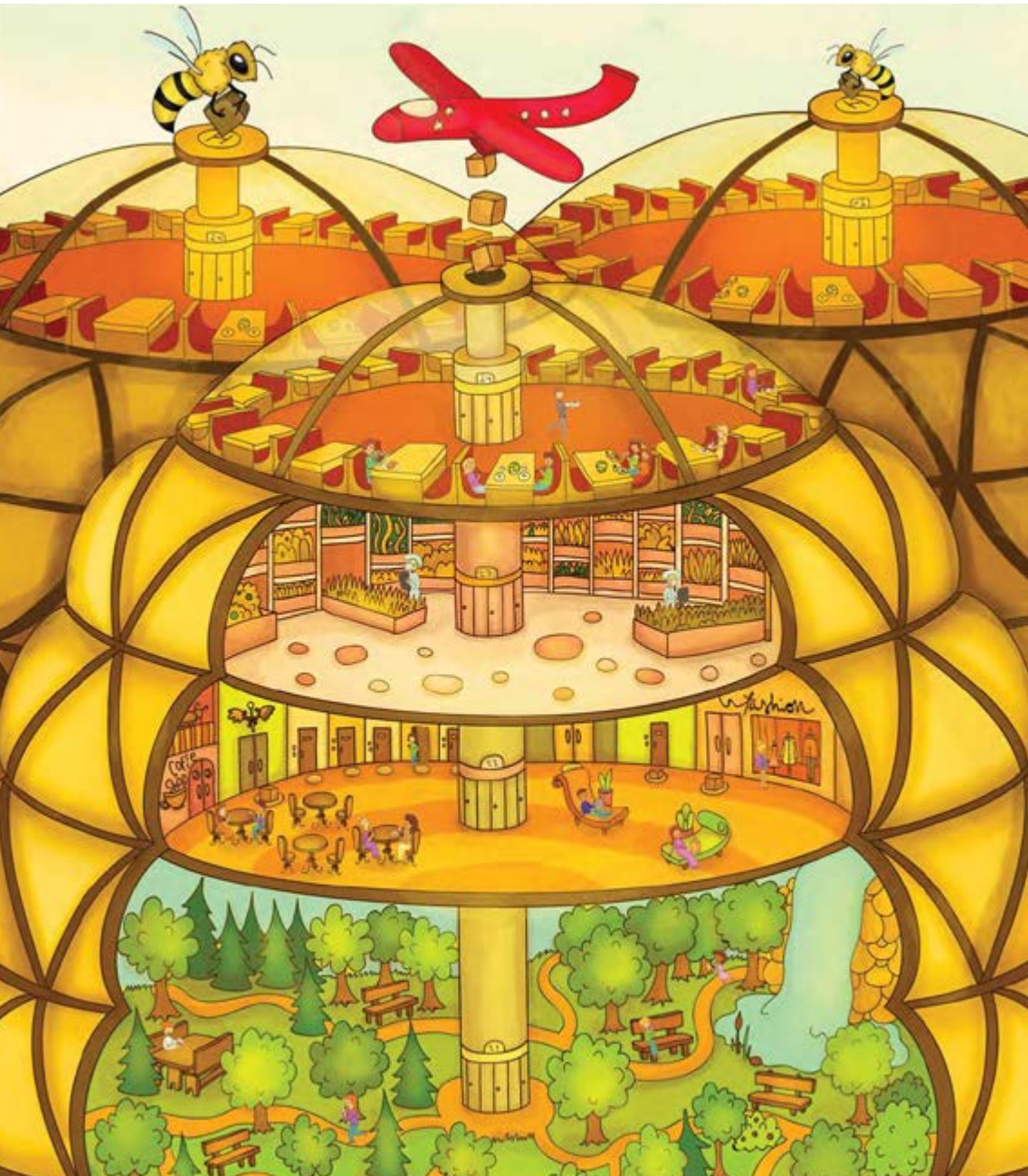
The fabrics are great and everything is on schedule. She completes her 15 minute commute to work which included the five minute drive to the Loom and pulls into Sherway Gardens, once the largest mall in the area, now converted into many small businesses that manufacture and sell their own goods.

With her large 3d printers Brynn's company took over one of the spots that used to be anchor tenant. The big mall is now about 40 minutes away and sometimes on the weekend Brynn and Max go. It's so much fun. They usually buy a few things from the name brand stores and have a great meal. It's always packed and they usually bump into someone they know.

She plugged in her car as exited and she made a mental note to stop by her shipping mailbox after work. She had ordered some books from Alibaba and lamp from an artisan in Texas she has fallen in love with. She would also have the swing by the farmers market to get some corn for dinner tonight. She and Max would have dinner alone tonight.

Potluck street diners are every other day. After dinner Brynn and Max would walk to the park and see what's going on. There will be baseball and theatre, music, cards or just meeting friends.

She shook her head; game time. Three houses in 5 days and this was day three. Not surprisingly, Brynn was smiling.



EBONY AND IVORY

Hunter and Chao had been married for three weeks. The entire complex had been at their wedding, well not really but it felt like it. Hunter's tux had been a classic black with tails, very vintage 1900's while Chao had chosen a tux that looked like it was hot off the pages of the latest fashion magazine.

The pictures they had just received in their delivery box showed they had made the right choices with their outfits, they looked great. They would have to show these pictures on Wednesday night at the building social.

Hunter had found this community online and they really like it. There were over a thousand units all connected with services like healthcare, schools, great gyms and lots of fantastic stores. There were movie theatres and restaurants. They really didn't need to leave their complex for anything.

Their apartment itself was quite small, only 400 sq. ft. but Hunter felt it was cozy. If they decided to have a child they would think about moving up to a 550 sq. ft. unit but that would something to think about in the future. Hunter worked at home, he had his own virtual architectural practice and Chao was a doctor in the complex.

Before Hunter could really stop and look at the pictures he felt he needed to check a few boxes off his to-do list. He needed to go grocery shopping. He went online and selected the staples. He would have them delivered to their drop box in the "mail" lobby. He double checked to make sure the rest of the floor had opted in for this month's staples. If 15 or more people bought value packs that used little packaging and were delivered to one address you could save a bundle. Their entire floor bought monthly goods like rice, cereal and pasta.

Hunter had set up the system and he did the ordering and distributed the goods each month. He liked doing it as it was an opportunity to get together with his neighbours. He even made coffee and most would sit and visit for a bit as they came to pick up their shares from the mail lobby.

He would look into bulk buys of t-shirts and socks for next month. It had been a while since they had made a bulk purchase of those items. If he did buy it would be from Africa this time. The quality in India was going downhill fast.

Fresh food was on floors 10-12. There was a vertical farm in the building so many products were actually produced on site. The connection to the food was important to Hunter and he took great pride in being part of the hiring committee that selected their wing's farmers.

He felt they were top notch and they could always count on having the best fresh food around. There was plenty of fish and fresh produce of every kind but getting red meat was difficult. Not many people were even looking for it anymore but Chao really loved a great steak. Hunter decided to splurge and get one this week.

As he entered the grocery store on the 10th floor he was greeted by the most amazing scents from a top quality Parisian style bakery. The wing had voted last year to replace the existing rustic bakery. Macaroons and real croissants were decadent treats. He sat in the café and had an espresso with a couple of close friends who happened to also be shopping.

Hunter decided he had a little time before he needed to get back to his apartment to surprise Chao with a delicious steak dinner so he and his friend Daphne decided to check out the mall on the 27th floor.

They zipped up the high speed elevator and stepped off to a double height floor with amazing store fronts and exciting offers. The stores were the same no matter where you went, all chains, no one offs but there was still a lot to choose from.

Hunter and Daphne walked into a well-known chain where they were warmly greeted. This was one of Daphne's favourite stores. They knew all about her as she entered; when she had been there last, what she looked at vs what she bought.

Quickly a personal assistant named Erin greeted them and showed Daphne 5 things she absolutely loved in her size. It felt comfortable, no pressure, just great service. Daphne tried on 3 of the items as well as a pair of shoes that completed the look. She decided to buy everything but the shoes.

At the store only sample sizes were available. The stock was actually held in what were once large shopping malls on the outskirts of town which were now warehouses and distribution centres. Almost no one lived on the outskirts today. Most people were urban dwellers and there was a lot of vacant space on the fringes of the city.

The stores themselves were small but very exciting. As a matter of fact you could expect the stores to feel new and different every time you visited. Retailers tailored spaces to deliver high experience. Daphne was assured that her purchases would be delivered to her door by the same time tomorrow. She would get a discount if she bundled any additional purchases with this one so she kept her barcode handy on her phone in case she needed it again soon.

Hunter's alarm sounded letting him know that if he wanted to get dinner on the table and cooked properly by 7pm he would need to hustle back down to his unit. He bid Daphne goodbye and let her know they would be showing their wedding pictures on Wednesday night.

She smiled and said she had already seen the invite and intended to be there. Hunter loved his small city in the city. He belonged, everyone did.

all by myself

Haven and her husband Anandraj sat at the dining room table and unwound from a long day at work. Haven commuted two hours each way into the city and she had no time for anything else during the week but work. She was beat. She clicked onto the family's favourite Indian takeout and a roboton waiter invited her to try a new dessert they were featuring but she declined. A second roboton popped up greeted her by name to let her know that her favourite jeans were on sale. She put the jean salesman on pause and asked her waiter to order her Indian food. She wasn't going to pass on the jeans. They were on sale 70% off. It amazed her how inexpensive things could be online.

She heard the doorbell ring and at the same time her SuperTab buzzed. That meant a delivery was here. She got up to open the door. The self-driving delivery truck would only buzz twice before it would leave and she would have to pick up the package at the depot. She hurried to the curb and allowed the vehicle to scan her ST. The package appeared in the widow and she took it quickly.

All the bugs had not been worked out of this system yet. It was not very user friendly. It had to stay on schedule so you had to act quickly if you wanted to have home delivery. She wondered if it was the pottery wheel she had ordered or the new dress for her daughter Sara. She stepped back inside and dropped the box onto two others she hadn't had the chance to open yet. She needed to get some plates out for dinner. It would be here shortly.

Anandraj was watching a cricket match on his eye piece. Even though he appeared to be looking right at his wife as she re-entered the room he actually didn't even see her.

He had a job close by but he worked long hours. Robots did all of the mundane tasks for people at his work so you would think that would have helped them out but there was such a shortage of skilled workers that he always had to do twice the work in half the time. He was so tired. He loved his hob. It was challenging and exciting but it fried his brain. When he came home he had to just relax to reenergize for the next day.

Neither he nor Haven got home before 8pm. They rarely cooked and he felt badly about it but there just was no time. He worried about his daughter Sara.

He didn't think she knew how to cook a meal for herself. Or do anything for herself for that matter. It seemed that kids these days could press a button but do little else. He himself grew up in the days of the Iphone. Sara was a wonderful girl but she relied on technology to do everything for her.

Of course there was still time, she was probably not moving out for a few years. He and Haven vowed they would insist she find her own place when she turned thirty. She still had lots of time before that happened. Right now Sara was studying Computer Engineering at one of the Top Universities in India. Her courses were all online. She had a school room in the house where she was able to take a virtual seat in the lecture hall in Mumbai and engage with the professor and other students. There were about 2000 students in each of her classes. The professor had little time for each student but there was 1 TA for every 85 students.

Sara enjoyed school but she had very few friends. She attended high school this way as well as there just aren't enough teachers to go around.

Haven and Anandraj had bought her a top school package online and Sara met some wonderful people in class they hung out after class virtually as most of them lived in other countries.

She spent a lot of time by herself in the house. On the weekends she would go to the mall with her one friend Alex. Here you could buy the cheapest everything. There weren't tons of choices for stores as price wars killed many of the smaller retailers over the past few decades. Amazon was the anchor tenant in most malls. Others like Alibaba and the newest entry Bing have taken other large footprints.

These guys were into banking, automotive and education as well as clothing and housewares. Quality was getting worse and the prices were actually getting higher as countries like China and India were having trouble finding workers for low wages.

On the other hand Sara found shopping on the internet to be really exciting and that's where you could find the best shops. The experience was so interactive. It felt like you were being transported all over the world. You could find a few really cool shops downtown as well.

There was a neat maker market that Sara and Alex liked to explore but if you wanted to spend time with other people you would go to one of the many indoor parks. You pay a small fee for fresh air, live animals, grass and peace and quiet. Most people went to one a couple of times a week. A monthly pass that allowed you access to a number of different parks. You can get food and drinks but mostly it was a meeting space. People just hung out and enjoyed the landscape.

The doorbell rang and Haven texted Sara to come down to dinner, the food was here.



Book of Ideas



1 SCREEN time

People respond to video. You tube is the number 2 search engine in the world and in 2017 90% of the content we will see in the internet will be video. Focus your attention on channels that appeal to how people live their lives. Create a YouTube channel and create a daily or weekly "show" Make it engaging and exciting and teach people something they didn't know. Make using your products and services easier than they ever thought while keeping them on trend. Don't stop with You Tube. The shopping channel has found its moment to reinvent. Programming and scheduling, buy as you watch. Make your store come to life on the big screen (TV).

uncertainties

e-commerce - taking online to the next level
human behaviour - people like to connect via their devices
real estate - the new store footprint is a TV set
experience - new ways shop at home

trends

watch don't read - video speaks volumes
ambient intelligence - capture info online
model it - revisit your existing business model

innovation types * doblin

profit model - forced scarcity - limited time offers
product system - product bundling for great pricing
channel - YouTube and TSC are new avenues for mass retailers
customer engagement - build a distinct point of view online
customer engagement - brand becomes live



2 MAKER movement

A collective space centered on large scale 3d printers. You can see them at work. They are surrounded by work stations. Customers come in an upload a file and queue it up for printing; or they can rent a station and work on a new design. They watch the board above the printer to see where they are in the queue. They pay a fee for time and materials. Once completed, they can then upload their design to the store website. The store prices the item. Other shoppers can buy them. Original designers get a cut. Store is always fresh and current. Shoppers can customize items as they require for an upcharge. It's a collective space for creating.

uncertainties

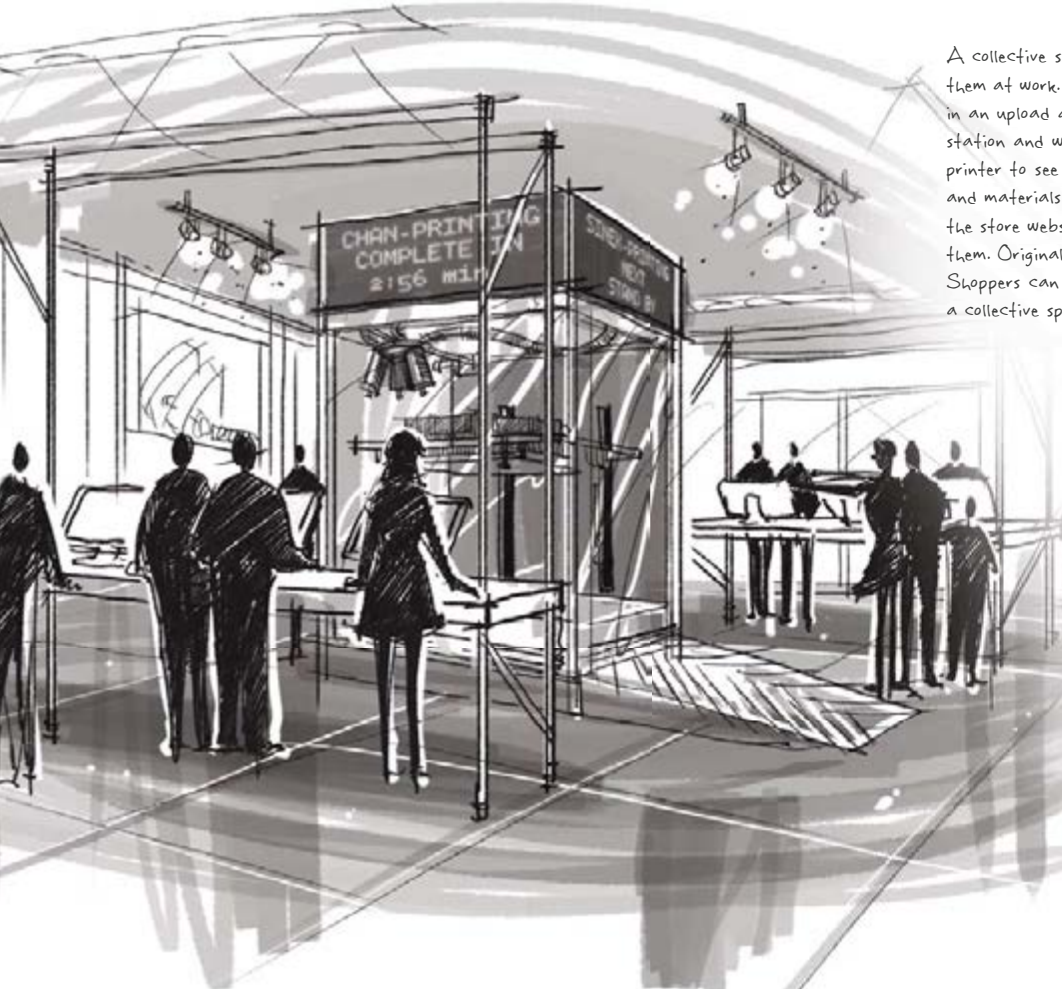
product sourcing - need local
store experience - cutting edge, unique
mass customization - bespoke items
innovation - demonstrate leadership

trends

technology - stop inventing - start using
entrepreneur explosion
product- connection to the source
maker culture - lead users

innovation types * doblin

network - open innovation
profit model - metered use
process - tap into outside intellectual property
product performance- customization
structure - outsourcing lead users design
customer engagement - status & recognition



STRONGER together

People need to solve problems. Very often they need to stop at many places to find the solution they are searching for. At the Creative Gymnasium two great brands have come together to help the consumer complete a "job to be done". This is a co-owned venture, a new brand formed between Dell and Adobe, both new to the permanent bricks and mortar space. Today everyone is a designer, an entrepreneur, a party planner and a creative thinker. At the Creative Gymnasium you can watch a notable graffiti artist sketch real time on the big screen outside the store. Come inside and take a class, learn how to use the suite of Adobe products. Find out why Dell is a great, affordable graphics system for all your needs. Imagine other great brands teaming up to share costs on technology and service while offering a lifestyle solution never seen before.

uncertainties

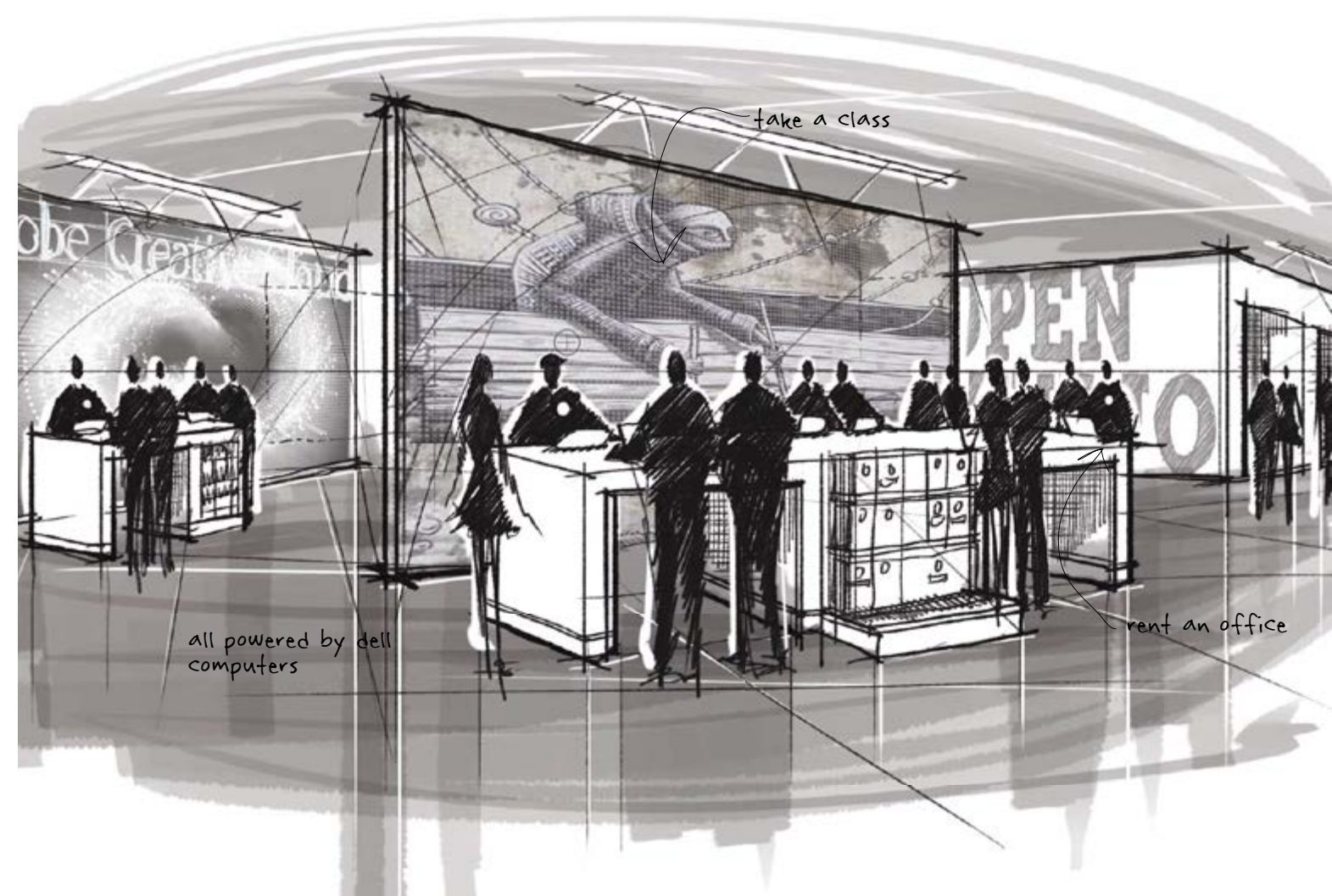
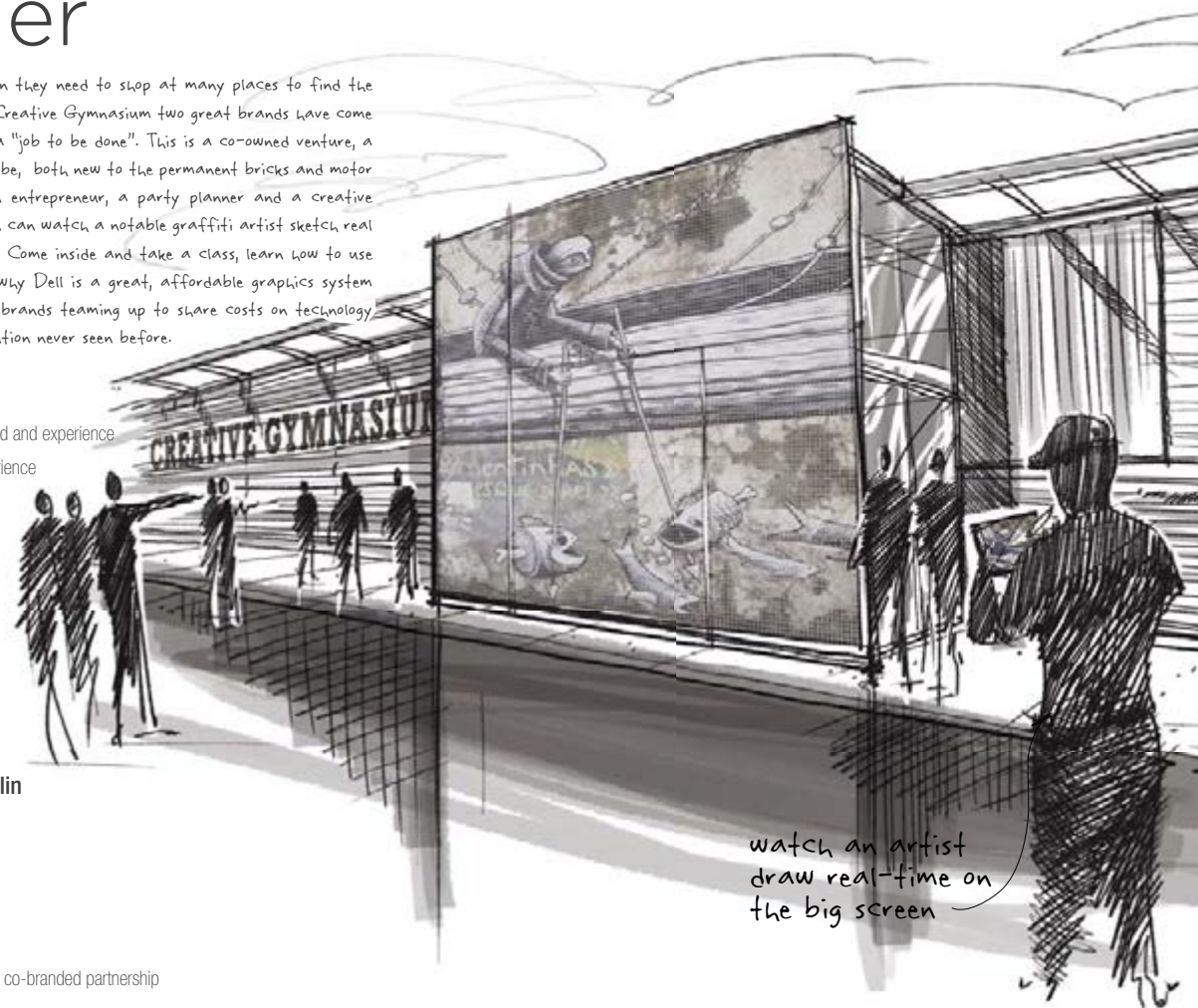
cost of technology - share resources for r&d and experience
ecommerce - seamless omnichannel experience
real estate - shared leases
innovation - demonstrate leadership

trends

technology - stop inventing - start using
entrepreneur explosion
model it - consider new business models
watch don't read - engaging experience

innovation types * doblin

network - alliances
process - user generated - create content
product system - compliments
service - try before you buy
channel - seamless omnichannel
brand extension - offer new product under co-branded partnership



MADE in america

A mall anchor was meant to be the draw for the complex. Showrooming and pressure on department stores has left a hole in the mall model. These large footprints can be reinvented to be on site manufacturing facilities. Imagine a fashion retailer who is one of the first to manufacture on site. Make that experience transparent and part of the shopping event. See the jeans you are about to buy come off the assembly line. Appeal to your shoppers who want to pay for better practices that reduce carbon footprints and demonstrate the brand's superior working conditions. Prepare your organization for the possibility of reduced availability of overseas products. Seasonally create opportunities for local aspiring designers to submit designs and offer limited time runs of those designs. Products are customizable based on local demographics.

uncertainties

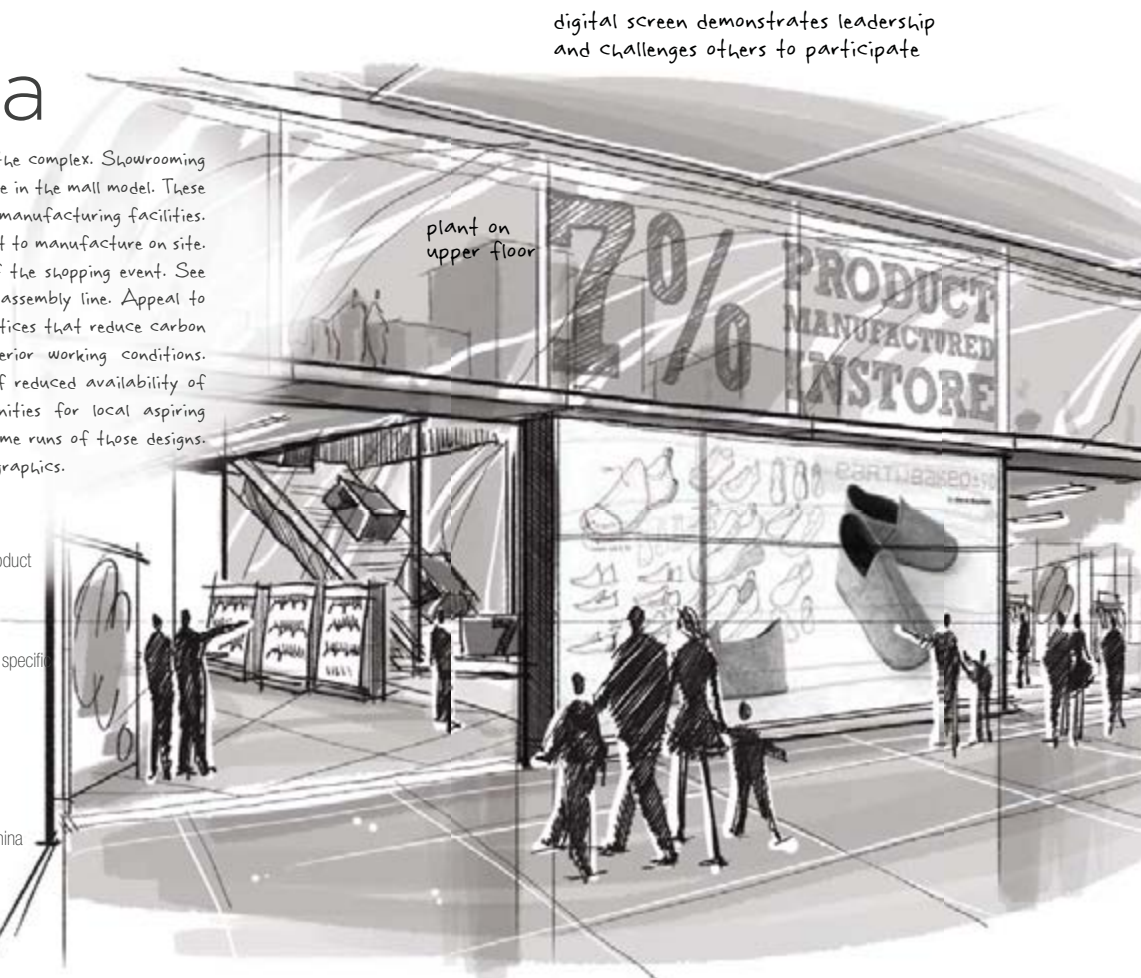
product sourcing - prepare for reduction of overseas product
real estate - repurpose large footprints
distribution and shipping - local and on site
mass customization - products can be altered to be site specific
innovation - leadership position
experience - genuine transparency
consumption patterns - mirror customer values

trends

new middle class - fewer factory workers in India and China
connection to the source - locally made products
model it - revisit your existing business model

innovation types * doblin

process - localization
process - user generated - tap into local talent
product performance - environmental sensitivity



digital screen demonstrates leadership
and challenges others to participate

product performance- exceptional design, quality and experience
channel - reinvent the flagship
customer engagement - community and belonging

AMPED UP online

Today online shopping is all about finding the lowest price and the quickest shipping. Now is the time to recreate the bricks and mortar store experience online. Immerse shoppers in a new online world where they can feel like they are walking into a real store. Environments that would never have been possible because of build out costs can be created. If you can imagine it your shoppers can experience it. Imagine R&D developing a new headset that works with your existing computer screen. Turn it on and step into a whole new dimension. Have shoppers spending hours a week, even hours a day experiencing what you have to offer. Amp up the online shopping experience.

uncertainties

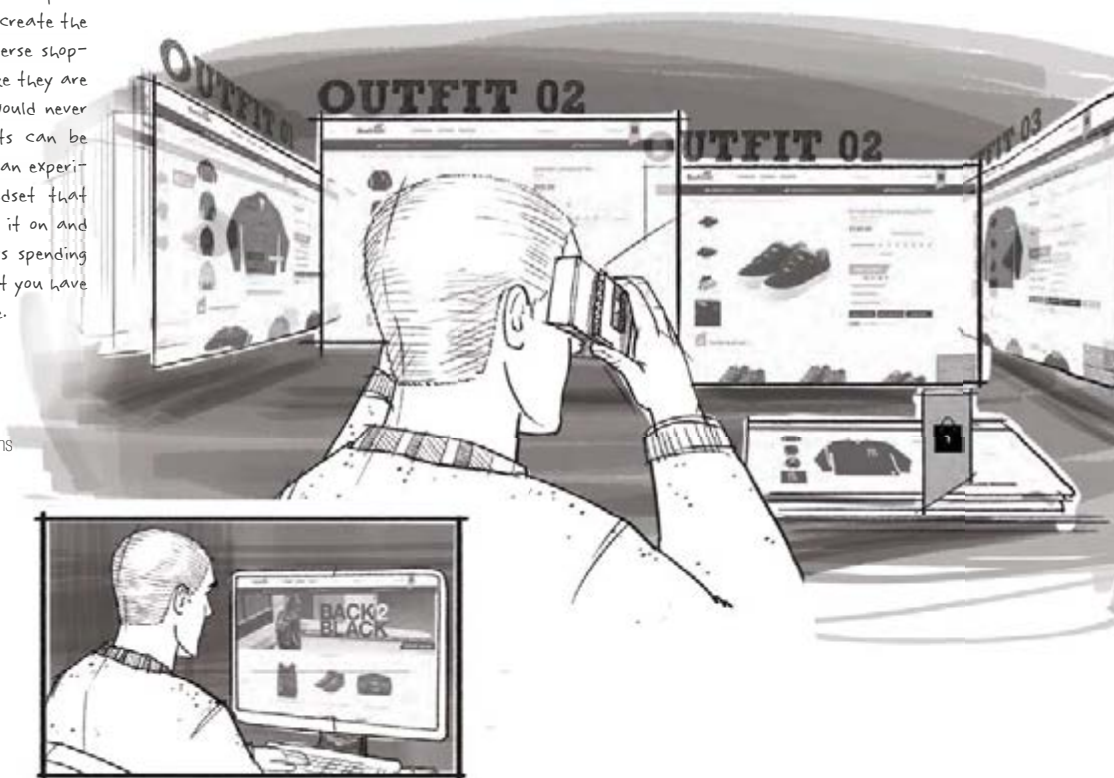
ecommerce - take the experience to the next level
human behaviour - people like to interact with screens
real estate - redefine the role of bricks and mortar
innovation - a REAL virtual store
experience - retail meets online gaming

trends

teddy phone - people are attached to their devices
watch don't read - experience don't watch
model it - revisit your existing business model

innovation types * doblin

channel - greater opportunities to cross sell
channel - diversification - expand store experience to online
channel - online flagship store - can be "redesigned" across entire network multiple times



OUR store

With transparency ruling the online market there is an opportunity to create moments of that same transparency in store. Store footprints are beginning to shrink and the role of the store will have to work harder to attract new shoppers regularly. Sell small footprints of your store to local designers. Integrate their offer into yours. Achieve authority by championing local talent. This local talent will actually work producing clothing in the store. You will see seamstresses sewing and altering clothing. Regular fashion shows in store allow shoppers to decide what will be chosen and sold in store. They vote real time. The store itself has become an eventing forum. The store has become a place to engage, explore and discover in a new interactive way.

uncertainties

product sourcing - prepare for reduction of overseas product
real estate - repurpose large footprints
distribution and shipping - local and on site
mass customization - products can be altered to be site specific
innovation - leadership position
experience - genuine transparency
consumption patterns - mirror customer values

trends

new middle class - fewer factory workers in India and China
connection to the source - locally made products
model it - control your value chain

innovation types * doblin

network - collaboration
process - localization
process - user generated - tap into local talent

onsite designers



TRY IT & buy it

The change room is the store. Enter and see racks of sample items in front of you. Scan items you like on your phone. When you are ready to try things on insert your phone into the slot on the change room wall. Your choices will be displayed in the full length mirror. You can flip through them as you wait for your clothing. Outfits have been created for you. Change rooms have seating for friends. Your clothes are delivered by your personal sales assistant. She has collected them from the storage room at the back which now accounts for more than half the footprint of the store. You try on things you like, get new sizes and add accessories. Scan the tags of the items you want to buy and pay right there in the change room. Seamless shopping.

uncertainties

real estate - store and warehouse combined
service staff - help consumers buy not checkout
payment methods - remove checkout barriers
experience - engaging

trends

technology - stop inventing - start using
mobile - continued growth of apps
mobile- the mobile wallet - checkout
experience - personalized

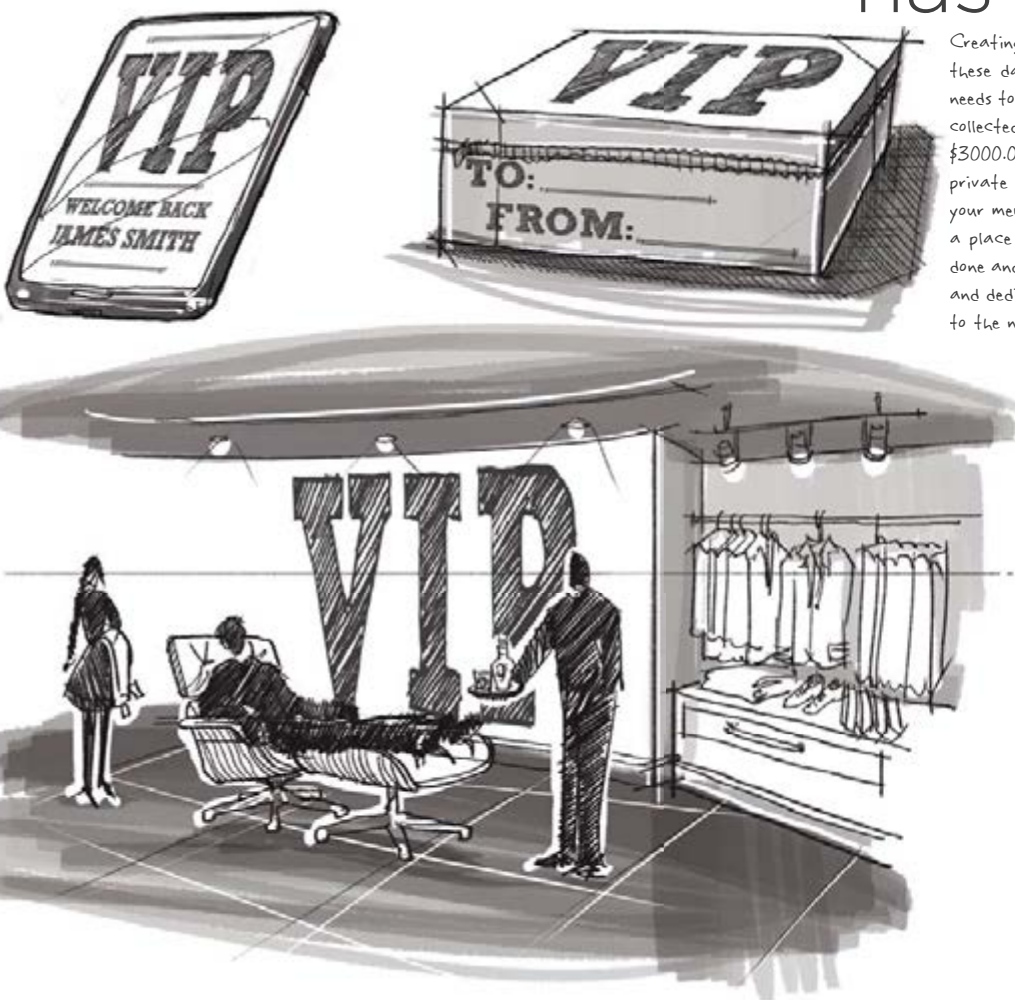
innovation types * doblin

structure - organizational design - sales roles redefined
process - lean production - eliminate store tasks
product system - bundling - create unique in store offers
service- superior service
customer engagement - curation - just for you
customer engagement - experience automation



LOYALTY

has its privileges



Creating loyalty is difficult. Consumers have more choices than ever these days. A loyalty card needs to be about more than points. It needs to be about more than status. It needs to be about access. Your collected data knows that certain shoppers spend an excess of \$3000.00/yr. in your store. Send those shoppers an invite to join your private club. Receive the club membership up-front. Every month send your member a curated outfit. In store create a members only lounge, a place to invite friends and hang out. Watch movies, get your nails done and see the latest items. Receive other discounts, get free tailoring and dedicate a shopping assistant to any member in store. Take loyalty to the next level.

uncertainties

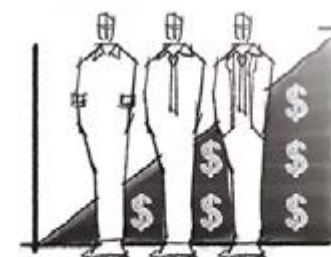
service staff - create roles for higher level service
mass customization - on site tailor
customer profile - curate for each specific customer
experience - new role for bricks and mortar

trends

peer community - create in store community
the ubiquitous consumer - give them an option
leveraging consumer data - use it

innovation types * doblin

profit model - subscription - predictable cash flow
profit model - float - receive payment up-front for year
product performance- engaging functionality
product performance - styling - create a coveted product
service - added value - extras with membership
service - loyalty program - club
service - superior service - better experience
customer engagement - personalization
customer engagement - status and recognition



SUPERIOR

service

Customer service should be for the customer not for the retailer. Create a store experience that is first and foremost about the service. Don't sell more, help more. Do this by creating an experience in store like none other. Word of mouth will have shoppers connecting to the experience always promised but never delivered by others. As part of the checkout employees must be given a score out of ten. Salary increases, bonuses and promotions are given based on customer service scores. Expect a customer service experience like none other.

uncertainties

service staff - your most valuable asset
experience - old is new - back to basics
robots - have mundane tasks completed by technology

trends

the ubiquitous consumer - give them an option
experience - personalized
connections and community

innovation types * doblin

service - superior service
structure - incentive systems - better service better pay
customer engagement - community & belonging
customer engagement - status and recognition

10 360° lifestyle

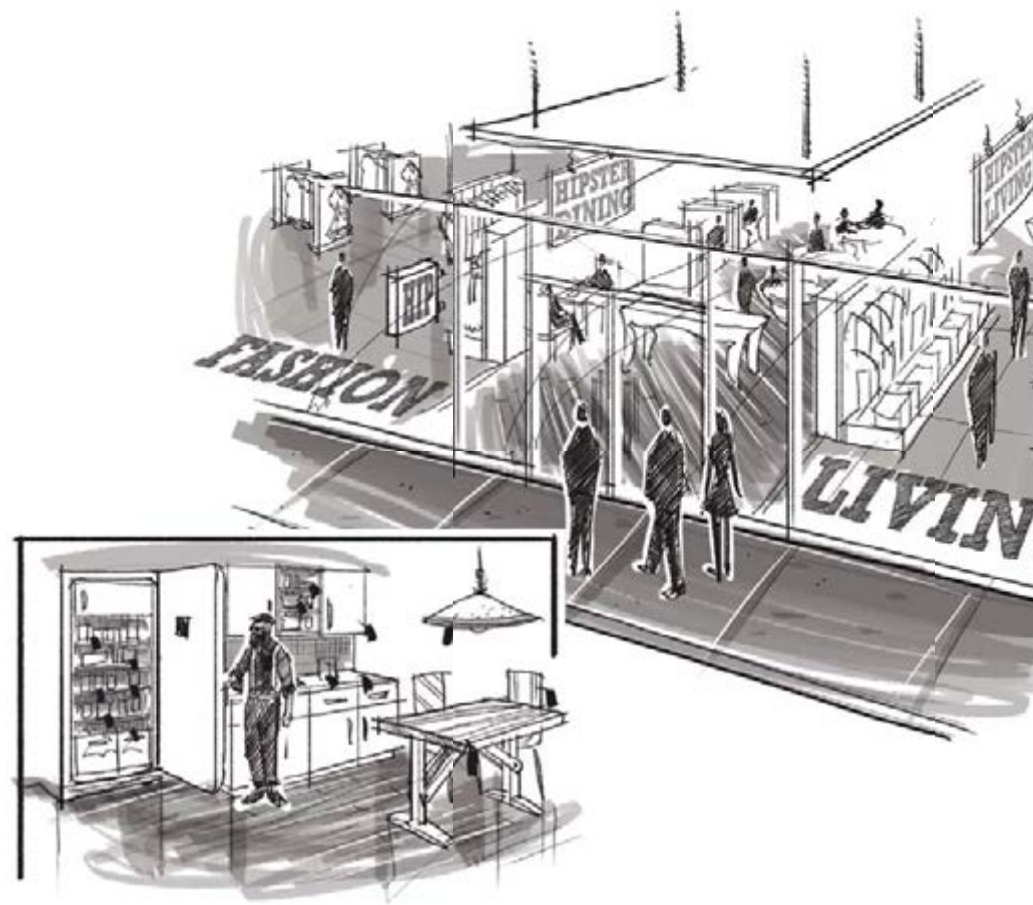
Understand the whole person and sell them a lifestyle. You consider yourself an urban dweller and you have a great life style. Imagine walking into a department store where the front of the store looks just like the condo building you wished you lived in. You enter and walk into a living room you would love and is just the right size for your apartment. It has the furniture, accessories, technology and lighting that is just your style and fits your needs. Beyond the living room you see a kitchen that would also be great. On the table are three meals set out, great vegan dishes. You open the refrigerator to check it out and you see it packed with great fresh food. Sale items are marked with digital tags. You notice to the left a curated grocery offer that speaks to your wholesome lifestyle, organics, gluten free and seconds that haven't been wasted. Continue on and enter a bedroom, great furniture, great bedding and great technology. Open the closet and see 5 fantastic outfits. Look to the right and see a curated clothing store. This store is perfect. This is your life. Floor 2 You're an active senior citizen and imagine walking into the department store where the front of the store looks just like the house you are thinking about buying as you downsize.....

uncertainties

human behaviour - we want to fit in
customer profile - new categories
experience - selling lifestyles

trends

customers - boomers and millennials will influence retail
leveraging customer data - create solutions they need
food - retailers are adding it to all categories



innovation types * doblin

product performance - focus - consider a particular audience
product performance - styling - appeal to a lifestyle
product system - complements - look at 360° view of customer needs
customer engagement - personalization - shows that you know them
customer engagement - personality - engaging experience

1 RENT don't own

Smaller spaces mean less storage. Spring, summer, fall and winter, we have a lot of stuff. What would life be like if we rented all of our clothing, our home furnishings, our seasonal decor? We already rent our homes and our cars. What if you received a box every month (or season) with enough components to mix and match 7 new outfits? At your request and with different price points these items are new or as good as new. At the end of the month (or season) you send them back in the box they came in already addressed with the postage paid? No more storing things, no more out of date items. Imagine if this service shipped you your Christmas decor complete with a tree? New pillows and throws for your sofa. Transition from summer to fall in style. Not only for the consumer but also for condos, schools and businesses who need storage and a refresh to keep up to date.

uncertainties

e-commerce - more than just low price
real estate - just for trend setting not for buying
distribution and shipping - backbone of the concept
consumption patterns - can I have more but share?

trends

experience - personalized
leveraging consumer data - use it
model it - revisit your existing business model

innovation types * doblin

profit model - bundled pricing
profit model - subscription
process - on demand production - known client base numbers
product system - product bundling
service - self service - reduce costs
customer engagement - curation



12 HOME sweet home

Cities are reinventing themselves and more and more people are moving into smaller urban spaces. Retailers who have a large presence in suburban areas now need new options for urban locations. Buildings have become small communities. Often they cater to a certain demographic, families, seniors or a particular ethnic demographic. Street level retail is one option for these developments but imagine an everyday market on floor 14. It is tailored for the everyday needs to the occupants but open to all. In harsh climates this is an opportunity to create a purpose built floor with convenient focused offers and possibly even an indoor park. Vertical farming could supply fresh food. The density of the tower provides thousands of interested buyers weekly, the urban oasis will attract countless more looking for a lunch spot or a quick stop. The suburban strip mall reinvented.

uncertainties

human behaviour - community building

real estate - new focused footprints

customer profile - suit age, race, demographics

mass customization - products can be altered to be site specific

experience - convenience+

trends

proximity matters - excellent walk score

country meets city - urban food supply

nature deficit disorder - urban indoor parks - healthier citizens

innovation types * dublin

network - alliances between city, condo developer and retailer for new destination

product performance - engaging functionality

product performance - ease of use



product system - modular systems - multiple retailers, parks, farming, services

customer engagement - community and belonging

customer engagement - experience enabling - an attractive strip mall

13 OLD faithful

As consumers make decisions to consume less, retailers can expect to sell less new product and do more refurbishing. Like the car industry; service is just as important as new car sales. Dedicate a portion of your store to allow consumers to bring in their used items for reconditioning; a drill that needs a cleaning or a phone that has a broken screen, even a skirt with a hem too long that needs updating. Provide a robust service in store to rehabilitate customer's favourite, still good quality items. Extend the lifecycle of the products you sell and in turn gain and keep lifelong customers.

uncertainties

product sourcing - prepare for reduction of overseas product

distribution and shipping - reduce the need for new items

mass customization - products can be altered to be site specific

innovation - leadership position

experience - genuine transparency

consumption patterns - mirror customer values

trends

new middle class - fewer factory workers in India and China

connection to the source - locally made products

model it - revisit your existing business model

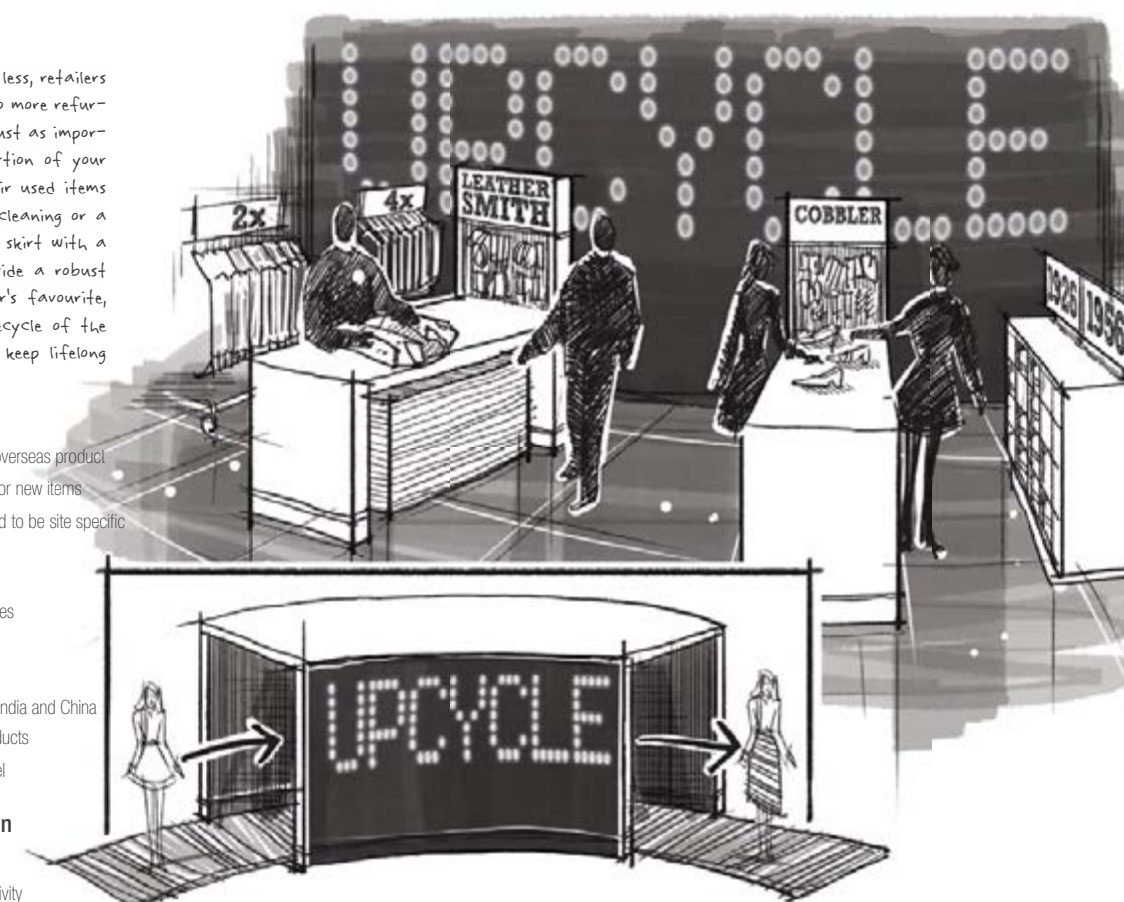
innovation types * dublin

product performance - conservation

product performance - environmental sensitivity

supplementary service - ancillary services that fit with your product

brand - new service under existing brand



The ideas presented are not meant to be store concepts but **thought generators**. We have provided what if scenarios.

Imagine the future in its most ridiculous form and then dig deeper to see that what at first seemed ridiculous is in fact rooted in reality.

We have taken the inevitable surprises that we all have to live with, trends both mainstream and fringe and the critical uncertainties that you as senior retail executives have determined worry you most to create knowledge. These nuggets of knowledge have been wrapped ideas that provide innovation for your business from the inside out. Looking at profit models, structure, products and services as well as consumer engagement these ideas begin to form high level maps of continued growth and success for the future. **Whether you sell clothing, tools, lipstick or beef these ideas can be applied to your business.** No one knows what the future will bring.

The one thing we know for sure is that things are going to change. **BE PREPARED.**

xylem+loom is a retail innovation studio. Strategic foresight in one of the many disciplines we utilize to see retail differently. Our research discovers knowledge that has been gathered by triggering the tacit and latent information stored in our minds. It is here that the beliefs and values we all hold are stored. By engaging this part of the brain we can find out what really matters and develop real innovation plans that matter; real innovation plans that work.

To view the complete report please go to www.xylemandloom.com



next
steps...

wind tunnelling
ideas



WIND tunneling

Scenarios

		JUST CAN'T GET ENOUGH					come together					EBONY & IVORY					all by myself					
		financial performance	risk performance	strategic fit	cultural fit	scenario total	financial performance	risk performance	strategic fit	cultural fit	scenario total	financial performance	risk performance	strategic fit	cultural fit	scenario total	financial performance	risk performance	strategic fit	cultural fit	scenario total	total across 4 scenarios
2	SCREEN time					+4					- 1					+4					+7	= 14
3	MAKER movement					+6					+4					- 1					- 4	= 5
5	AMPED up online					+5					+1					+7					+8	= 21
8	LOYALTY has it's privileges					+6					- 3					+5					- 1	= 7
13	OLD faithful					- 6					+8					- 7					- 6	=-12

Legend



NOTE: the ideas and concepts created in this report have been developed to demonstrate how foresight as a tool can create value for retail. When wind tunneling you would use ideas that have been generated specifically for your business.

The Future of Retail Space 2040 a strategic foresight study

Dator's Law

"Any useful statement about the future should at first seem ridiculous." - Jim Dator, futurist.

