

Planning and Innovating for the Future



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Successfully positioning your business for the future relies on the following:

1. A framework for anticipating the future

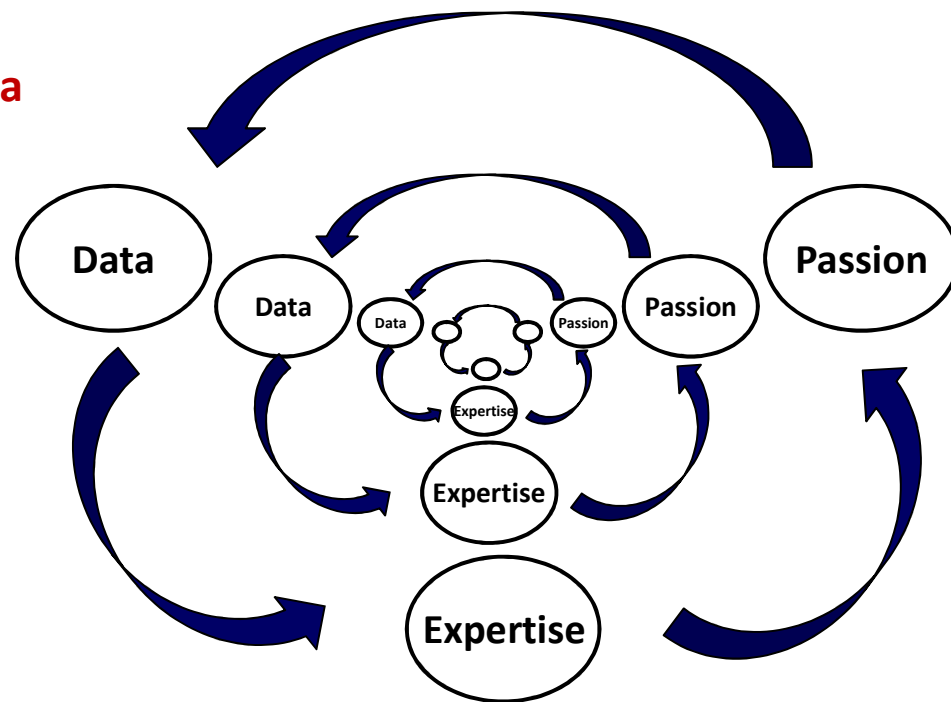
External Focus

2. A broad sense of identity that allows you to attach relevance to these futures

Internal Focus

Passion is a vortex

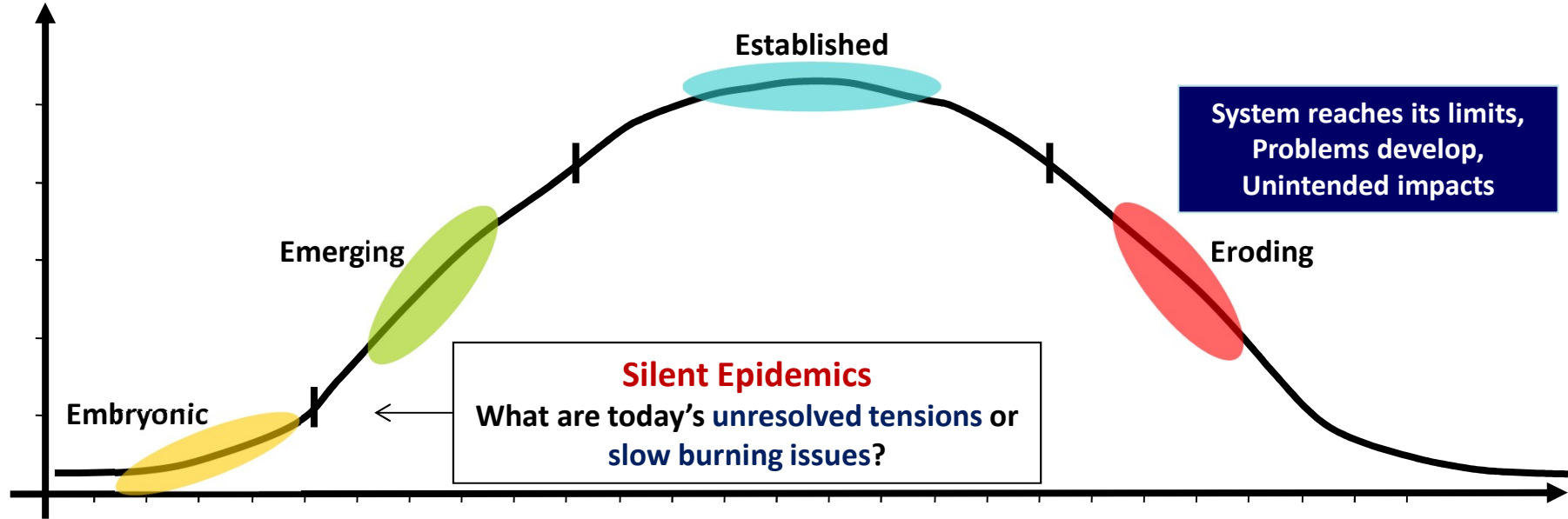
- Managers are passionate people
- They rely heavily on industry data
- They are industry experts



The shape of change



Market Penetration



1. Dirty secrets!



What practices are the public unaware of, *but if they were*, it would alter their perception of who you are and what you do?



- **Offensive innovation** - Remain in control of your own destiny; **de-positions** competitors with similar practices who are forced to defend their positions / follow suit
- **Defensive innovation** - Responding to **public outcry**, **regulatory enforcement**, or the **strategic moves of competitors**

1. Dirty secrets!

What practices are the public unaware of, *but if they were*, it would alter their perception of who you are and what you do?

Requires high level of **honest introspection** and **courage** to confront internal *inconvenient truths*

- Organisational *heretics* are rarely rewarded with instant gratitude!

“This is what we’ve always done”

“Everyone else is doing it”

“This is how we make a dollar”

“What the public don’t know won’t hurt them, right?”

Identifying Embryonic Issues



1. Dirty secrets!

- *Issues the public are unaware of, but if they were, it would alter their perception of you*

2. Unresolved tensions

- The public tolerate the issue but they don't *like* it
- A feeling of helplessness - ***'What can we do about it?'***



2. Unresolved tensions



The only regulation that really matters:

“What does the customer want?”

What are the **frustrations** customers have with your products or services?

What **roadblocks** do your processes or regulations put in the way of the customer's experience?

Where are the **unnecessary margins** others can target?

Do you give your customers a **reason to stay**?

2. Unresolved tensions



- The public tolerate the issue but they don't like it
- A feeling of helplessness - *'What can we do about it?'*



- a) Do you trust politicians?
- b) Do you think politicians spend our money wisely?

2. Unresolved tensions

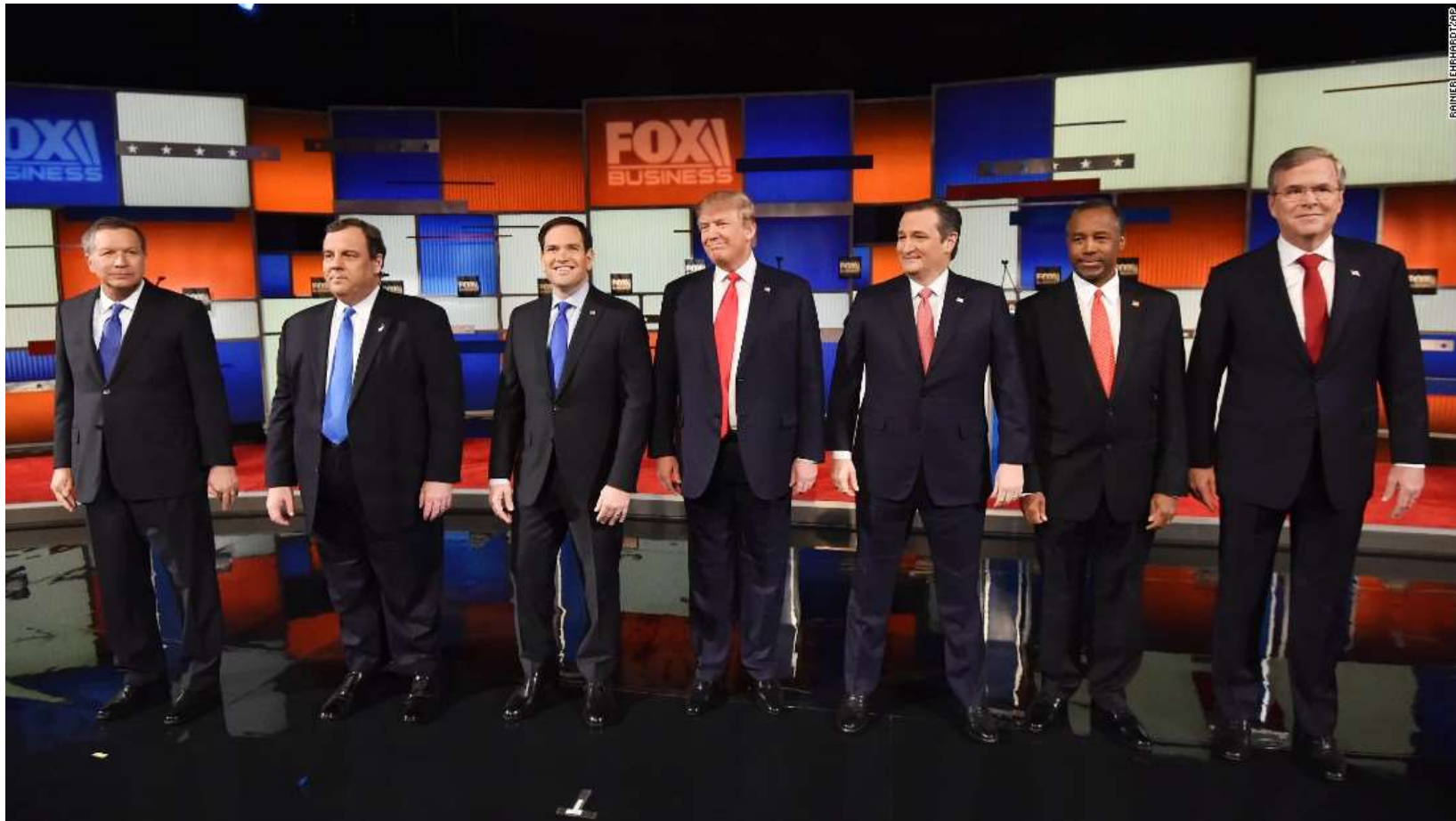
"I'm as mad as hell, and I'm not going to take this anymore!"



- Public are **disengaged** (*"why bother?"*) with politics, not **disinterested**
 - As major parties **converge** in their policies - *"They're all the same"*
 - As their messages become more robotic - repetitive **clichés** and **slogans**
 - As they become further removed from general public - avoiding potential for embarrassment
 - And further removed from local issues – *"Out of touch"*; bogged down in myopic in-fighting

Creates circumstances in which minor parties & independents can emerge capitalising on the **passion and **discontent** of the broader public with regard to single / local issues**

2. Unresolved tensions



2. Unresolved tensions



Self-inflicted Disruption

- Most so-called “disruption” is **self-inflicted**
- Technology has **democratised the capacity to act** – more people and companies are capable of delivering solutions
- Technology is not the disruptor, it is merely a facilitator to a different way of operating
- Whether or not the new, different way is ‘better’, is up to you
- It’s the opportunity for improved services, that provides the gateway to disruption
- In the age of **agency democratisation**, customer goodwill is priceless
- Don’t mistake **customer usage** for **customer loyalty**
- **Give your customers a reason to stay!**

Identifying Embryonic Issues



1. Dirty secrets!

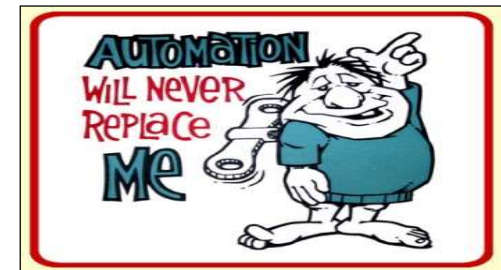
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2. Unresolved tensions

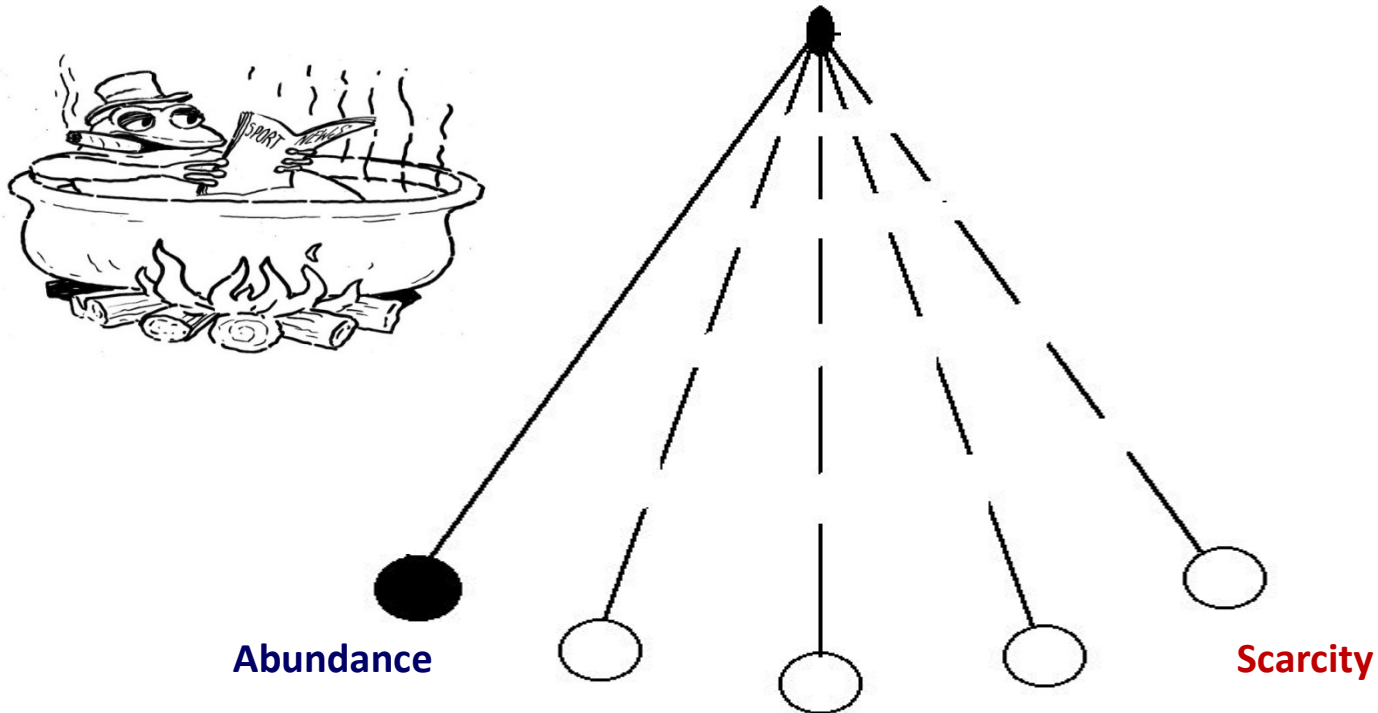
- The public tolerate the issue but they don't like it
- A feeling of helplessness - *'What can we do about it?'*

3. Slow burning issues

- The impact of the issue appears too minor or too distant - *"That's a matter for the future"*
- There is insufficient evidence to support the issue - *"I don't see that as an issue"*



3. Slow burning issues



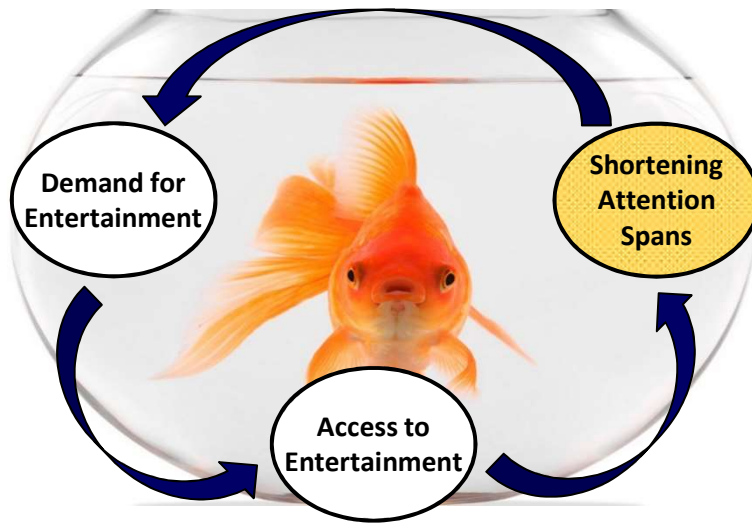
Change is like a pendulum... whenever we gain something, we lose something else...

...which then becomes valued.

3. Slow burning issues



Dopamine Seduction



Humans have shorter attention spans than goldfish, thanks to smartphones

- May 2015

Successfully positioning your business for the future relies on the following:

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External Focus

2. A broad sense of identity that allows you to attach relevance to these futures

Internal Focus

How you see yourself:

“What business are we in?”

‘What is a public library in 2030?’

- Libraries provide **universal access to information**
- Libraries provide **solutions to society’s information needs**

A day in the life of a creative public library in 2030...




8.00am
8.30am
9.00am
9.30am
10.00am
10.30am
11.00am
11.30am
12.00pm
12.30pm
1.00pm
1.30pm
2.00pm
2.30pm
3.00pm
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9.30pm
10.00pm
10.30pm
11.00pm



Broad sense of identity



- Should be **broad**, allowing flexibility to adapt operations as environmental context changes (community needs, economic capabilities, etc.) – **‘future proof’**
 - Narrow sense of identity = we view change as either **GOOD** or **BAD**
- Enable **continuity** between the past, present and future
 - **True** to your heritage  **Relevant** to the future
- Focus on the **benefit** you deliver, the **outcome** from what you do
- **Memorable**
- **Succinct**
- **Directional** - *“We will invest our energies and resources in this direction”*

Summing up: Planning and Innovating for the future...

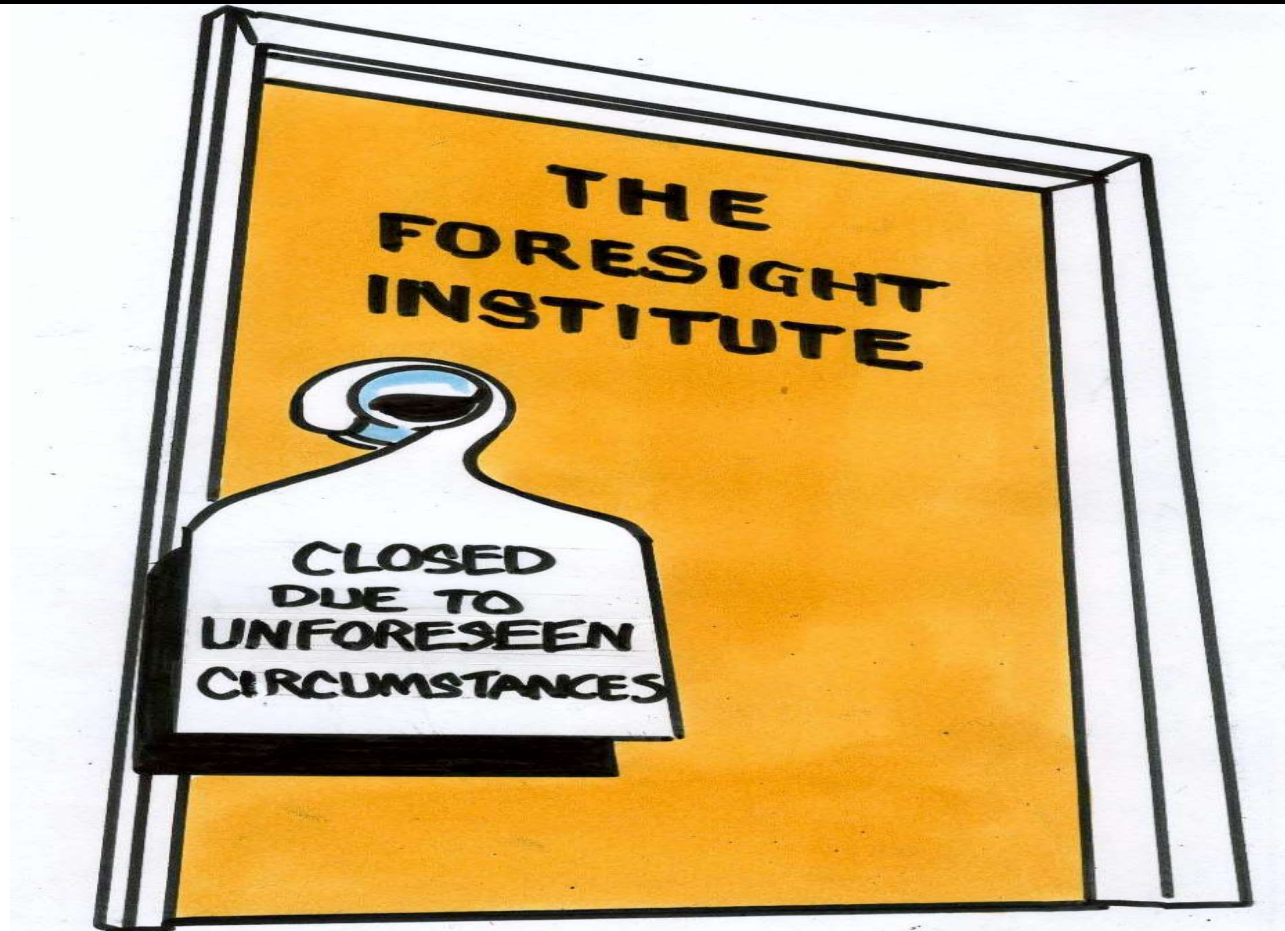


- Requires a **framework** for thinking about the future.... otherwise a *'black hole'*
 - Overcome industry myopia
 - Let go of data reliance... *change processes more important*
 - Understand the shape of change... *future isn't linear*

- Identifying **embryonic issues** is a powerful way to foresee potential changes
 - Dirty **secrets!**
 - Unresolved **tensions**
 - Slow **burning** issues

- Is as much about **INTERNAL** awareness as it is about **EXTERNAL** anticipation
 - Sense of identity; How you see yourself – *'What business are we in?'*
 - Allows you to adapt
 - Enables you to attach relevance to unfolding opportunities

All the best for your future!



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