



Natalia Soto Kure  
IE Business School  
MCXI 2022

# Futures Design for Purpose Driven- Companies

01

# Defining Purpose & Vision

# What is Purpose?

+

## Purpose

It is the reason for doing what you do; a cause that adds value to society and goes beyond monetary value. Purpose might be personal as well as corporate.

+

## Purpose Statement

A purpose statement should be authentic, inspiring and brief.

It should give the company a role to play and the outcome or change they aspire to create in the world, but it may evolve over time.

# What is Vision?

+

## Vision

it is the desired position of the company in the future - how do they envision themselves in the future? How is this connected to their purpose?

+

## Vision Statement

An effective vision statement should describe who is involved, what should be achieved and how the company will be positioned in the future. What does the company want to achieve?

# The Importance of Purpose & Vision in Futures Design

# Purpose & Vision in Futures Design

Purpose and Vision are the building blocks for creating a company's roadmap into the future. These represent the change the company wants to be and see in the world.

Thus, companies should be prepared to respond to future scenarios in a way that is aligned with their purpose and vision.

# The Methodology

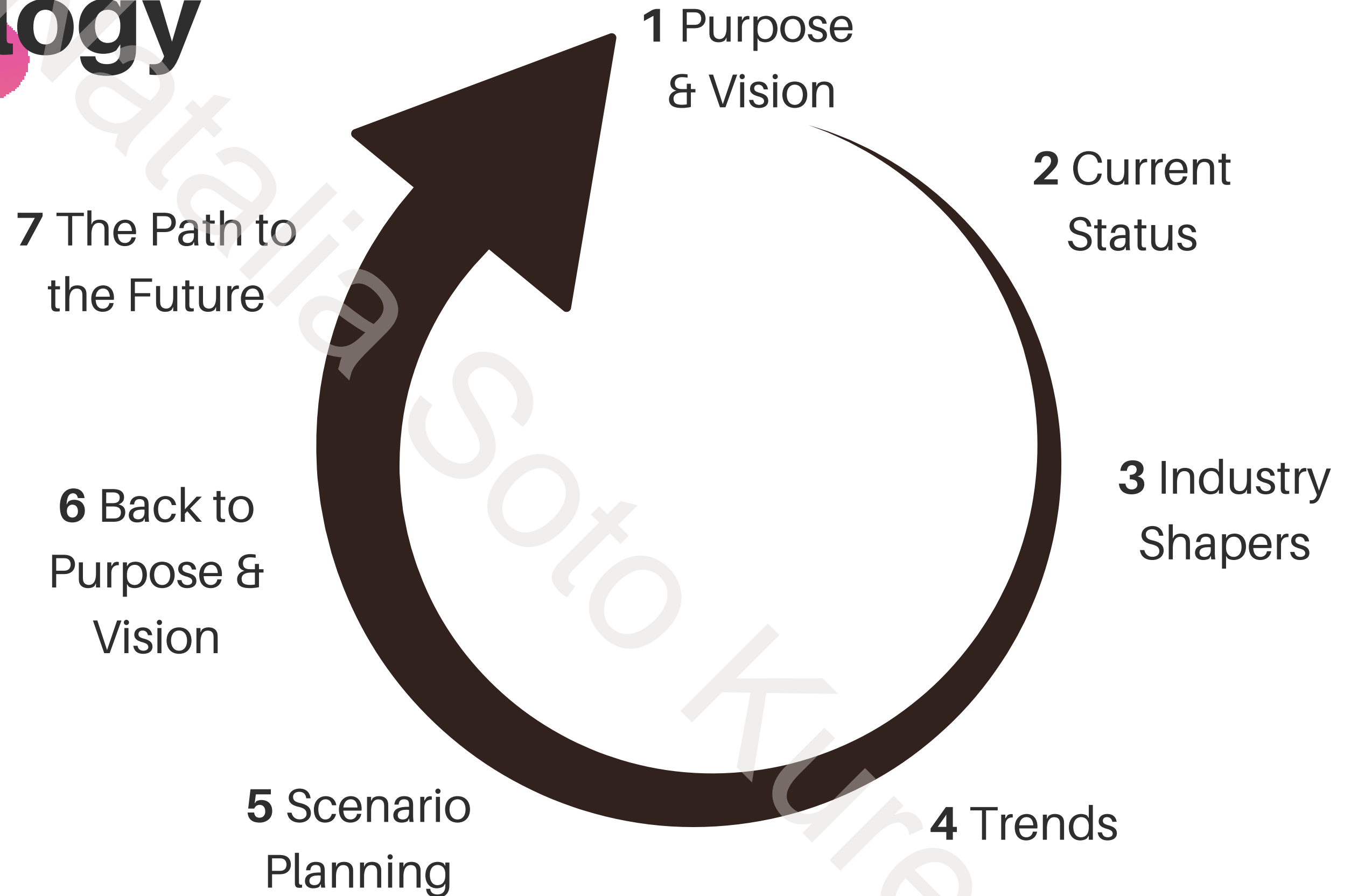
# For those who seek to disrupt the present and future

This methodology is created for companies that are driven by purpose and vision - those change makers who seek to create a better world by disrupting the present and want to prepare to disrupt the future too.

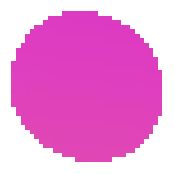
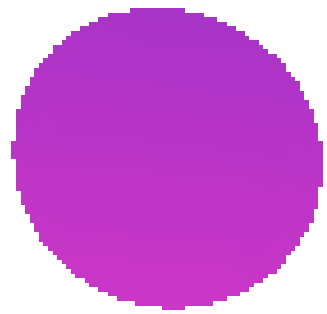
It is based on 7 steps that aim to understand the company's purpose, its current status, future scenarios and how purpose and vision may act in that future.



# Methodology



+



1

**Purpose &  
Vision**

+

+

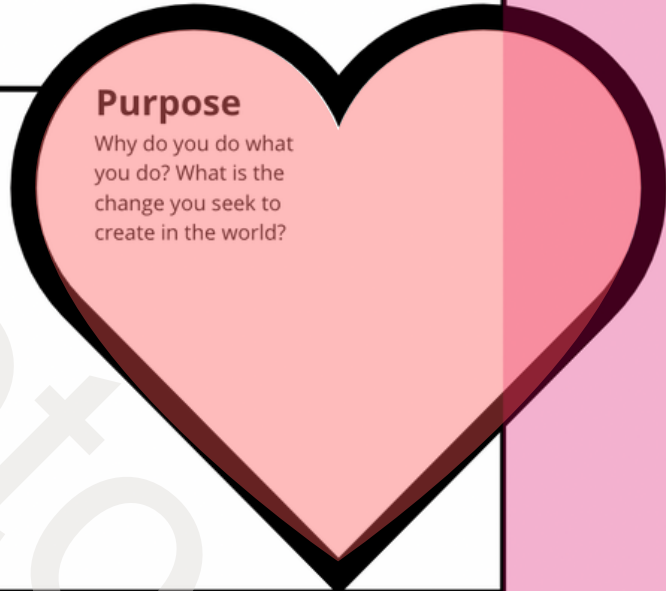
**10**

# 1. Identify Purpose & Vision

The first step is to identify the purpose and vision of the company. This will be the building blocks for the development of the exercise.

Focus on the highlighted areas in the template.

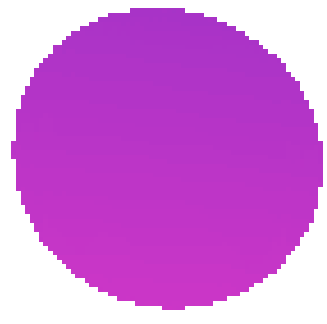
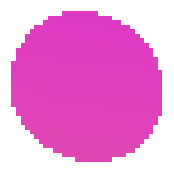
<b>Main Activities &amp; Customer Profile</b> Industry Products or Services Customer Profiles	<b>Vision</b> How does the company want to be positioned in the future? What do you want to achieve?
<b>Company Size &amp; Evolution</b> Company Size Sales Growth & Evolution	
<b>Key Partners &amp; Inputs</b> Key Partners Key Inputs for Products or Services	



**Purpose**  
Why do you do what you do? What is the change you seek to create in the world?

**Template 1** The Company: Purpose, Vision & Current Status

+



2

# Current Status

+

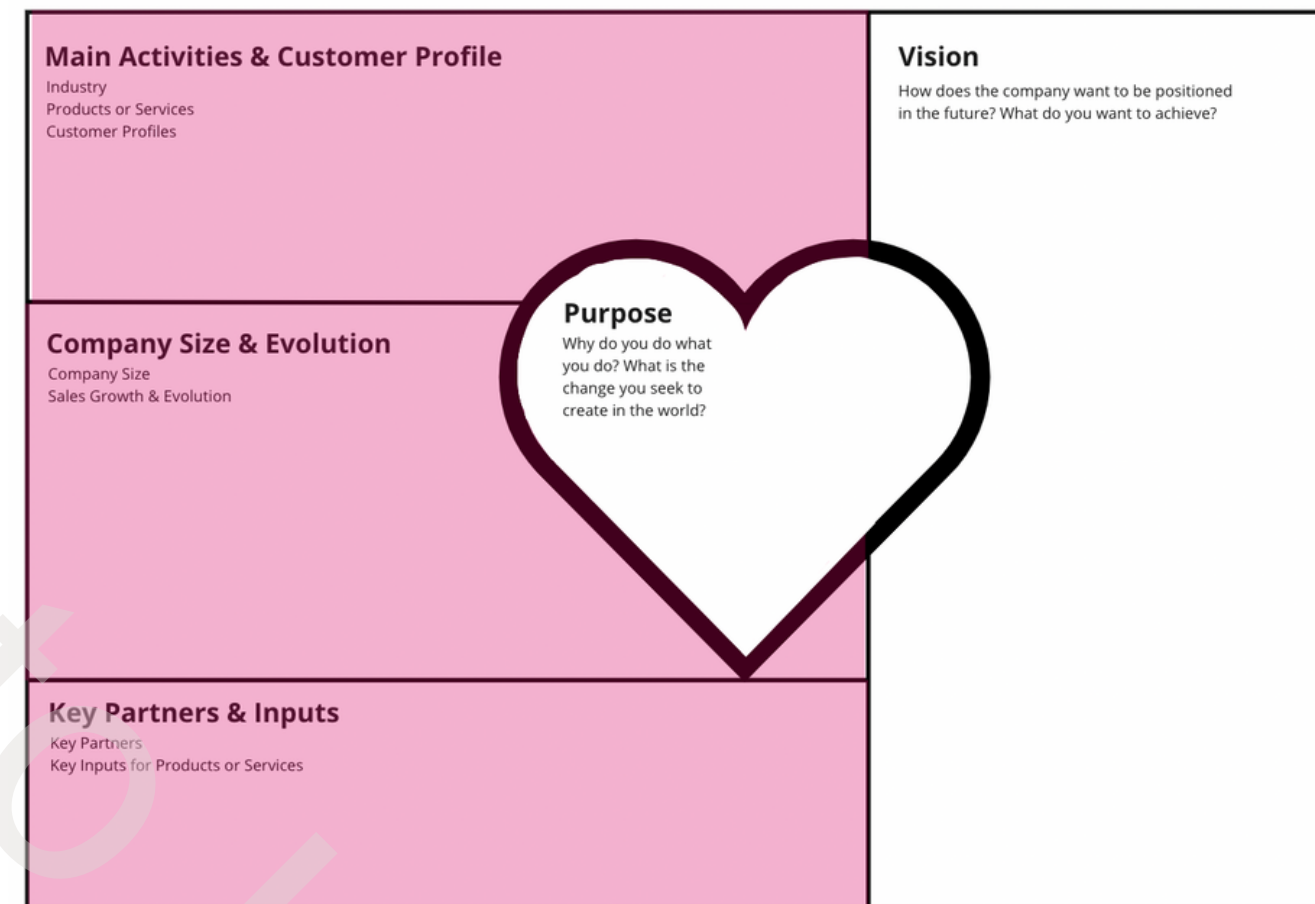
+

12

# 2. Company: Current Status

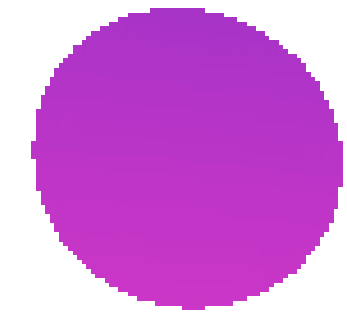
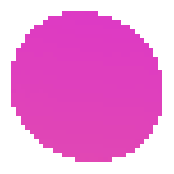
The objective is to get a current understanding of the company's present situation for three dimensions:

- **Main Activities and Customer Profile:** describe industry, value proposition and competitive advantage. Understanding the products or services and types of customers for each is key.
- **Company Size & Evolution:** map out the size of the company and its evolution in sales, sales channels and products. Identify which products and channels drive sales and the growth of the company.
- **Key Partnerships & Inputs:** identify all of the players that come into play for developing the company's products or services. Which ones are more relevant? What is developed in-house?



Template 1 The Company: Purpose, Vision & Current Status

+



3

# Industry Shapers

+

+

14

# 3. Industry Shapers

Based on the previous analysis, understand the key drivers of your industry. These are elements that shape and drive change in your industry, products or services.

Take into account key partners and inputs, what do they provide? Who is your customer and how do your products or services shape their lifestyle?

Take into account opportunities and limitations of each.

Industry Shapers	Industry Shapers	Relevance, Opportunities & Limitations
<b>What's driving change in your industry?</b>		
It is relevant to understand which drivers are those shaping your industry and creating a future. Consider key partners, inputs, regulations and others. Why are these important for the company? What are some opportunities and limitations of each?		
Do you want ideas of different drivers? Pick a card from our set and see how they apply to your industry.		



# 3. Industry Shapers

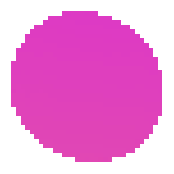
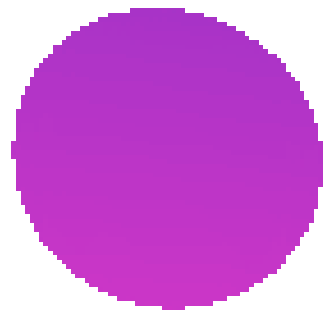
If you need inspiration or ideas for choosing your industry shapers, pick out some cards from our set. Analyze if they are relevant to your industry and how or get inspired to create new ideas from these!

## Industry Shapers: Card Deck

<b>Environment</b> <ul style="list-style-type: none"><li>• Water consumption and renewal</li><li>• Robot insects</li><li>• Regeneration of resources</li><li>• Forests</li><li>• Creation of new species</li><li>• Carbon footprint</li><li>• Air pollution</li></ul>	<b>Entertainment</b> <ul style="list-style-type: none"><li>• Communication with pets</li><li>• Cinemas</li><li>• Gaming</li><li>• Recording</li><li>• Sports entertainment</li><li>• Music</li><li>• Art</li></ul>	<b>Energy</b> <ul style="list-style-type: none"><li>• Solar energy</li><li>• Wind energy</li><li>• Energy savings</li><li>• Renewable energy</li></ul>	<b>Data</b> <ul style="list-style-type: none"><li>• Cybersecurity</li><li>• Big Data</li><li>• Profiling</li><li>• Privacy</li></ul>
<b>Culture</b> <ul style="list-style-type: none"><li>• Music</li><li>• Books</li><li>• Literature</li><li>• Art</li><li>• Habits</li><li>• Accepted Behaviors</li><li>• Language</li><li>• Communication</li></ul>	<b>Cities</b> <ul style="list-style-type: none"><li>• Urban planning</li><li>• Mobility</li><li>• Street design</li><li>• Industrial areas</li><li>• Urban vs Rural Areas</li><li>• Coliving</li><li>• Subterranean living</li></ul>	<b>Business</b> <ul style="list-style-type: none"><li>• Remote Work</li><li>• Physical stores</li><li>• Offices</li><li>• Flexibility</li><li>• Office Culture</li><li>• Outsourcing work</li><li>• Startups</li><li>• Venture Capital</li></ul>	<b>Tourism</b> <ul style="list-style-type: none"><li>• Ways to travel</li><li>• Experiences for tourists</li><li>• Hotels</li><li>• Flexible renting spaces</li><li>• New destinations</li></ul>
<b>Work</b> <ul style="list-style-type: none"><li>• CVs</li><li>• Applying process</li><li>• Work-life balance</li><li>• Purposeful work</li><li>• Happiness at the workplace</li><li>• Client success</li><li>• Employee success</li><li>• Salaries &amp; benefits</li></ul>	<b>Education</b> <ul style="list-style-type: none"><li>• Liquid learning</li><li>• Higher education</li><li>• Scholarships</li><li>• Woman in STEM, Business...</li><li>• Coding</li><li>• Value of education</li><li>• Minorities in education</li></ul>	<b>Society</b> <ul style="list-style-type: none"><li>• Social media usage</li><li>• Rating others</li><li>• Lack of privacy</li><li>• Identity</li><li>• Use of technology</li><li>• Social divide</li><li>• Economic differences</li><li>• Extreme poverty</li><li>• Ultra-rich</li></ul>	<b>Parenthood</b> <ul style="list-style-type: none"><li>• Genetic design for babies</li><li>• Adoption</li><li>• Raising a child</li><li>• Gender-neutral children</li><li>• Abortion</li><li>• Parenthood classes</li></ul>
<b>Mobility</b> <ul style="list-style-type: none"><li>• Carbon neutral transport</li><li>• Pollution</li><li>• Scooters</li><li>• Bicycles</li><li>• Electric cars</li><li>• Sharing economy</li></ul>	<b>Government &amp; Politics</b> <ul style="list-style-type: none"><li>• Left vs. Right Wing</li><li>• Totalitarian Governments</li><li>• Democracy</li><li>• Unstable political system</li><li>• Corruption</li><li>• Transparency</li></ul>	<b>Finance</b> <ul style="list-style-type: none"><li>• Investment</li><li>• Loans</li><li>• Banks</li><li>• Crowdfunding</li><li>• Interest rates</li><li>• Exchange rates</li></ul>	<b>Technology Development</b> <ul style="list-style-type: none"><li>• Augmented Reality</li><li>• Virtual reality</li><li>• NFTs</li><li>• Bitcoin</li><li>• Robots</li><li>• Communication</li><li>• Analytics</li><li>• Geotracking</li></ul>
<b>Regulations</b> <ul style="list-style-type: none"><li>• What type of regulations could affect your industry?</li><li>• imports</li><li>• exports</li><li>• environmental</li><li>• social</li></ul>	<b>Health</b> <ul style="list-style-type: none"><li>• Pandemics</li><li>• Living longer</li><li>• Genetics</li><li>• Cancer</li><li>• Obesity</li><li>• Pharmacies</li><li>• Doctor's prescriptions</li><li>• Secondary effects of medicine</li><li>• Surgery</li></ul>	<b>Marketing</b> <ul style="list-style-type: none"><li>• Marketing channels</li><li>• Personalized communication</li><li>• Experiential marketing</li><li>• Branding</li></ul>	<b>Love</b> <ul style="list-style-type: none"><li>• Dating apps</li><li>• Marriage</li><li>• Marriage issues</li><li>• Dating experiences</li><li>• Couple experiences</li></ul>



+



4

# Key Trends

+

+

17

# 4. Key Trends

Taking into account the industry shapers, understand how these have evolved in the past and present in order to envision the future.

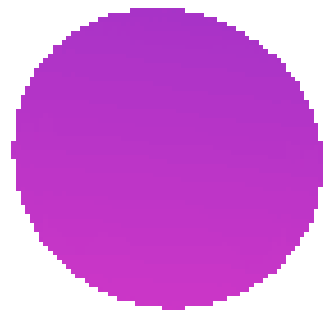
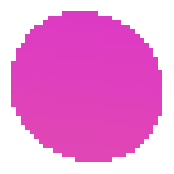
Research previous and current developments, news articles and ads to describe how these looked like. Highlight the most relevant trends.

**Understanding Trends**

What are the trends your industry shapers had in the past and how do they look now?      Research about how the industry shapers looked like, how they are now and look for patterns, similarities and evolutions.

“	“		
”	”		
“	“		
”	”		
1) PAST		2) PRESENT	

Template 3 Key Trends



**5**

# Scenario Planning



# 5. Scenario Planning: Visioning

Through *visioning*, create different scenarios of what the future of the industry will look like in 10 years. Taking into account the previous trends, speculate what the future would look like. Does it follow trends from the past? Do these change? How?

Consider a variety of options:




Will the future be more advanced and technology oriented? Will there be a collapse in any relevant area? Will we begin taking more care of our planet? Will we break frontiers to reach a more globalized world? Or will we go back to simpler times?

# 5. Scenario Planning: Visioning

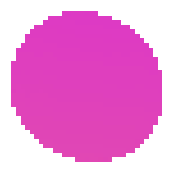
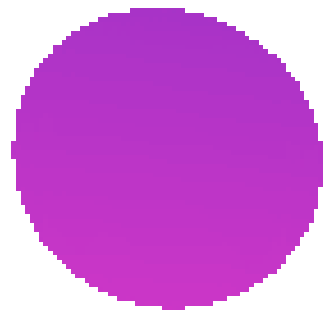
This exercise consists of 3 rounds:

- **Brainstorm:** Set up a timer for 5 minutes and in your team, generate as many scenarios as possible. Don't think about any limitations for these ideas and focus on quantity.
- **"Yes and...":** Set up a timer for 5 minutes and add up to all of these ideas by creating "yes and..." statements for each.
- **Analysis:** Taking into account the previous ideas select the ones you consider more relevant and possible based on the industry shapers and key trends. Choose 4 that will go into the next phase.

**Scenario Planning** What will the future look like 10 years ahead from now?

 Round 1: Brainstorming	 Round 2: "Yes and..."	 Round 3: Analysis
		SCENARIO 1
		SCENARIO 2
		SCENARIO 3
		SCENARIO 4

Template 4 Scenario Planning



6

**Connecting  
Purpose, Vision  
& Future**



# 6. Connecting Purpose, Vision & Future

Consider the chosen scenarios and map out how the company will be positioned in each future in terms of purpose and vision.

- How will the company be able to pursue their purpose in this future world? Think about potential know-how, products or services to achieve this.
- How will they seek to position themselves in this scenario? What will be the value proposition, competitive advantage and strategic position?

With this in mind, create an actionable plan for the company to prepare for each of these futures.

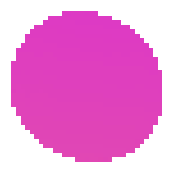
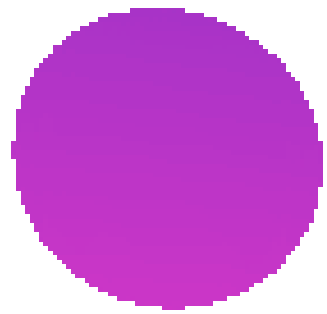
**Connecting Purpose, Vision & Future**

Consider the chosen scenarios and map out how the company will be positioned in each future in terms of purpose and vision.

1. How will the company be able to pursue their purpose in this future world? Think about potential know-how, products or services to achieve this.
2. How will they seek to position themselves in this scenario? What will be the value proposition, competitive advantage and strategic position?

♥ PURPOSE  
👁️ VISION

SCENARIO 1:	SCENARIO 2:	SCENARIO 3:	SCENARIO 4:
♥	♥	♥	♥
👁️	👁️	👁️	👁️



7

# The Path to the Future





# 7. Path to the Future: Backcasting

Through **backcasting**, we seek to build from the future scenario to the present in order to understand what had to happen for that future to become real. Use the selected scenarios and build a timeline from the present, to that scenario with significant developments that made it happen.

Think about 3 to 4 phases that happened over time for us to reach that scenario. Think about what the world would look like in 3 years, 5 years and 7 years before reaching the 10 year mark.

### The Path to the Future

Through backcasting, we seek to build from the future scenario to the present in order to understand what had to happen for that future to become real. Use the selected scenarios and build a timeline from the present, to that scenario with significant developments that made it happen.

SCENARIO 1:

--	--	--	--

SCENARIO 2:

--	--	--	--

SCENARIO 3:

--	--	--	--

SCENARIO 4:

--	--	--	--

Template 6 The Path to the Future

# Templates & Tools

- Template 1** The Company: Purpose, Vision & Current Status
- Template 2** Industry Shapers
  - Tool 2** Industry Shapers - Card Deck
- Template 3** Understanding Trends
- Template 4** Scenario Planning
- Template 5** Connecting Purpose, Vision & Future
- Template 6** The Path to the Future

Natalia Soto Kure  
IE Business School  
MCXI 2022

**Thank you**

Natalia Soto Kure

