



McKINNA *et al*
Strategic Insight
Global Outlook

Future Scanning

Managing for known unknowns

Future scanning, or what is also known as environmental scanning, allows organisations to manoeuvre more quickly due to increased intelligence. A future scan provides an understanding of the factors in the external operating environment most likely to significantly influence your business. These are the factors over which you have little control. Former US Defence Secretary Donald Rumsfeld, termed them the “*known unknowns*”.

They include:

- The political dynamic
- The economy (local and global)
- Population demographics and social shifts
- Climate and the environment
- Technology and innovation
- Government policy and industry regulations, tax laws etc.
- Structural change within the wider industry sector (e.g. a changed retail dynamic).

Although no one has complete certainty of these factors, knowledge and anticipation is one of the most powerful competitive advantages you can have in business and a future scan gives you this. A strategic plan is incomplete without an future scan.

McKINNA *et al* has perfected a customised future scanning process which is highly effective at identifying potential environmental threats or opportunities that are specific to your business.

*“Knowledge
is power”*

Francis Bacon, 1592



To see a better way ... **try a fresh set of eyes**

The Process



1. Pestel Checklist: The PESTEL framework (Political, Economic, Social, Technological, Environmental and Legal) is used as a prompt to map out the key factors that need to be considered to your organisation.

2. Data Collection: McKINNA *et al* has a team of practised researchers who have perfected the skill of scanning our comprehensive databases and networks to compile the most detailed and authoritative information across any industry sector.

3. Analysis: There are many companies who can conduct market analysis, but few who can interpret the findings through the eyes of strategy. McKINNA *et al* go further than simply presenting facts. We apply the strategic insight gained from over 25 years of strategy consulting.

4. Scenario Mapping: Although the scenarios are *possibilities* and not *probabilities*, it is important for managers to prepare for a wide range of potential outcomes. McKINNA *et al* has a proven track record of long range forecast accuracy. The report will present the most likely scenarios and outcomes for your business.

5 Strategic Response: McKINNA *et al* will provide hard-hitting commentary on the strategic implications, and the challenges and opportunities ahead for your organisation specifically.

6. Reporting: The future scan document is an easy to use report which is also a useful reference for the induction of new staff. A PowerPoint presentation is also supplied and most clients opt for a follow up workshop with the management team.

As McKINNA *et al* is a strategy specialist, our future scan goes further to outline strategic responses to the identified issues. More than 25 years of high level strategy development gives us unique insights and learnings we can share with your team. Some of our clients conduct this scan annually as part of their business planning process and others every 3 years as part of their strategic review.

How a tailored future scan can add value to your business . . .

1. By anticipating change

Nothing is as certain as change and organisations that fail to anticipate change will fail.

2. By being able to move fast

A well-informed management team enables faster decision making.

3. By grasping the big picture

Information overload means managers cannot always take the time to absorb the longer term issues.

4. By mitigating risk

A future scan is a powerful risk management tool that alerts managers to potential threats as well as issues outside their own department.

5. By retaining knowledge

The future scan report is a means of retaining corporate knowledge in a central resource - useful for knowledge transfer such as induction of new managers.

6. By organising knowledge

So much data today goes unused. This process can assist to organise and prioritise the information your company already has and make it more meaningful.

7. By cutting to the chase

The McKINNA *et al* process distils vast amounts of complex information to bring out the most critical themes.

“Much of the data that comes across my desk gets lost in information overload. But when McKINNA et al present it with scenarios and the implications for our business, then it becomes a very potent strategic planning tool.”

Graham Dugdale
Executive General Manager Retail
Simplot Australia

Why a fresh set of eyes is important . . .

There are compelling reasons to outsource this process to McKINNA *et al*:

- An independent and experienced 'fresh set of eyes' serves as a reality check.
- McKINNA *et al* brings learnings from over 25 years of consulting to a blue chip client base that can trigger a whole new level of thinking and discussion.
- Most organisations cannot sustain the skilled information management team that McKINNA *et al* has and do not have access to the databases.
- Outsourcing this time consuming process gives managers more thinking time to concentrate on responding to the 'big picture' findings.
- Strategic analysis is a practised skill that McKINNA *et al* specialise in.

Although we can't promise to perfectly predict the future, we can give you the assurance of being fully informed about what the possible outcomes may be. By assessing the situation then developing considered scenarios and strategic responses, your management team will be much better prepared than competitors to respond quickly, no matter what market challenges are thrown at them.

"Knowledge is a process of piling up facts; wisdom lies in their simplification."

Martin Henry Fischer, 1945



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