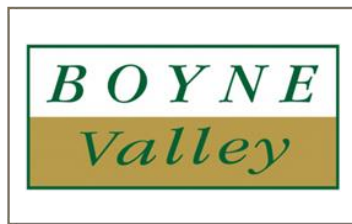Future Scenarios

Shaping 2035

BORD BIA

IRISH FOOD BOARD

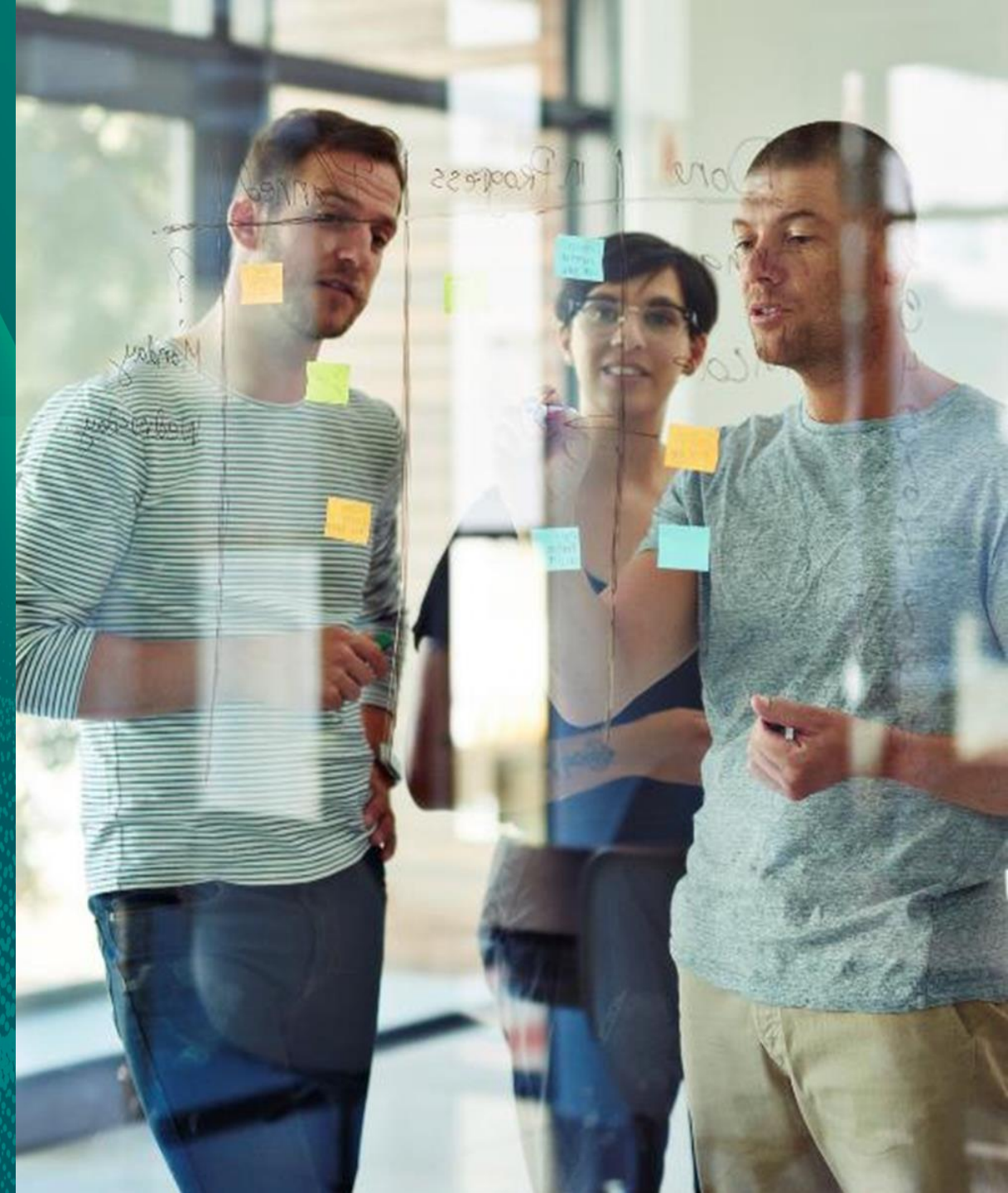An expert-driven exploration into the long-term development of food & drink

Participants in the Scenario Process: Irish food & drink companies

BRINGING IT TO LIFE!

- IMAGINATION

- ENGAGEMENT

- DISCUSSION

Futures Partners in this project …

DAMIEN HEARY

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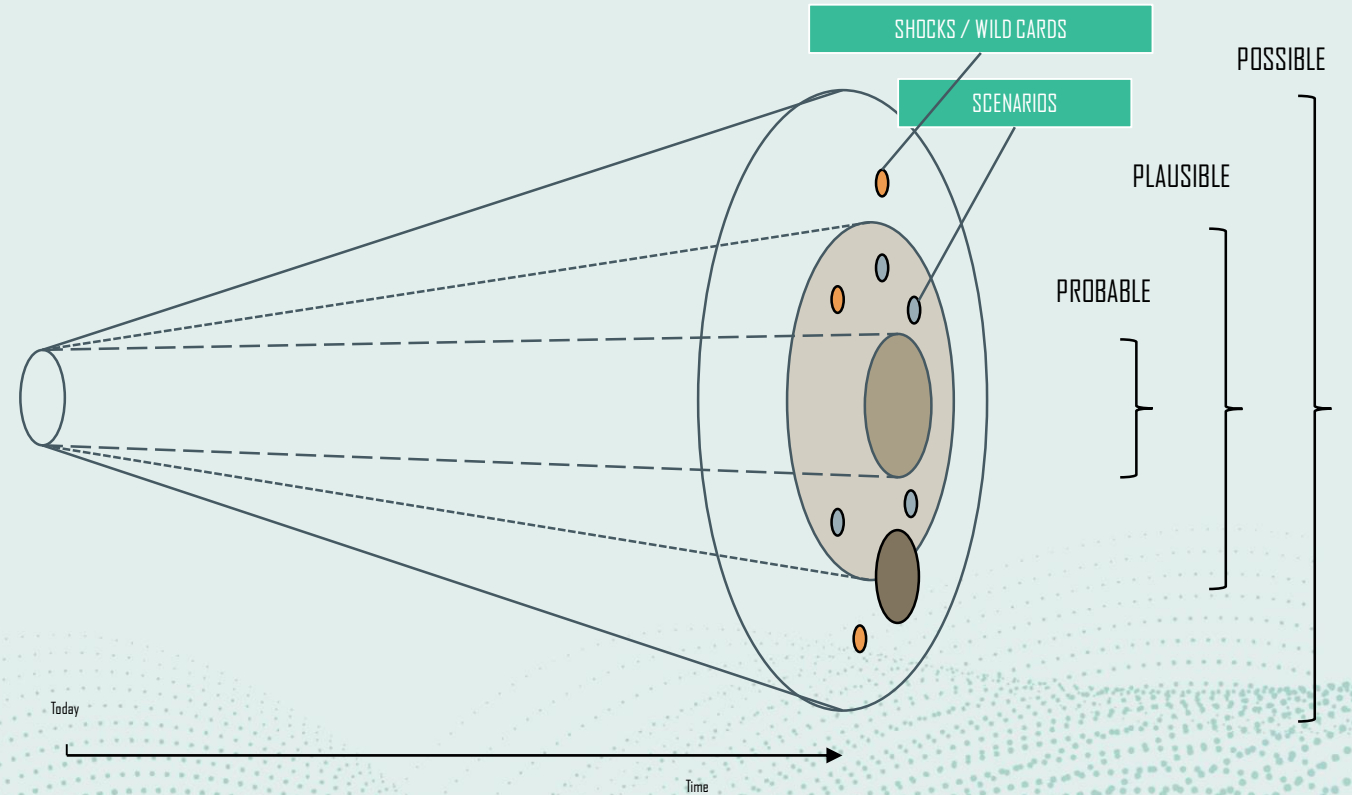# APPROACH: FUTURES THINKING & SCENARIO PLANNING
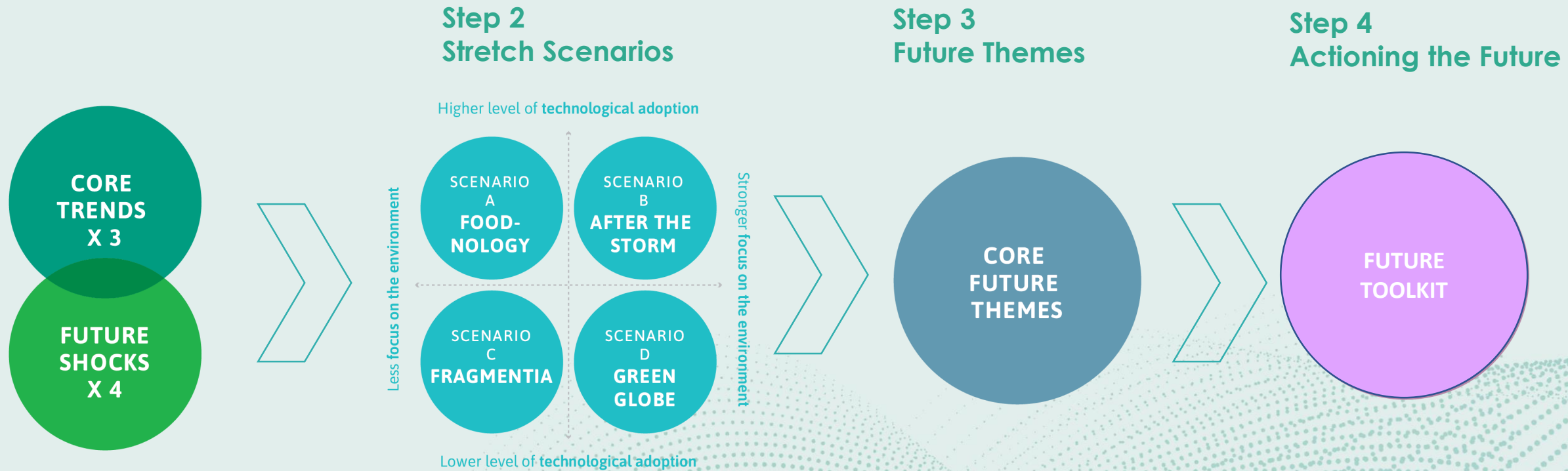
When

- Future timeframes 5-15+years

- VUCA times

Why

- Resilience

- Responsiveness

How

- Unbiased Strategic Imagination

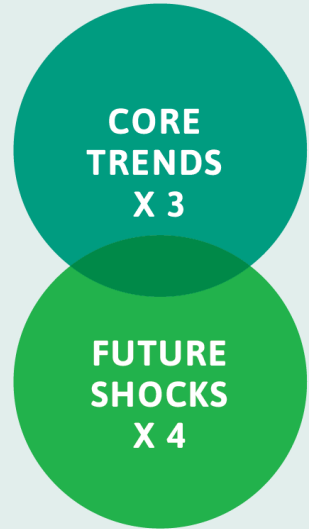- Futures thinking : Scenario Planning

METHODOLOGY

CORE TRENDS X 3

FUTURE SHOCKS X 4

Step 2
Stretch Scenarios

Higher level of **technological adoption**

Less **focus on the environment**

Stronger **focus on the environment**

SCENARIO A
FOOD-NOLOGY

SCENARIO B
AFTER THE STORM

SCENARIO C
FRAGMENTIA

SCENARIO D
GREEN GLOBE

Lower level of **technological adoption**

Step 3
Future Themes

CORE FUTURE THEMES

Step 4
Actioning the Future

FUTURE TOOLKIT

METHODOLOGY

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Future Contexts

CORE TRENDS X 3

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Actioning the Future

FUTURE TOOLKIT

STEP 1: FUTURE CONTEXTS

CORE TRENDS

1. CONNECTION AND EMPOWERMENT

- Democratisation
- Individualisation
- Knowledge Society
- Network Society

2. LIVED REALITIES

- Health
- Sustainability
- Demographic Development

3. COMMERCIAL DRIVERS

- Commercialisation
- Technology Development
- Acceleration & Complexity

POSSIBLE **FUTURE SHOCKS**

1. SUSTAINABLE DISRUPTION

Turning sustainability and competitive advantage assumptions on their head.

2. TECHNO-FOOD

Disruption from lab made foods to how consumers choose and how brands are marketed.
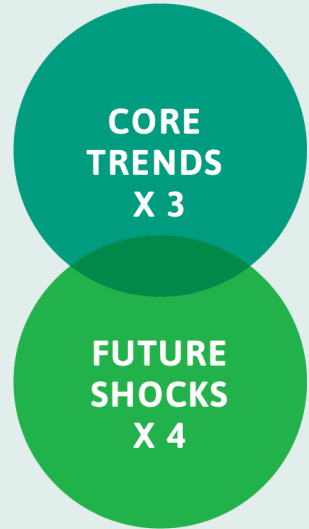
3. WELL OF WELLNESS

Redressive/nudge health and proactive health, which combine to create step-change habits in personally-guided wellness.
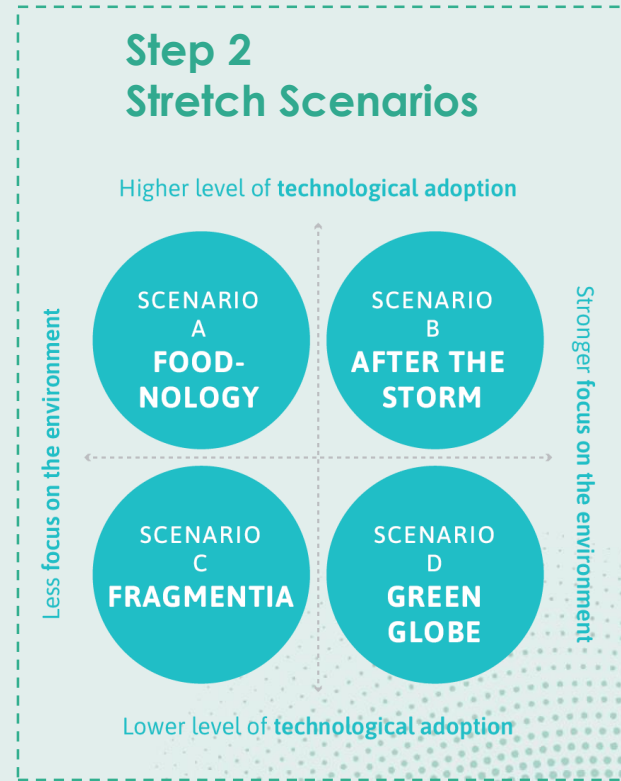
4. NEW WORLD ORDER

Paradigm shift of world's power structures redraws the map of where value and consumer power lies.
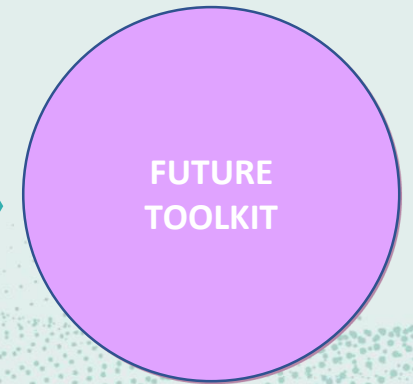
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FUTURE TOOLKIT
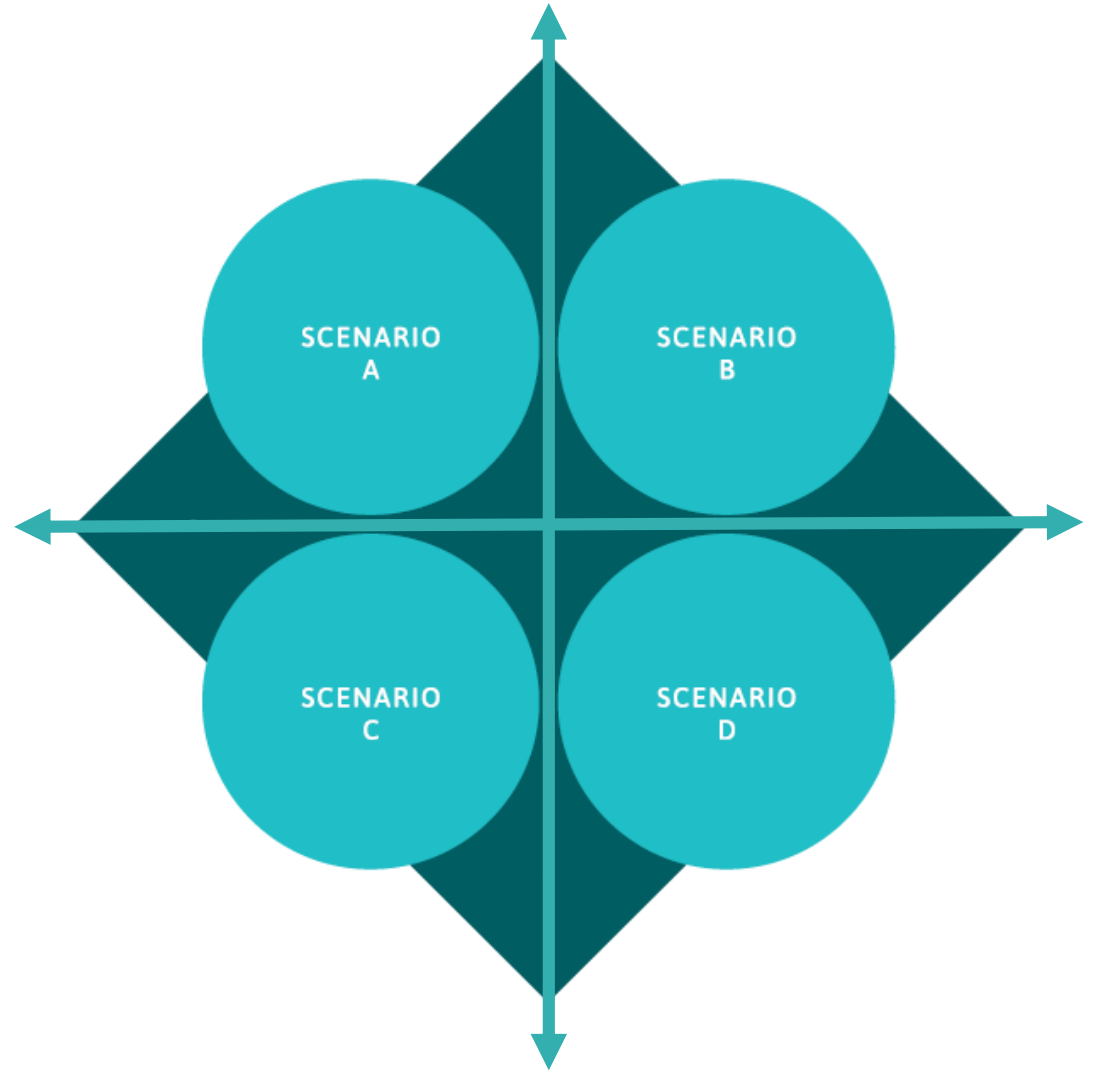
STEP 2: STRETCH SCENARIOS

THE AXES OF CRITICAL UNCERTAINTIES

To build provocative scenarios that stretch thinking we collate the trends & potential shocks into core groupings

We then measure these against

(i) Impact – how critical is this future theme

(ii)Uncertainty – while some themes are certain (and should be managed) some are highly uncertain and understanding the polarities helps build richness


SCENARIO A

SCENARIO B

SCENARIO C

SCENARIO D

BORD BIA
Thinking House

STEP 2: STRETCH SCENARIOS

THE AXES OF CRITICAL UNCERTAINTIES

I) FOCUS ON ENVIRONMENT

Stronger focus on the environment: If the focus on environment is strong and legal action is taken e.g. through carbon tax, the physical impact of climate change will be moderate.

Less focus on the environment: If less legal action is taken, the greater the need for consumers to consume consciously to mitigate climate change.
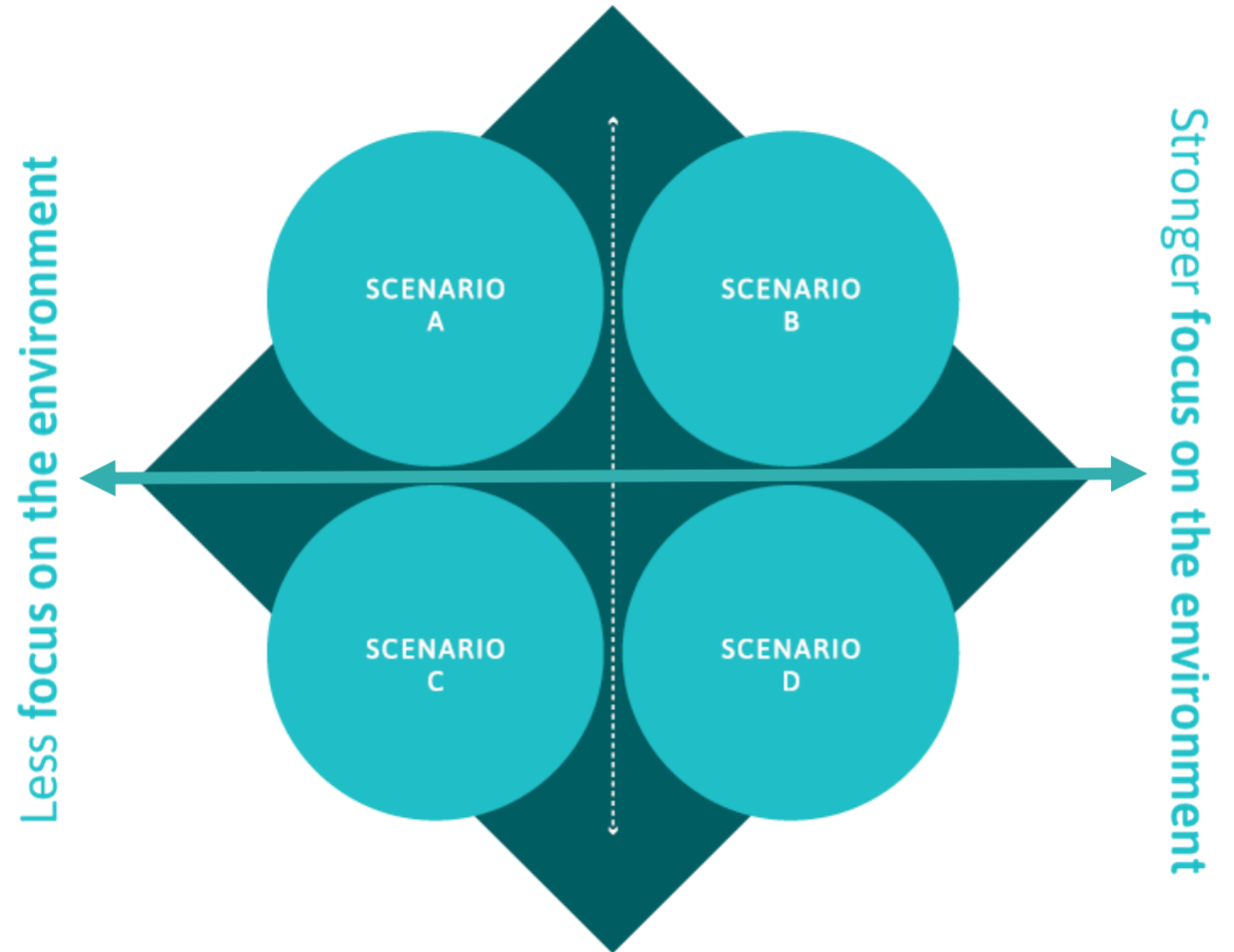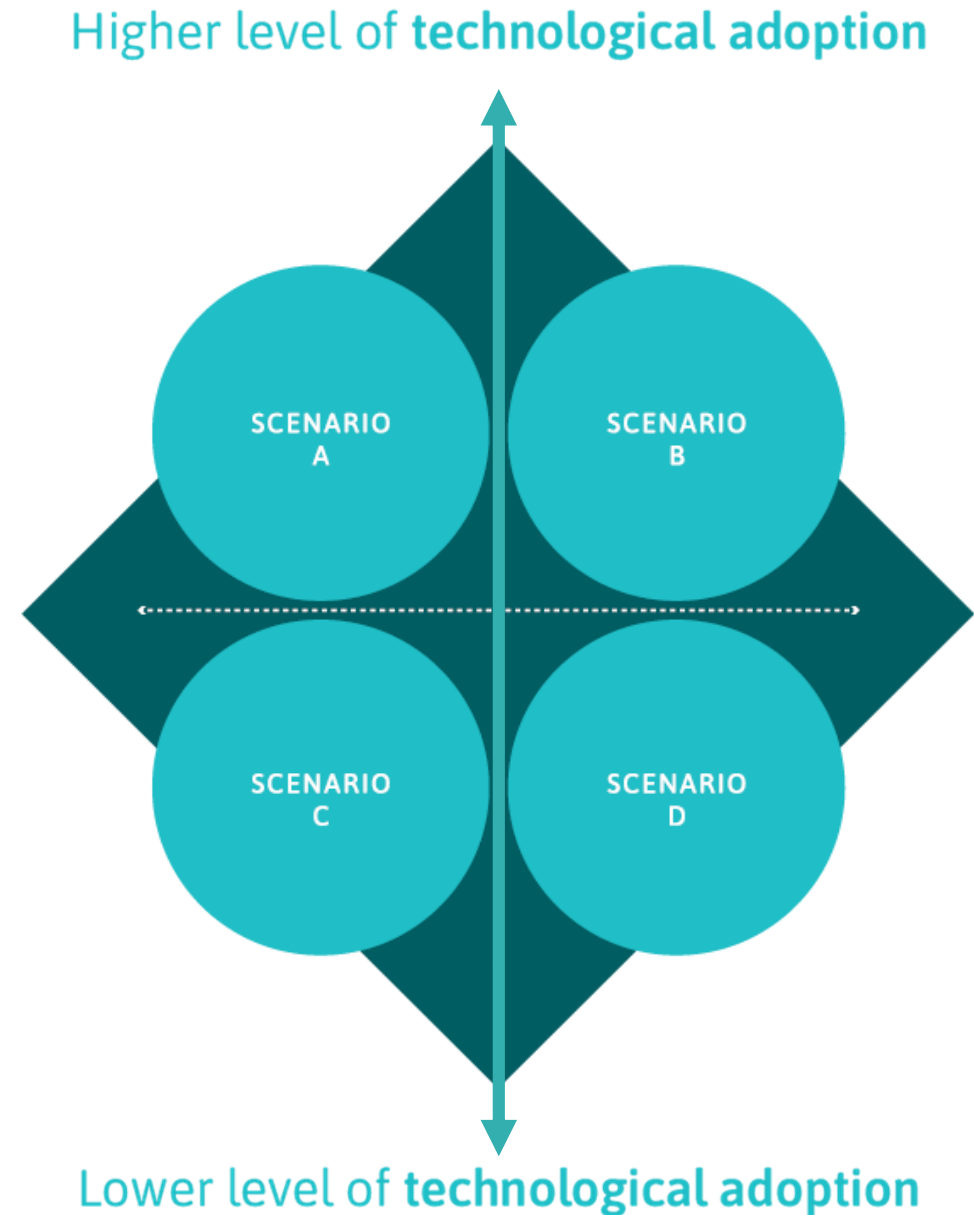
THE AXES OF CRITICAL UNCERTAINTIES

II) TECHNOLOGICAL ADOPTION

Higher Level of technological adoption: Market and economic factors have become the primary considerations in driving forward technological progress and adoption.

Lower Level of technological adoption: Social, legal & ethical considerations have slowed the pace of technological innovation and adoption.
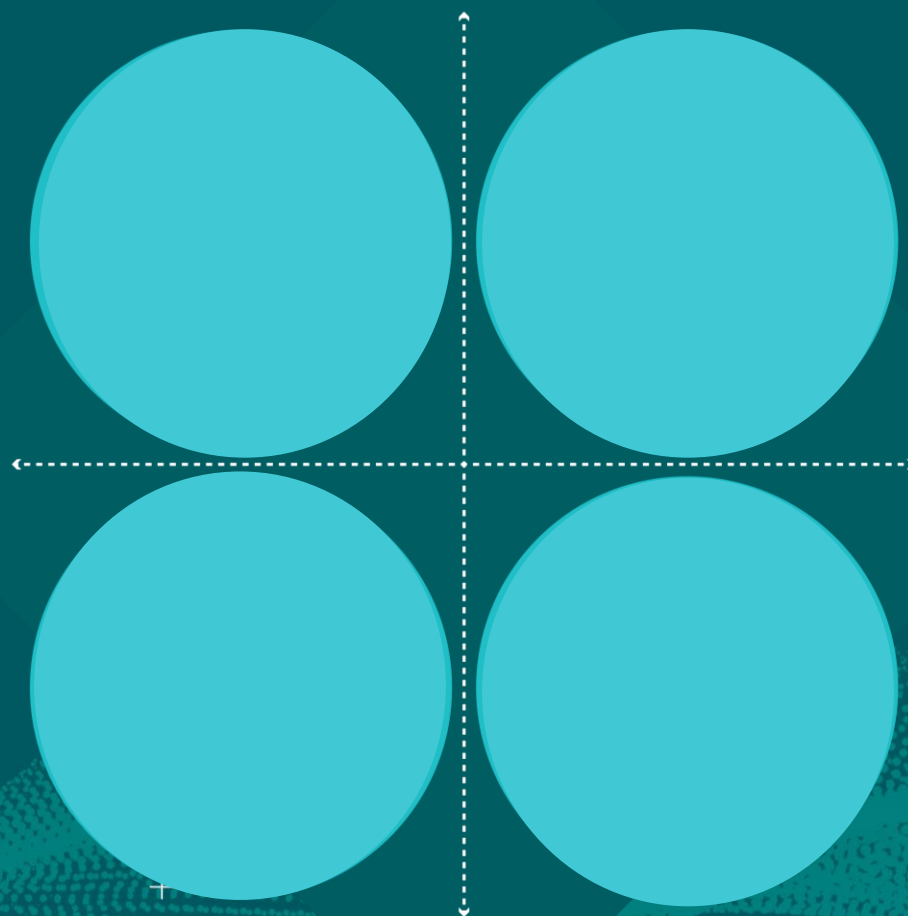

Higher level of **technological adoption**

SCENARIO A

SCENARIO B

SCENARIO C

SCENARIO D

Lower level of **technological adoption**

BORD BIA
Thinking House

FUTURE SCENARIOS

Higher level of **technological adoption**

Less focus on the environment

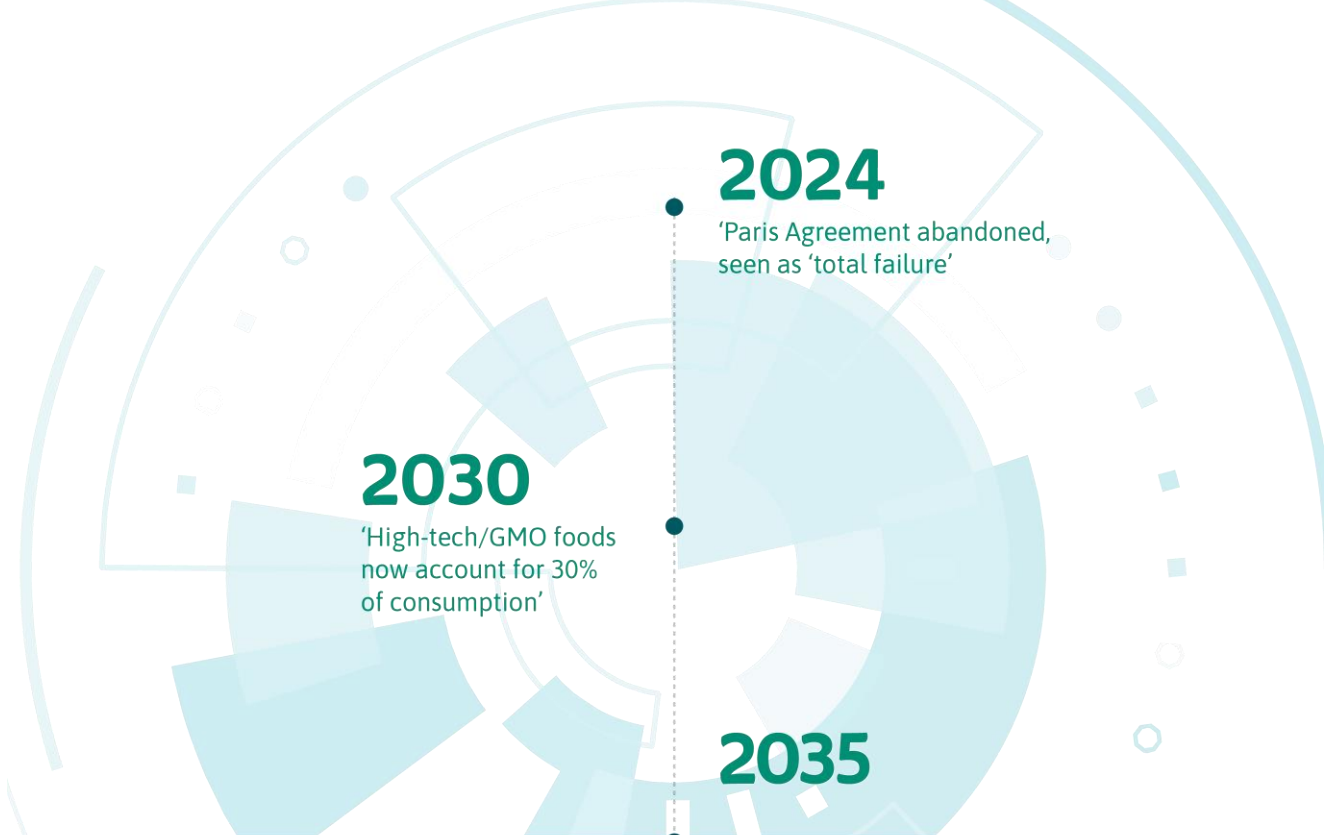Stronger focus on the environment

Lower level of **technological adoption**
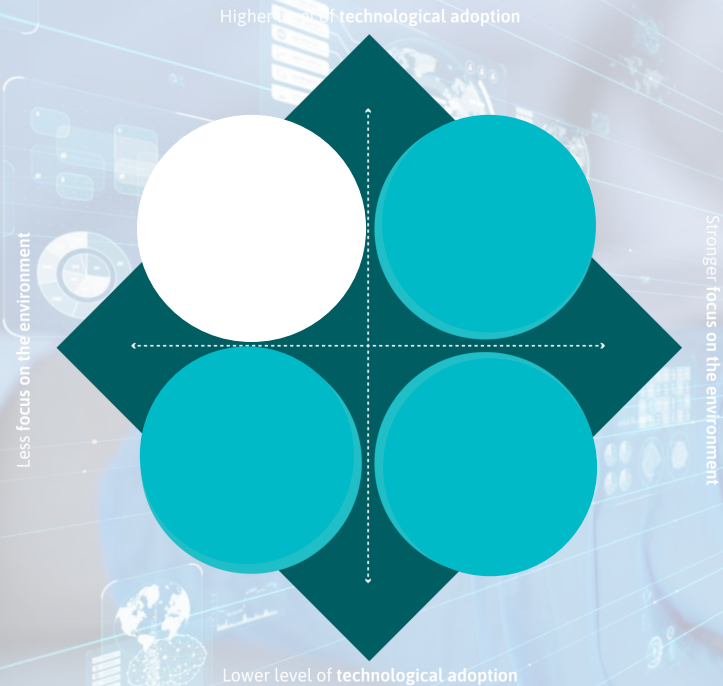
Roadmap to this Future

☐ FAILED CLIMATE RESPONSE

☐ FULL SCALE ADOPTION OF TECHNOLODGY

☐ BIG TECH MOVES THROUGH THE FOOD VALUE CHAIN

2024
'Paris Agreement abandoned, seen as 'total failure'

2030
'High-tech/GMO foods now account for 30% of consumption'

2035

BREAKING NEWS

CARREFOUR BANKRUPTCY

19:38   SHARES IN AMAZON & ALIBABA REACH ALL TIME HIGH

BORD BIA
Thinking House

Summary of this Future

People more often put their faith in advanced technologies to mitigate many of the world's environmental problems.

The Internet of Things (IoT) and big data analytics have now almost fully digitised retail and reshaped the shopping experience.

Possibly few consumers value organic, local produce, or consider the loss of physical shopping centres and small family farms a cultural loss.

Agriculture experiences large-scale consolidation between producers and tech companies, creating few global agri-tech conglomerates.

Desertification in large meat and dairy producing countries like Argentina and New Zealand, respectively, along with a growing demand from the Asian middle class, has left a gap in global supply of high-quality meat and dairy.
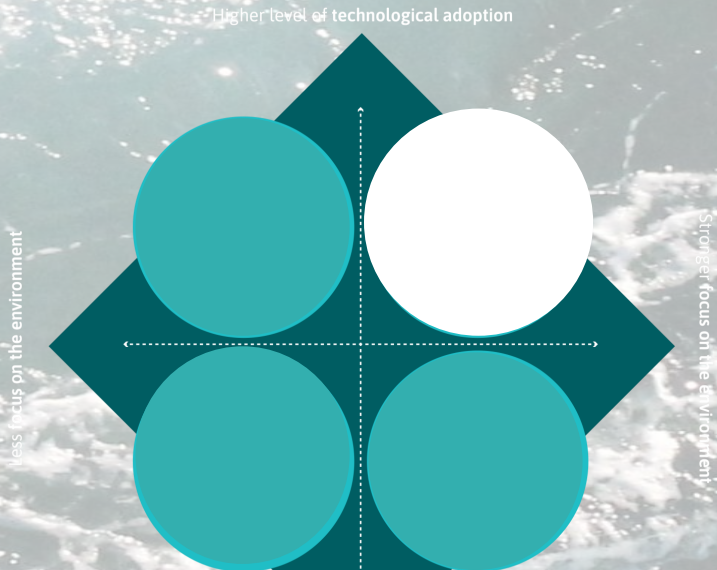
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA FOOD-NOLOGY:

1. Climate impact creates opportunities for Irish exports as Southern Hemisphere supply collapses

2. Lab-grown meat, precision fermentation and plant based diets dominate as 'traditional' meat and dairy diets fade

3. Branding struggles to survive as transparency and AI driven choiceless consumerism dominate

4. High 'Vice' tax for Alcohol and other 'unhealthy' products

SCENARIO B:

AFTER THE STORM

An envisioned future where severe climate catastrophes trigger global climate mitigation actions including technology and high carbon taxations.

Higher level of technological adoption

Less focus on the environment

Stronger focus on the environment

Roadmap to this Future

- ❑ CLIMATE CATASTROPHE TRIGGERS RADICAL RESPONSE

- ❑ FULL SCALE ADOPTION OF TECHNOLODGY

- ❑ RE-SHAPING OF FOOD SYSTEM SUSTAINABILITY

2024

'Australia becomes a dust bowl from continent-wide droughts and effects of climate change'

2030

'Green parties elected across Europe and India on back of climate-reform agenda'

2035

BREAKING NEWS

CARBON TAX HITS HARD

12:35 GOVERNMENTS SHUT DOWN POLLUTING BUSINESSES TO HIT TARGETS

BORD BIA
Thinking House

Summary of this Future

The battle is humanity against the climate and people are willing to sacrifice for the sake of winning this fight.

Full sustainable traceability is very important and mandated by international agreements

Need for innovators who are able to create new system designs, more sustainable packaging and forge new partnerships and collaborations across the value chain.

No food is produced unless it is required and food waste is significantly lower as a result.

Technological production of food is seen as the new, 'natural' and necessary solution, accounting for 90% of total sales of sustainable goods and services.

BORD BIA
Thinking House
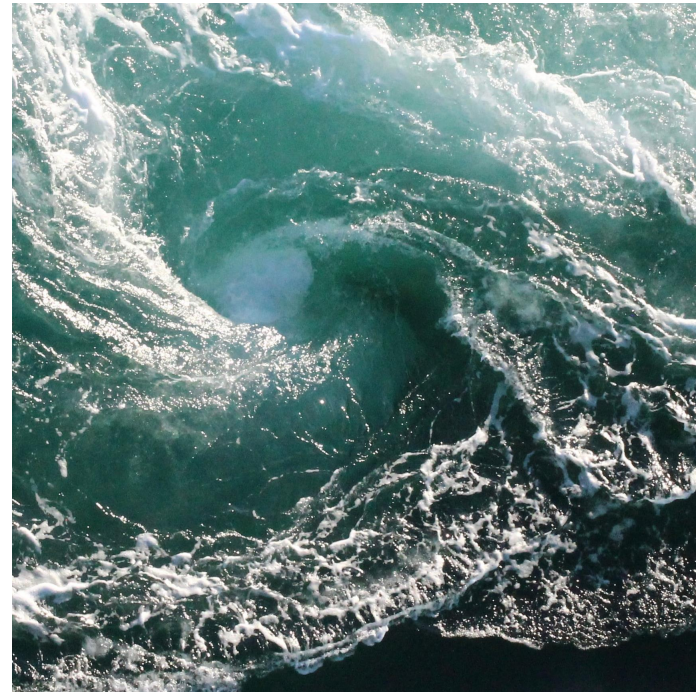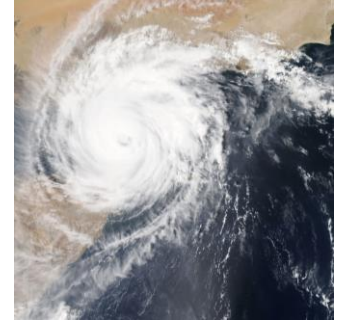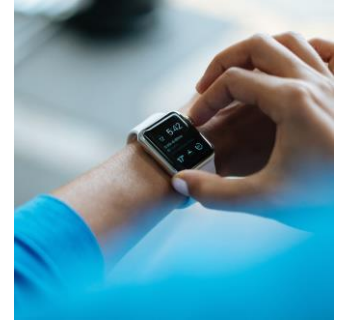
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA AFTER THE STORM:

1. Branding struggles to survive as transparency and AI driven choiceless consumerism dominate

2. Sustainability becomes a global stake making it more difficult for brands to differentiate and capture value add
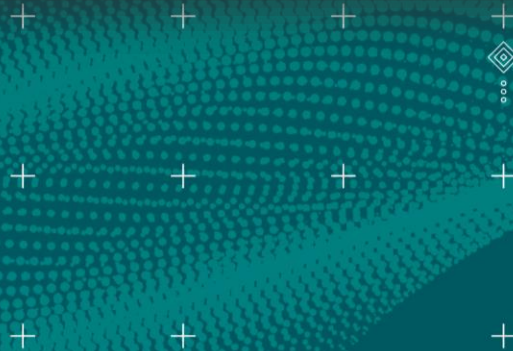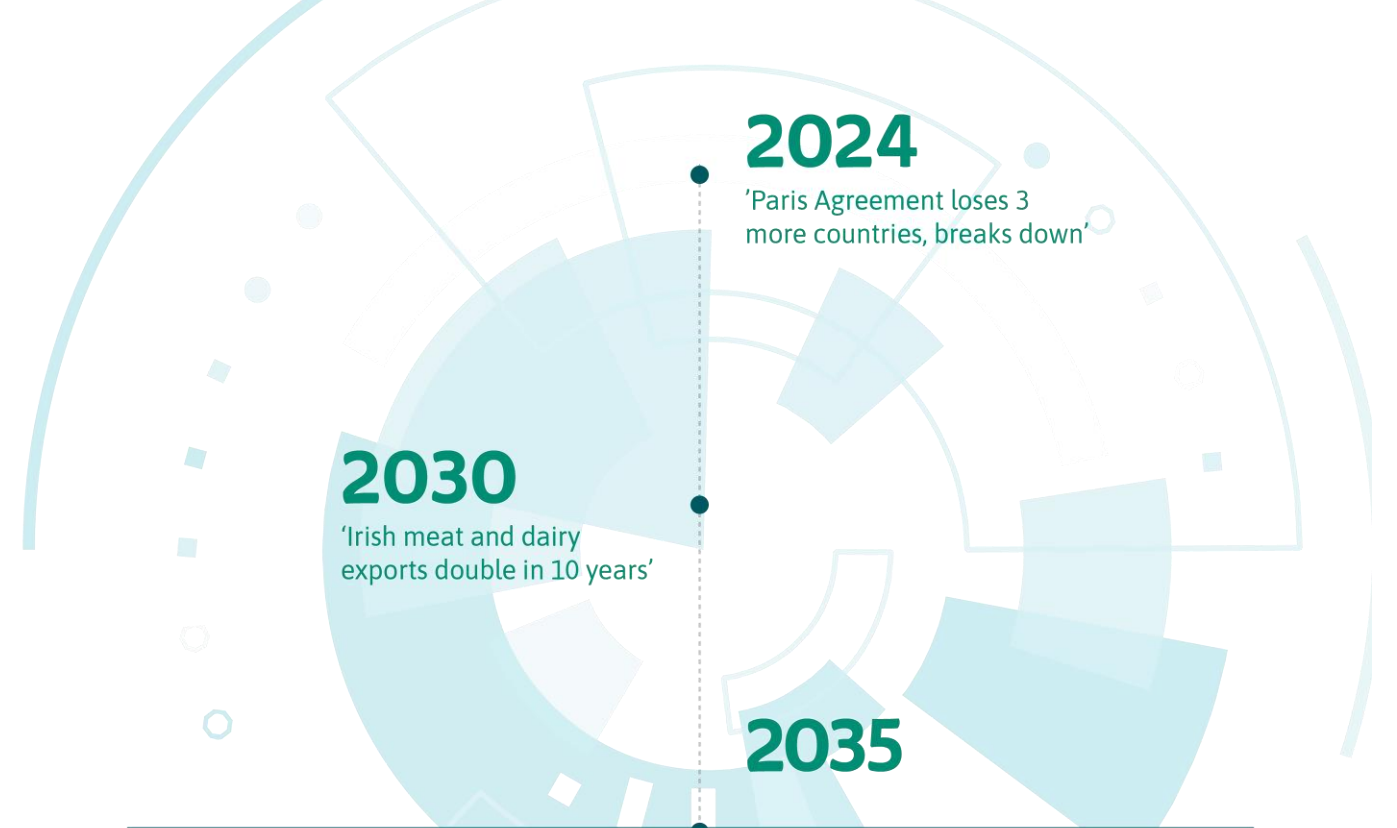
SCENARIO C:

FRAGMENTIA

An envisioned future where self-interest prevails and scepticism abounds. Climate action is limited and protectionism limits globalisation and technology

Roadmap to this Future

- ❏ FAILED CLIMATE RESPONSE

- ❏ CLIMATE IMPACT WINNERS AND LOSERS

- ❏ AMAZON ANTI-TRUST BREAK UP

- ❏ DEBT BUBBLE – SLOW & LOW ECONOMIC GROWTH

2024
'Paris Agreement loses 3 more countries, breaks down'

2030
'Irish meat and dairy exports double in 10 years'

2035

BREAKING NEWS

BRAZIL DROUGHT CRISIS

17:15 GLOBAL SHORTAGE OF SUPPLY SEES INCREASINGLY VOLATILE COMMODITY PRICES

BORD BIA
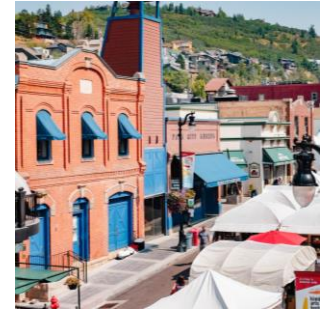Thinking House

Summary of this Future

The global mood is characterised by everyone acting in their own interest and strong local networks.

Many have lost faith in politicians who have continuously failed to tackle climate change on a global scale.

Noticeable impact on the Southern hemisphere, allows Irish exports to grow by replacing previous meat and dairy exports.

The majority agree that 'natural foods' should be grown out in the field – not the lab – which coincides with EU's continued ban of GMOs.
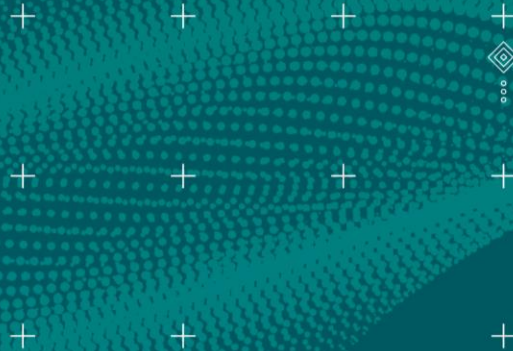
The fragmented global community leaves room for cultural uniqueness and in Ireland, the ambition is to do things "the Irish way"
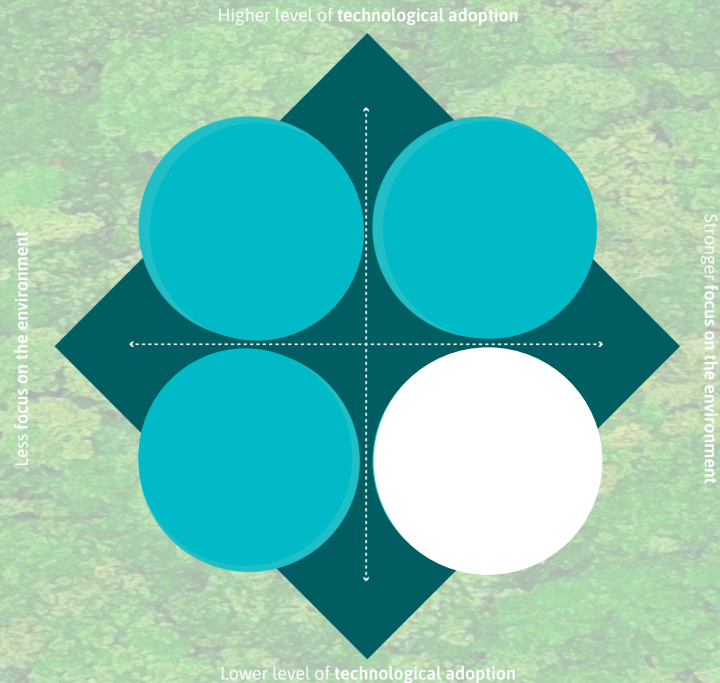
Roadmap to this Future

- GLOBAL UNITY IN ADDRESSING CIMATE CHANGE

- REGENERATIVE & NATURAL DOMINANT MODE

- UNREST AROUND 'CARBON TAX' BOURDON

- TECH SCEPTISM LEADS TO BACKLASH

2024

BREAKING NEWS

GREENS SWEEP TO POWER TO EU ELECTIONS

2030
'Next-gen GDPR regulations in Europe have blown up tech giants' business model'

2035
'70% of all food sales are now 'sustainable' with net-zero carbon emissions'

BORD BIA
Thinking House

Summary of this Future

Lower CO2 levels have resulted in fewer extreme weather events across the globe, which leaves the general public with hope of leaving a habitable planet for future generations.

People are wary of employing technologies in their everyday lives.

People have more trust in conventional means of foods production and less trust in GMOs and lab-grown foods.

As a counter punch to the apparent rise of online enthusiasm (a breakout star of Covid-19), a passion for human face-to-face contact drives a resurgence of the high street, markets and supermarkets.

Irish food & drink continues to benefit from consumer sentiment that values natural produce and traditional production methods
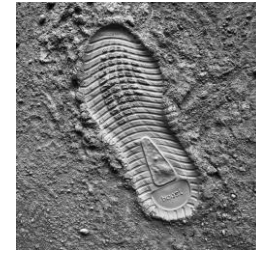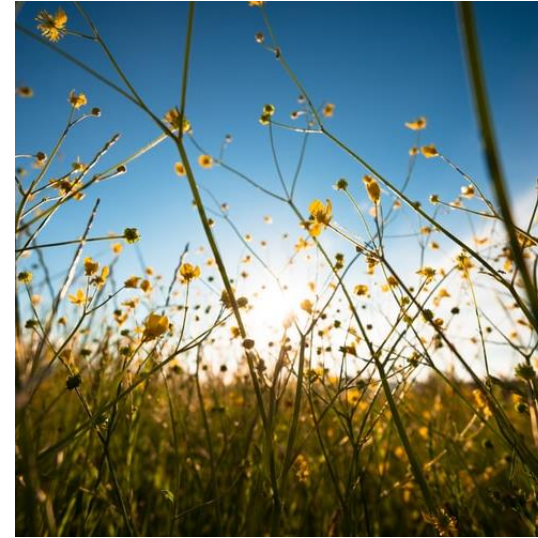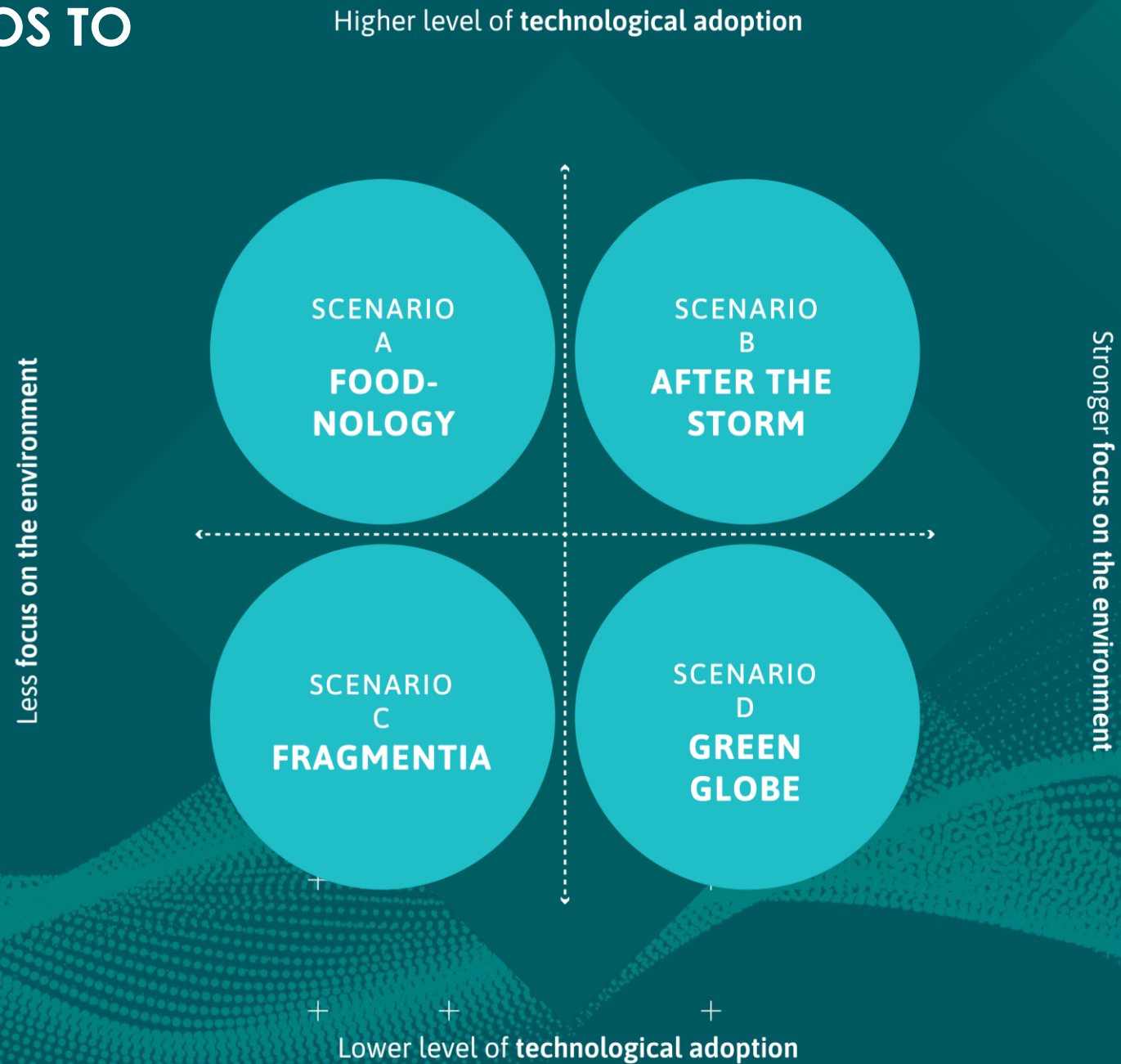
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA GREEN GLOBE:

1. Artisan production struggles to survive as it moves from darling of the green movement to an inefficient and heavily (carbon) taxed segment

2. Sustainability becomes a global stake making it more difficult for brands to differentiate and capture value add
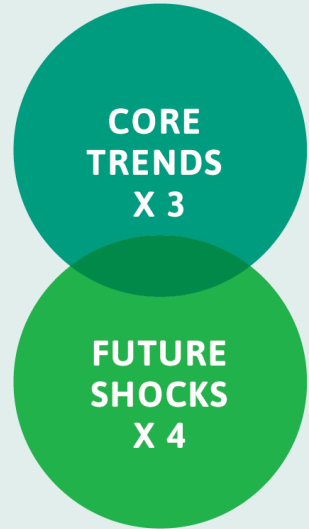
METHODOLOGY

Step 1
Future Contexts

CORE TRENDS X 3

FUTURE SHOCKS X 4

Step 2
Stretch Scenarios

Higher level of **technological adoption**

Less **focus on the environment**

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FOOD-NOLOGY

SCENARIO B
AFTER THE STORM

SCENARIO C
FRAGMENTIA

SCENARIO D
GREEN GLOBE

Lower level of **technological adoption**

Step 3
Future Themes

CORE FUTURE THEMES

Step 3
Actioning the Future

FUTURE TOOLKIT
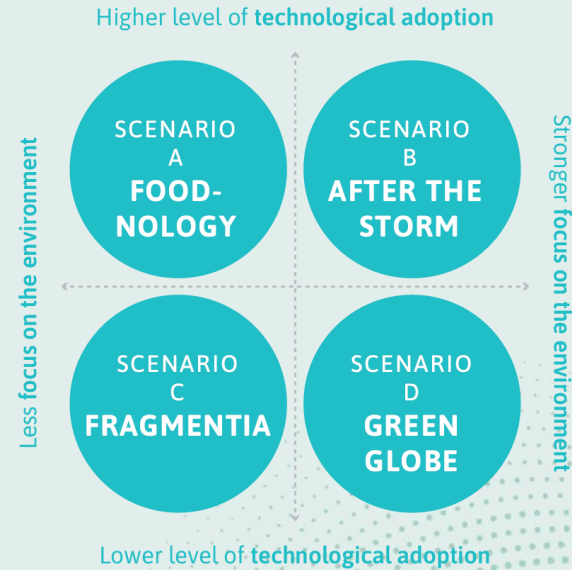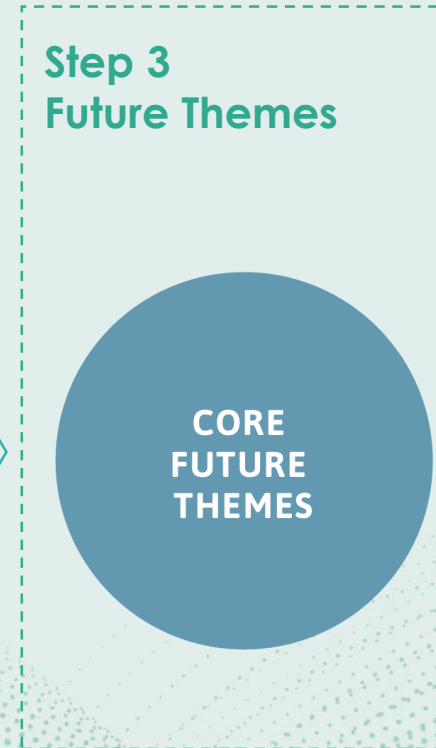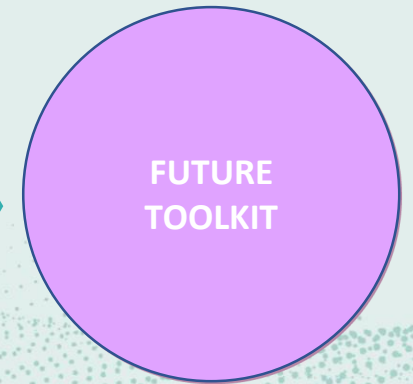
Step 3 : Emerging Future Themes

No one scenario will prevail; 2035 will be a unique configuration of interlaced scenarios. how much we cannot know.

And yet, certain themes emerge. These themes are the lynch-pins of future thinking, from which recommendations arise.

The question for every business and sector is this: How will these themes converge for you in 2035?

STEP 3: CRITICAL THEMES

1. Agriculture is re-invented by ethical, tech and policy shifts

2. Passionate focus on the ethical and health challenges the core of food

3. Food safety and supply security become hygiene factors of export

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4. Food embraces uber-technology

5. Direct consumer choice is replaced by technology algorithms

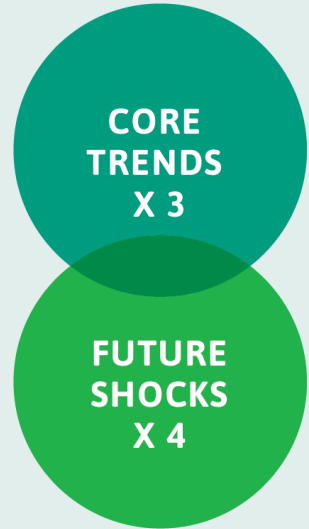**6. Protectionism and trade wars render volatile export environment the new norm**

7. Dramatic climate events reconfigure production capabilities globally

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House

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Step 3
Future Themes

CORE FUTURE THEMES

Step 3
Actioning the Future

FUTURE TOOLKIT

STEP 4: ACTIONING THE FUTURE

Step 1
FUTURE VALUE CHAIN

Immerse in and 'localise' the scenario's for the business

Step 2
FUTURE RESILIENCE AUDIT

Highlight the degree of change (& key drivers) and the readiness of the business

Step 3
MAP HIGH IMPACTS

Plot High Impact Themes from all Scenarios on a Impact X Readiness map

Step 4
STRATEGY-2-ACTION

Collate the High Impact Themes and outline key actions against them

STEP 4: ACTIONING THE FUTURE

Choose a Scenario

Impact

4

3

2

1

ACTION
REQUIRED

PLANS
IN PLACE

NO ACTION
REQUIRED

MONITOR /
POTENTIAL
DISTR

DEMONSTRATION ONLY

1   2   3   4

Readiness

PLOTTING KEY - QUADRANTS

Plans in Place

You are currently actioning this important area . Continue to emphasise.

Action Required

This is a high impact theme that may require more business focus. Change needed.

Potential Distraction

You are investing in an area of lower impact. Move to monitor only / watch for distraction.

No Action Required

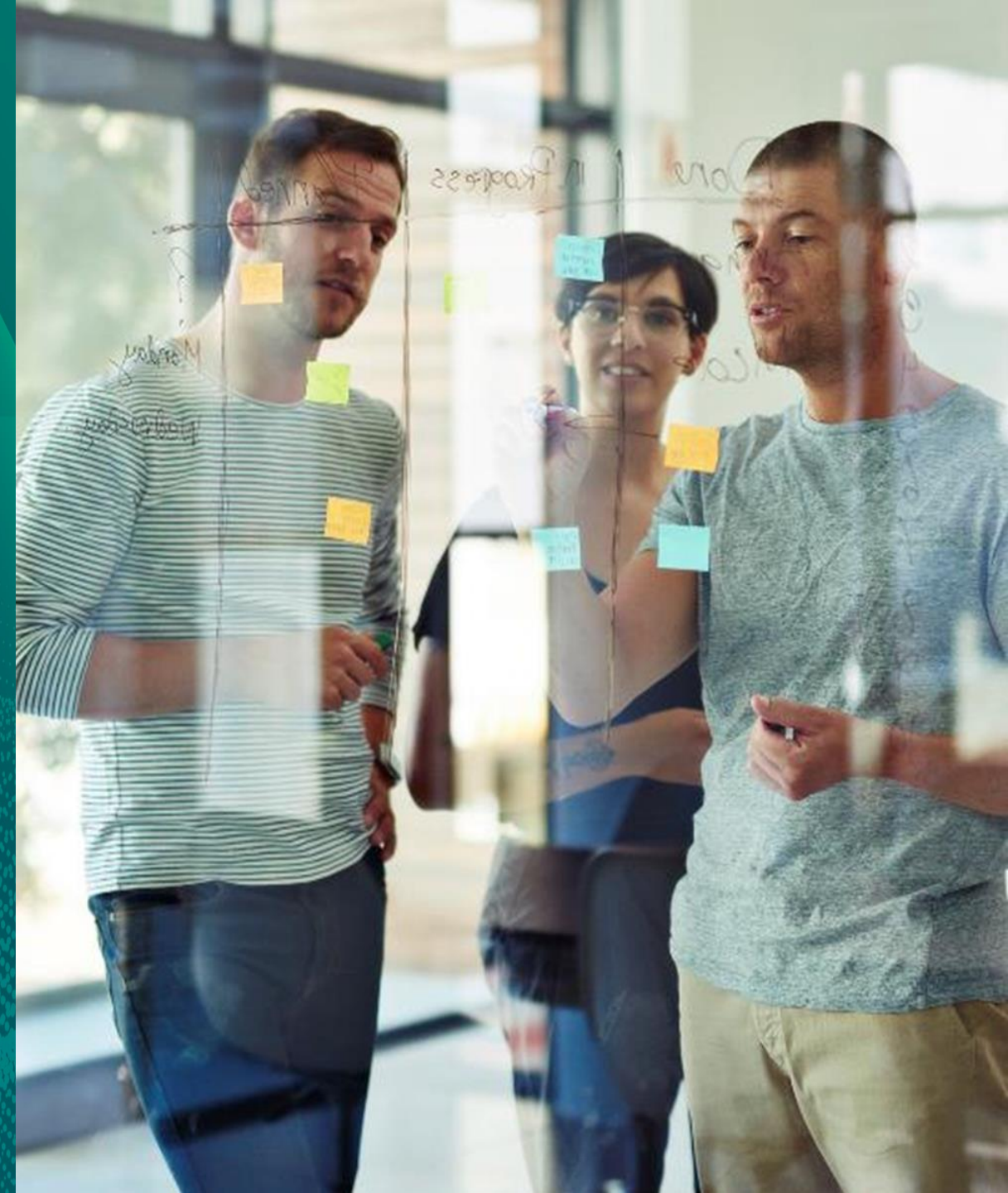This is a low impact space – which is not on your radar. No change.

NEXT STEPS:

GROUP WORKSHOP - REGISTER YOUR INTEREST!

CLIENTCAPABILITY@BORDBIA.IE