



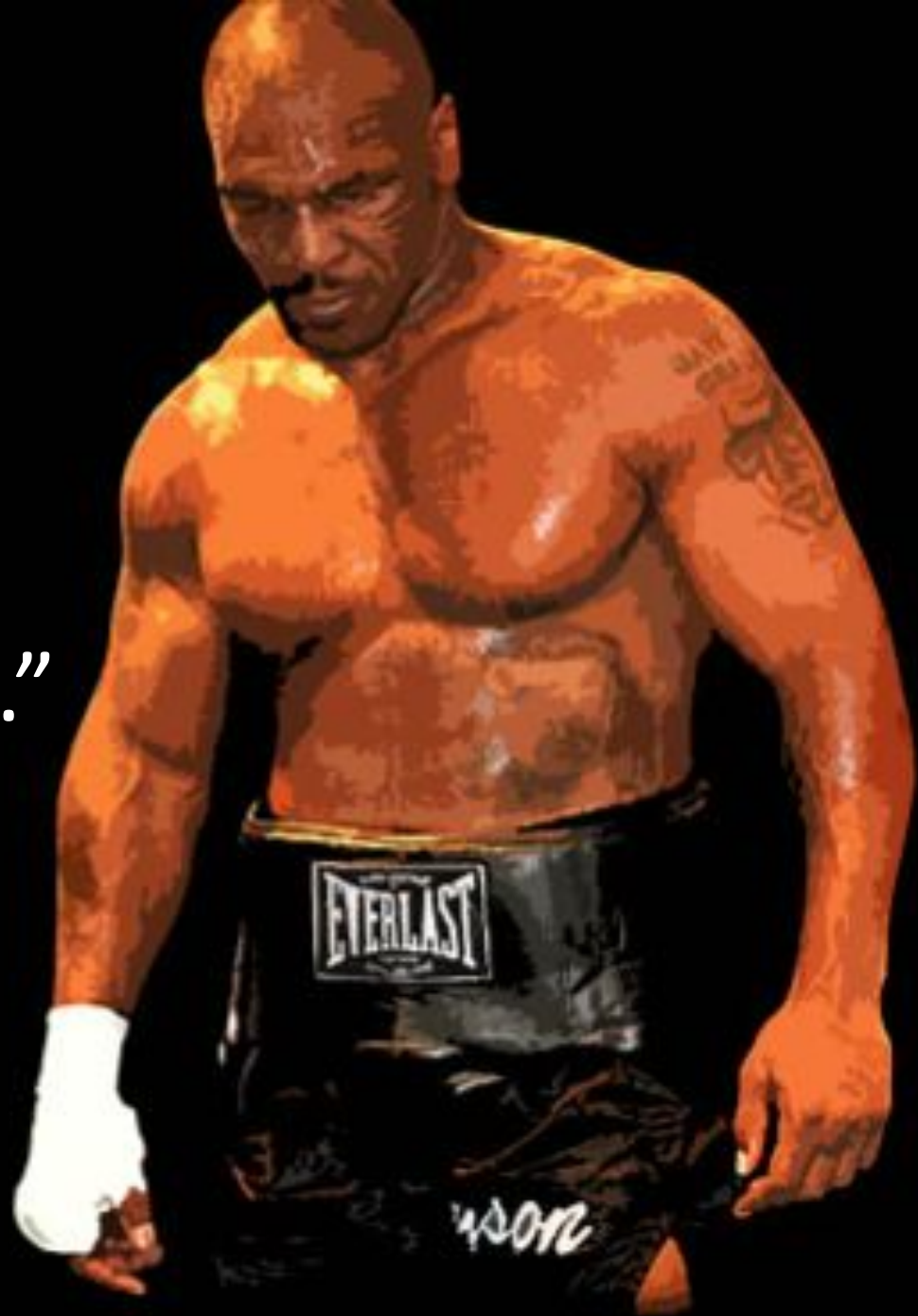
# Scenarios: A Different Way to Think about the Future

Woody Wade  
Executives International  
19 September 2012

“Everybody  
has a plan...

...till they get  
**punched in the face.”**

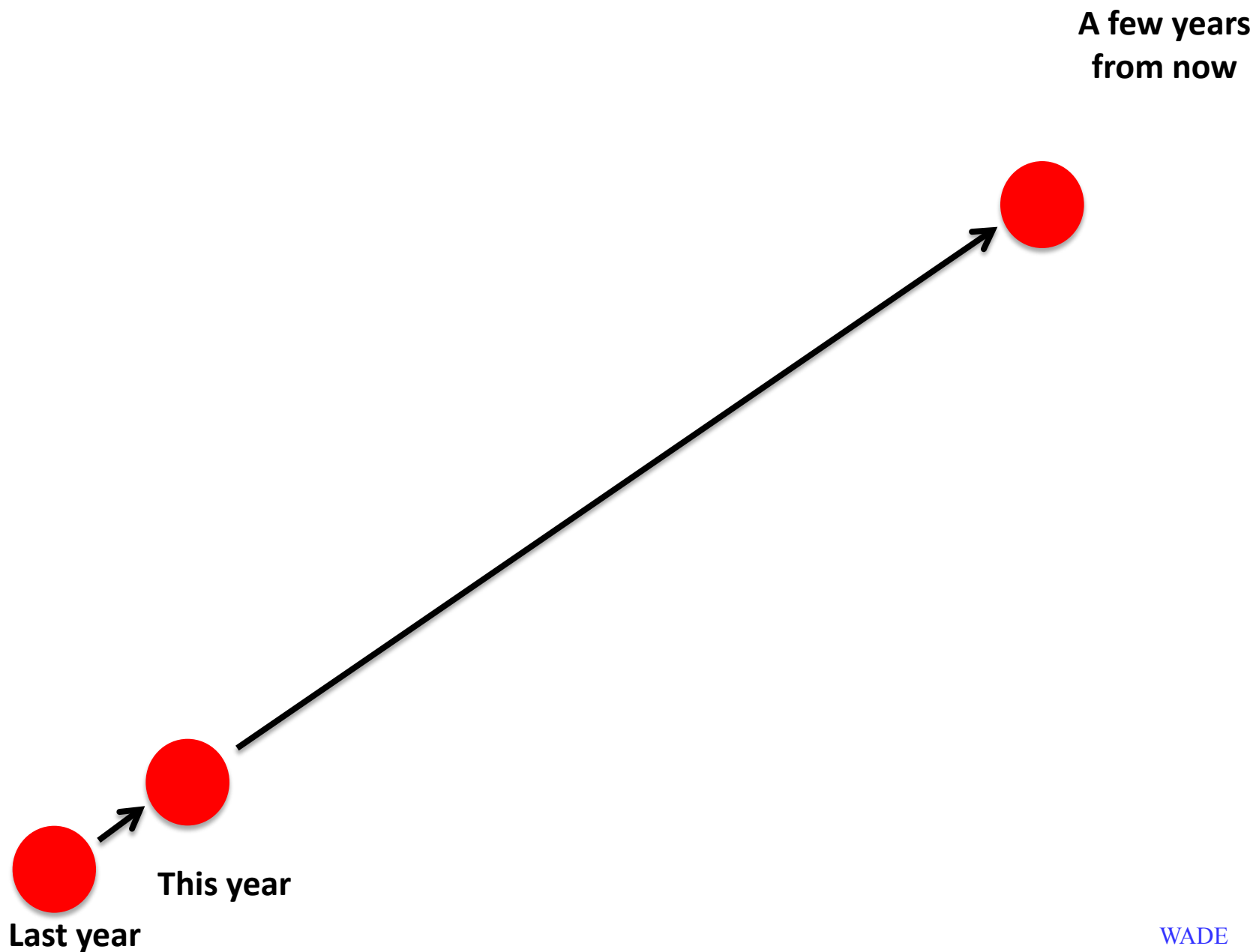
- Mike Tyson





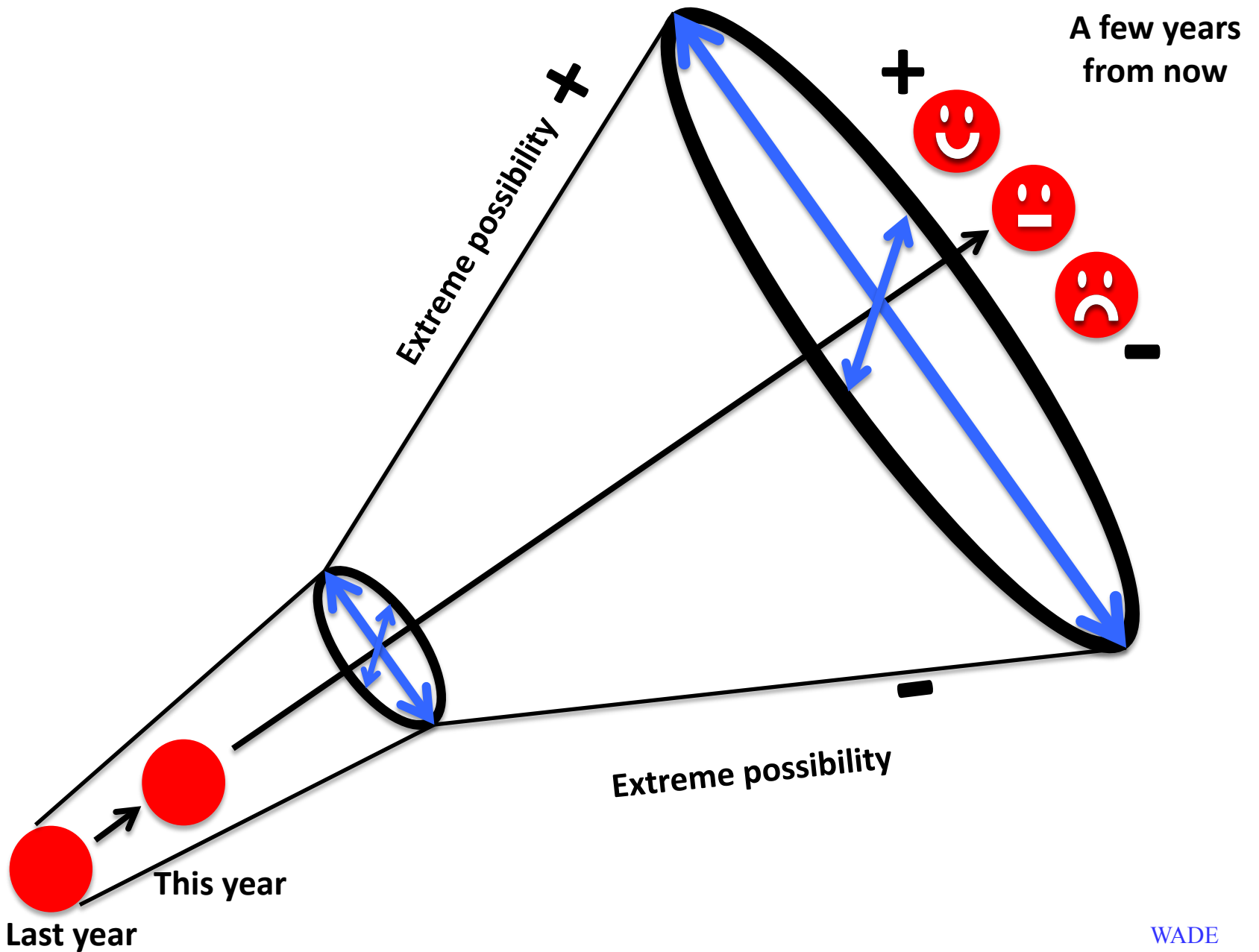
I never think about the future; it will be here soon enough.

~~Stupid?~~  
Just a bad CEO

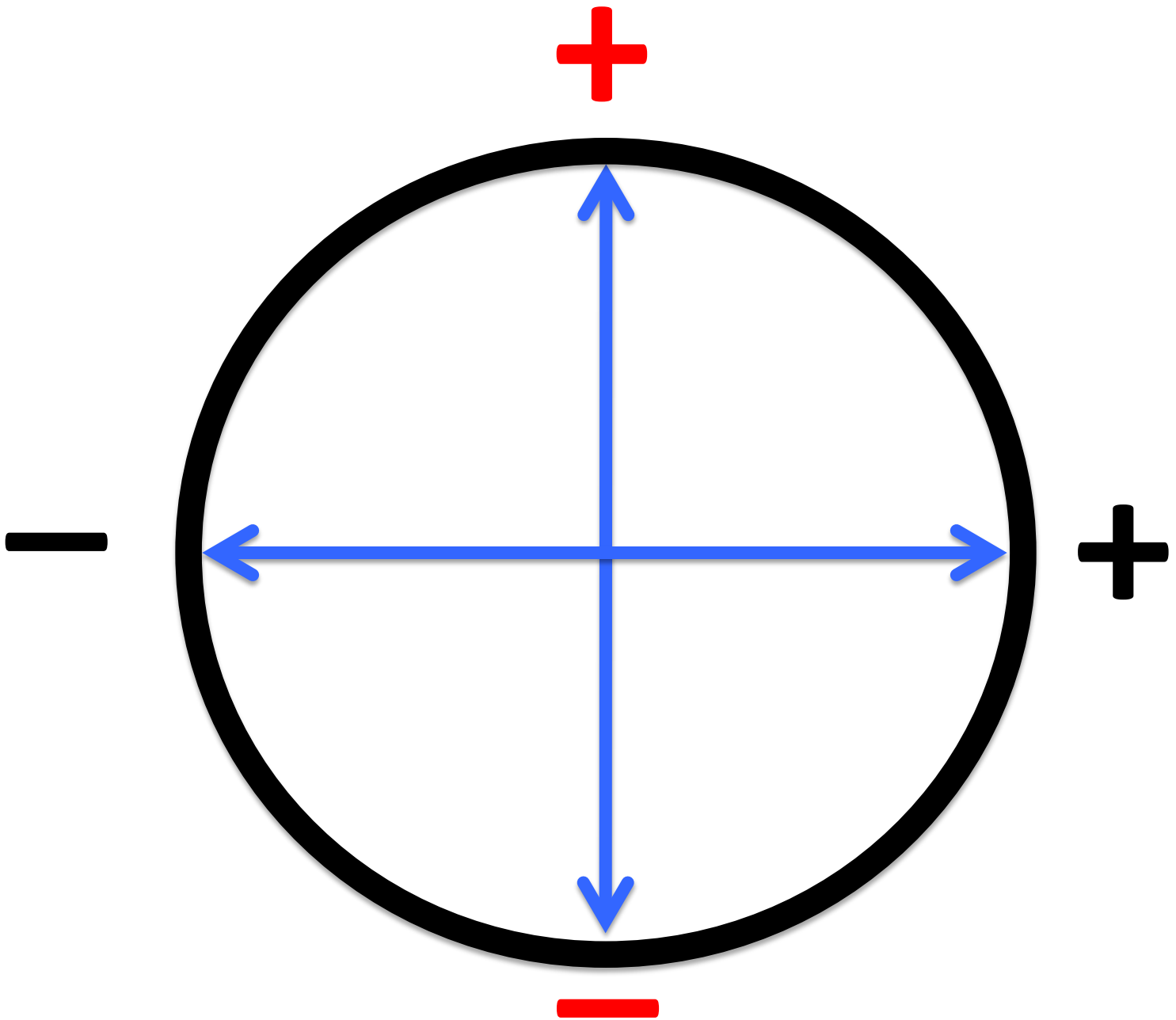








# Scenario Planning to the rescue!







# So how does it work?

# Process

1. Identify driving forces







# Relevant Indirect



# **“ PEST ”**

- 1. Political**
- 2. Economic**
- 3. Societal**
- 4. Technological**

## Some driving forces for the global hotel industry

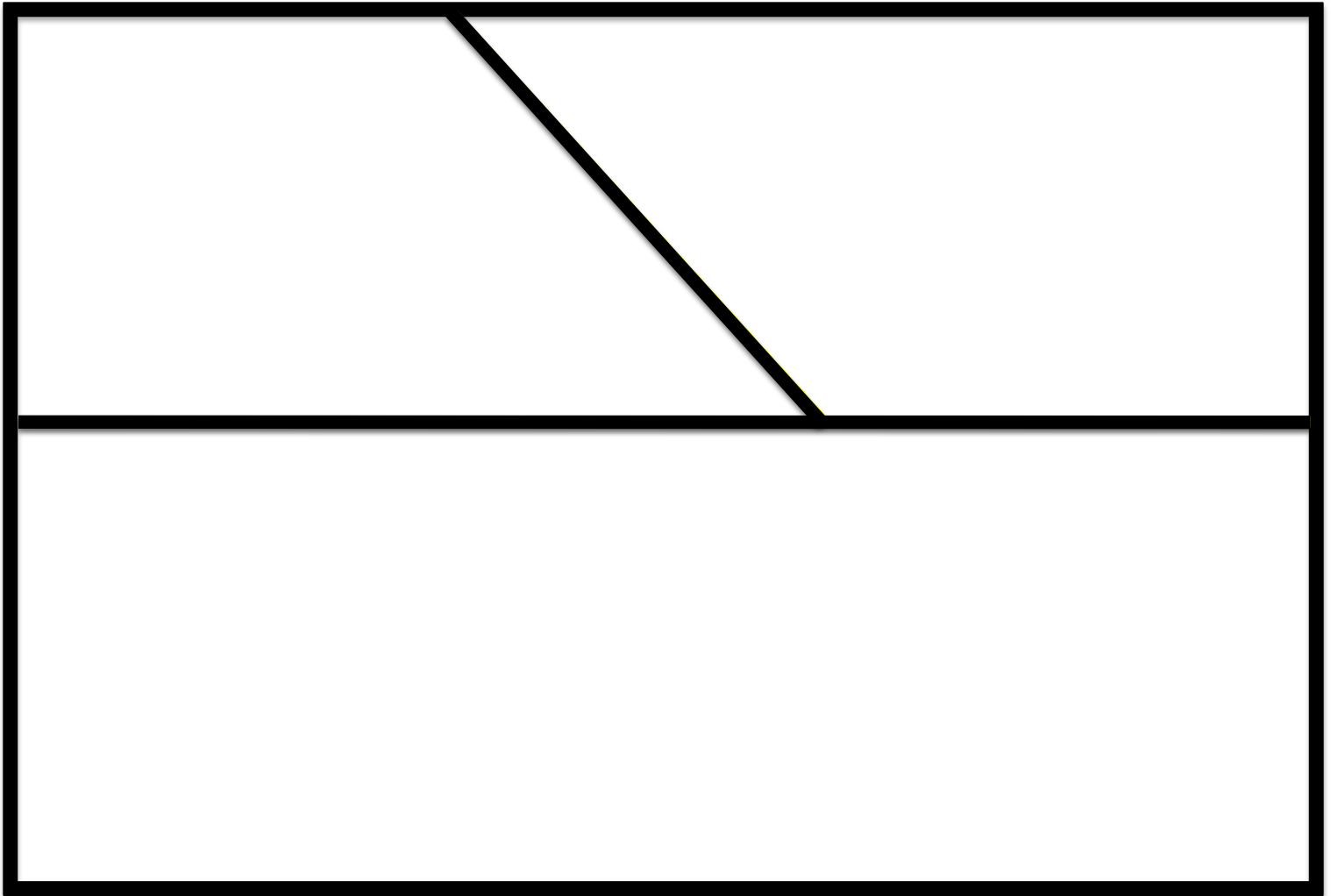
1. Hotel investment
2. Role of mobile phones
3. Importance of revenue management
4. Distribution channels/OTAs
5. Consolidation of brands
6. Role of social media
7. Environmental/green/sustainability practices
8. Societal awareness of green practices
9. CSR
10. In-room IT
11. Value for money
12. Loyalty programs
13. Medical tourism
14. Customization/personalization
15. Data protection
16. Privacy
17. Hotel security
18. Visas/freedom to travel
19. Automation (e.g. check-in/reception)
20. European financial crisis: future of Euro?
21. Retirement age
22. Strategic partnerships in emerging markets
23. China investing abroad
24. Re-segmentation of market
25. Demographic changes . ageing workforce
26. Middle-class growth from BRICs
27. Creating demand
28. Middle East instability
29. Geopolitical tensions
30. Fresh water availability
31. Expansion: emerging markets vs Europe
32. Urbanization
33. Discretionary income + leisure time
34. Type of travel: adventure, educational, etc
35. Price sensitivity
36. Gen Y needs
37. Importance of boutique hotels
38. Importance of Trip Advisor etc.
39. Groupon + social buying sites
40. CRM
41. Meetings & incentives
42. Travel regulations
43. Increased globalization
44. Unemployment
45. Energy prices
46. Changing preferences
47. Health & fitness
48. Alcohol licensing
49. Trend toward low-cost airlines
50. Climate change
51. Travel becoming activity & experience based
52. Rising costs of food, labor, energy,,,
53. Self-service
54. Theme hotels
55. Robotics
56. Linguistic requirements for staff
57. Role of women in management
58. More education
59. Work-life balance
60. Increasingly young board members



# Process

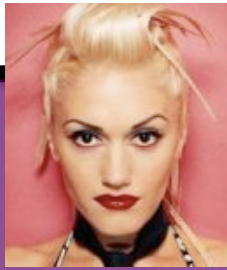
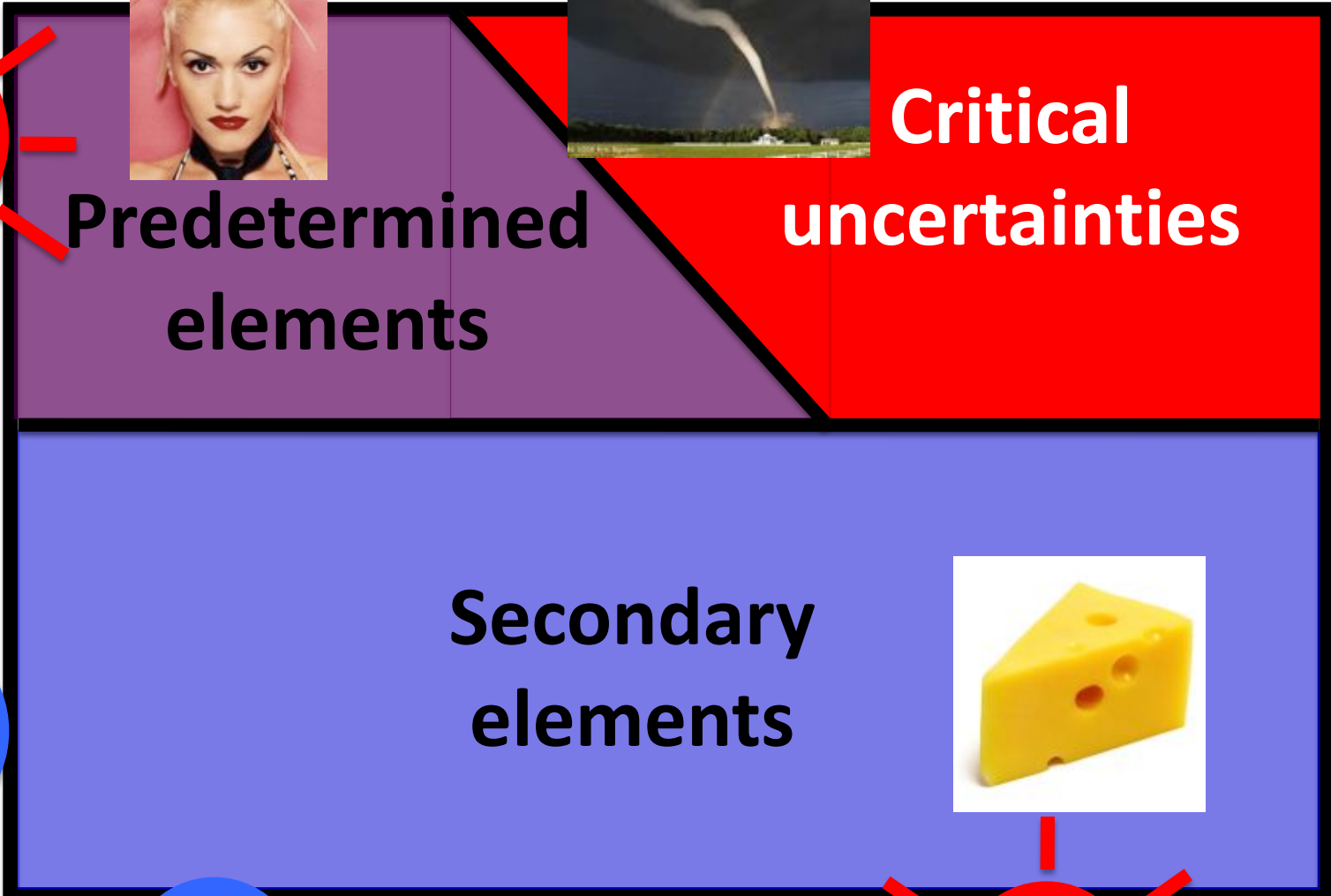
1. Identify driving forces
2. Most critical uncertainties

**- Impact +**



**- Uncertainty +**

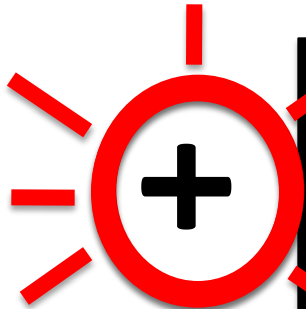




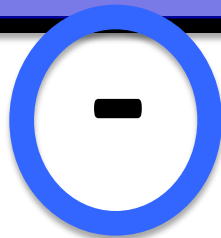
Predetermined elements



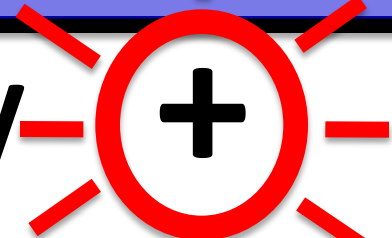
Critical uncertainties



Impact



Uncertainty

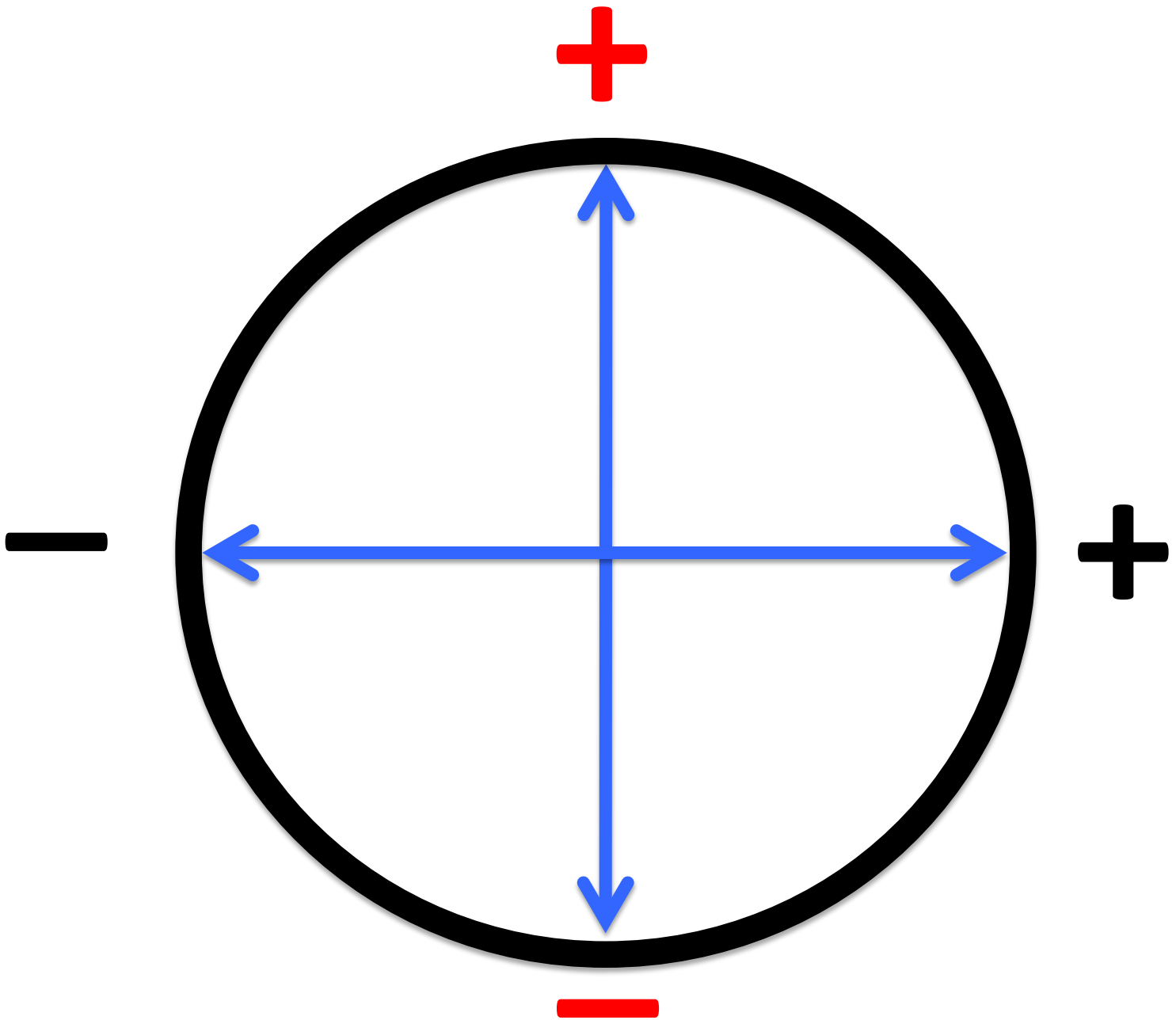


# Driving forces for the global hotel industry

1. Hotel investment
2. Role of mobile phones
3. Importance of revenue management
4. Distribution channels/OTAs
5. Consolidation of brands
6. Role of social media
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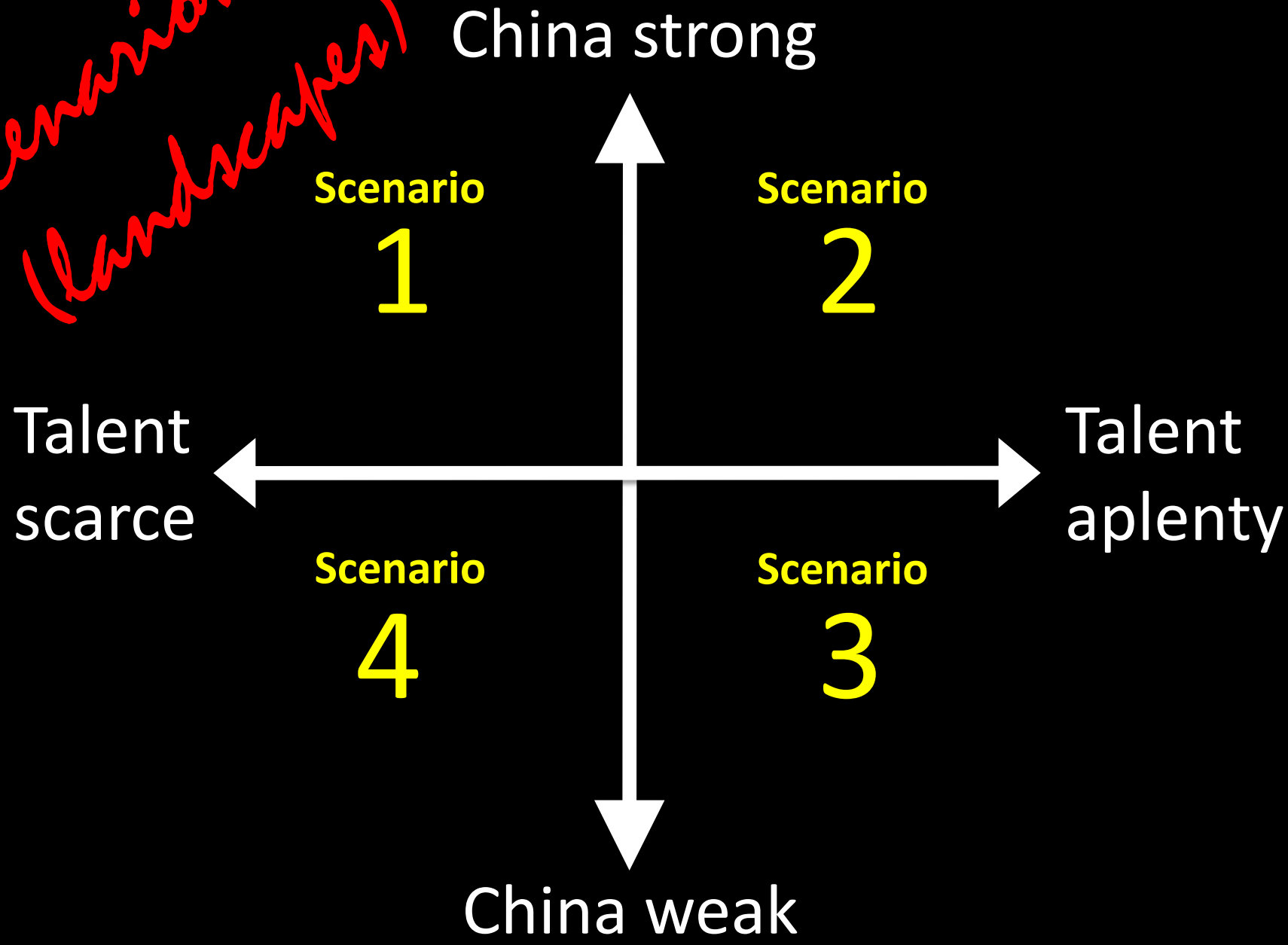
# Process

1. Identify driving forces
2. Most critical uncertainties
3. Scenario cross: “either... or”





*Scenarios  
(landscapes)*



*Issues & challenges*

China strong

- Customer profile?
- Market opportunities?
- Pricing strategy?
- Key competitors?
- Recruitment challenges?
- Manufacturing costs?

- Factor 1
- Factor 2
- Factor 3
- Factor 4
- Factor 5
- Factor 6

Talent scarce

Talent aplenty

- Factor 1
- Factor 2
- Factor 3
- Factor 4
- Factor 5
- Factor 6

- Factor 1
- Factor 2
- Factor 3
- Factor 4
- Factor 5
- Factor 6

China weak

*Strategies*

China strong

WE WILL NEED TO:

- 1.
- 2.
- 3.

WE WILL NEED TO:

- 1.
- 2.
- 3.

Talent scarce

WE WILL NEED TO:

- 1.
- 2.
- 3.

WE WILL NEED TO:

- 1.
- 2.
- 3.

Talent aplenty

China weak



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**1 in every garage**











# Individualism





Tech-savvy

Sustainability

Fair trade

Green initiatives

boss

Your customers



# **The 2 biggest world-shapers in the next decade**

- 1. Demographics**
- 2. China**

# Where have all the babies gone?

## Fertility rates

<b>Country</b>	<b>1960</b>
<b>F</b>	<b>2.73</b>
<b>GB</b>	<b>2.70</b>
<b>D</b>	<b>2.49</b>
<b>I</b>	<b>2.40</b>
<b>E</b>	<b>2.90</b>
<b>CH</b>	<b>2.34</b>
<b>NL</b>	<b>3.12</b>
<b>Iran</b>	<b>7.0</b>

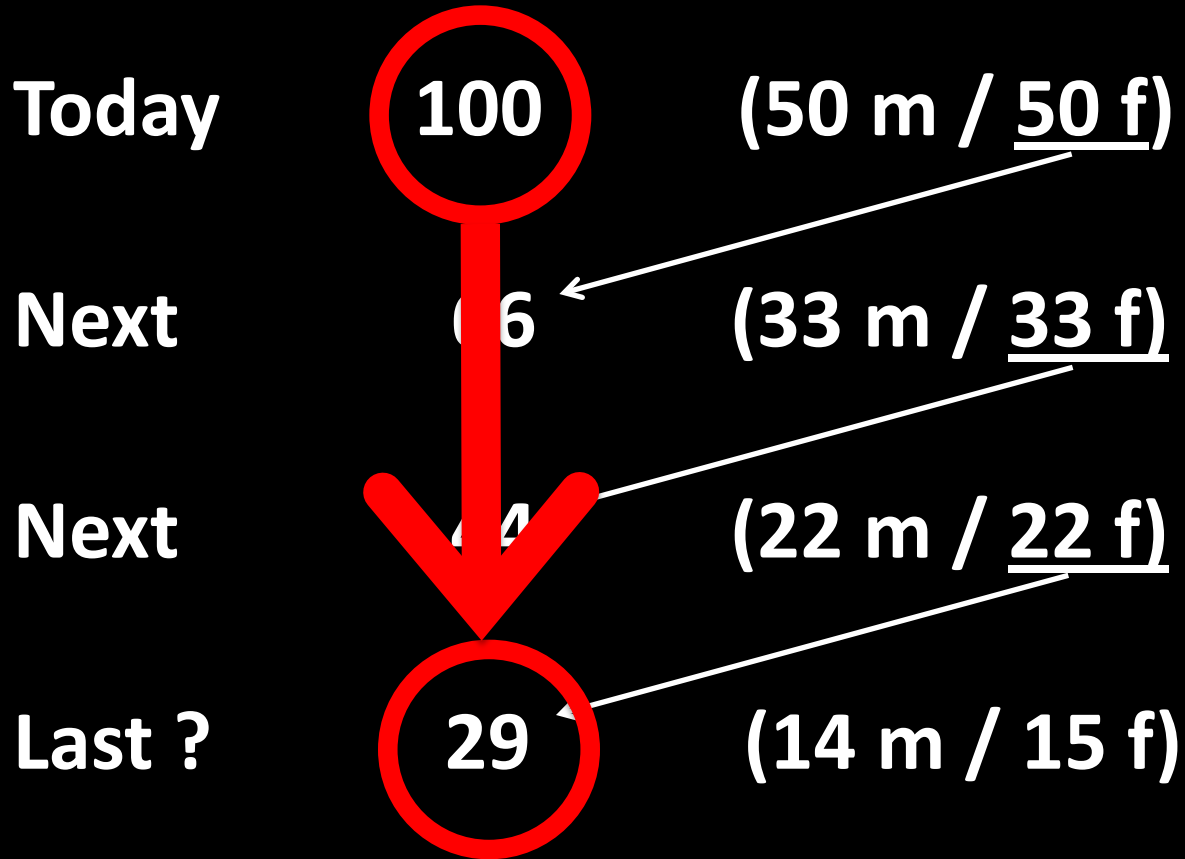
# Where have all the babies gone?

Fertility rate, i.e. babies born per woman

Country	1960		2010
F	2.73	→	1.97
GB	2.70	→	1.92
D	2.49	→	1.42
I	2.40	→	1.32
E	2.90	→	1.47
CH	2.34	→	1.46
NL	3.12	→	1.66
Iran	7.0	→	1.7



# Italy (fertility = 1.32)





100





CEMETERY



**Elderly  
people**





**Old, yes.  
But like this?**



# Get-rich tip





Or this?





**Everyone wants  
some excitement**

**Congratulations, Grandma!  
You've been receiving  
pension payments for 25 years!**

**(10 more  
to go!)**





**But can we afford it?**

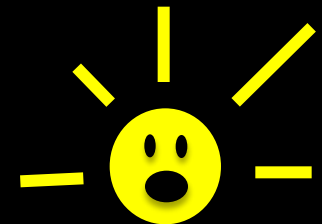




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CH	2.34	→	1.46
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Iran	7.0	→	1.7



**Hooray for immigration!**





**Imagine you're 30 years old...**



**Not exactly the land  
of opportunity, is it?**

**Political instability**  
**Schools & services**  
**Labor unrest**  
**High taxes**

**Business environment**  
**Personal security**  
**Unemployment**  
**Degraded currency**



# Gen Y's 4 faces



## HEARTLAND STAYER

Likely to be female, in her late teens or early 20s, non-English speaking and living in a four-room HDB flat

- Frowns on emigration
- Strong family ties and national pride
- Optimistic about Singapore's economic future
- No strong opinion on foreigners



## COSMOPOLITAN STAYER

Likely to be female, in her late 20s, from an English-speaking family and better-educated

- Does not think ill of people who want to emigrate
- Highest level of personal well-being
- Optimistic about Singapore's economic future
- Not threatened by foreigners



## THE DISENGAGED

Likely to be in his/her late 20s, mainly from middle- to high-income family, and living in a bigger and more expensive home

- Has no strong opinion on emigration
- Pessimistic about Singapore's economic future
- Pessimistic about upward social mobility
- Does not feel threatened by foreigners



## THE EXPLORER

Likely to be from a better-educated and upper-middle-income family that speaks mainly English

- Keen to emigrate
- Pessimistic about Singapore's economic future
- Pessimistic about upward social mobility
- Feels threatened by foreigners

Why do you worry about climbing the social ladder? You are already up there since your family is filthy rich.

Not when my dad believes that hardship builds character...

I've just cut you out of my will, son. And you have one hour to move out of my house!



# 'Only 1 in 5 of Gen Y wants to emigrate'

Survey also finds better qualified group feel most threatened by foreigners

By Rachel Chang

AFTER three years of studying in Britain, Ms Samantha Teo cannot wait to pack her bags and leave Singapore.

The 25-year-old, who did economics at a top university on a company scholarship, is counting down the days until she can spread her wings again in two years' time. If that is not better living elsewhere, she admits. "But Singapore is too stifling, with little room for you to explore different paths, take the non-conventional route in life."

Ms Teo, however, is an exception to the rule, according to a survey by the Institute of Policy Studies (IPS) on Singapore's Gen Y released yesterday.

Only 20 per cent want to emigrate or spend an extended period overseas, and more than half, the survey shows, have no intention of leaving the country.

The door-to-door survey of more than 2,000 Singaporeans aged 18 to 30 also shows a substantial disposition with the influx of foreigners exists among the young. More than 40 per cent feel threatened, with those from more privileged backgrounds feeling the most discomfort.

"It is the paradox of success," said IPS researcher Leong Chan Hoong, who spearheaded the survey. "The more you have, the more you have to lose." He also notes that they feel more antipathy towards "foreign talent" as these foreigners come

into Singapore at a professional level, competing directly with them.

There is a general misgiving among nearly half the respondents about the influx of foreigners: 49.7 per cent agree that it is "just here for the benefits" and 49.1 per cent agree "Singaporeans shoulder more social responsibility compared with foreign talent".

About 20 per cent disagree and 30 per cent are neutral on the two statements.

Across the board, however, the respondents display an optimism about Singapore's economic future, with more than 50 per cent believing the country will continue to be economically prosperous over the next decade.

One in six (16 per cent) disagrees, while one in three (33 per cent) is neutral.

When asked if they agree they would prefer to be a citizen of Singapore than any other country, 57.2 per cent agree.

Just 22.4 per cent disagree and 10.3 per cent are neutral on the statement.

The researchers also found the respondents fall naturally into four groups, with distinct attitudes towards national issues, emigration and what roots them in Singapore soil (see infographic).

Only one of the four groups shows apathy and is "disengaged" from national issues. Despite having strong family ties, the Explorer is keen to emigrate. On the other hand, the Disengaged, while being disconnected from family and country, has no strong opinion on emigration.

"This shows that Generation Y is not monolithic," notes IPS senior research fellow GELan Koh, adding that only the 26.5 per cent who are Disengaged display qualified such an apathy and cynicism which observers like to attribute to Gen Y across the board.

Of the four, only the Cosmopolitan Stayer and the Explorer believe they are able and qualified enough to emigrate and do well overseas. Ms Teo represents the 10.2 per cent who are Explorers.

But lawyer Melissa Yap, 29, is an example of a Cosmopolitan Stayer, who despite being able to, has no intention of leaving the country. They make up 26.7 per cent of respondents, have strong national pride and display an optimism about Singapore's economic future.

The fact that she owns an HDB flat with her husband, and that their families live in Singapore, are the reasons she would not go elsewhere. "There is no perfect governmental system," she said.

"You just have to choose what is of priority to you. For me, it's stability in all respects, and Singapore has that."

85 rchang@sp.com.sg



**War for talent**

# You'll be fighting over these guys





Not enough **19 year-olds!**







The pope can manage without you







You'll love  
the snow,  
lads







**Swiss precision**





**We still have the  
“can-do” spirit!**



**They seem  
perfectly capable  
to me**







Merde!

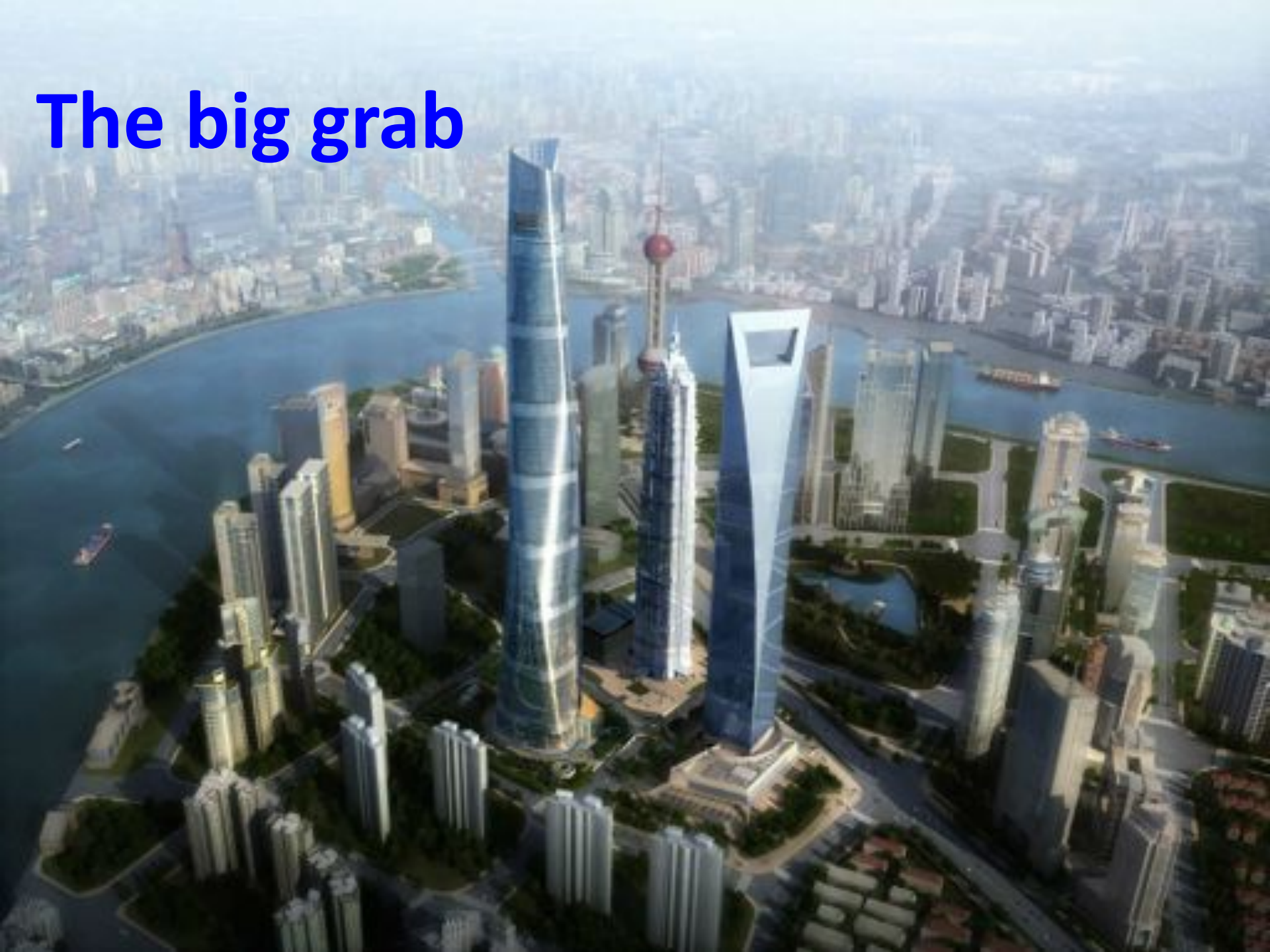


# The war for talent

- **Win it:** Offer more attractive package than your competition
- **Choose a different battleground:**  
Seek talent in new places
- **Strategic retreat:** Recruit and train talent overlooked by the others



# The big grab



1 billion ~~Coke~~ drinkers!





We're off to the big city...





**...so wish us luck**















江海阳光集团公司

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上海  
丝绸

上海现代医药公司

00













全球應 IG









中国石油

24小时便利店

97 号汽油  
(III)

6.77

93 号汽油  
(III)

6.25

0 号柴油  
(III)

6.23

中国石油

FRASER COAST

# Chronicle

FRIDAY, APRIL 23, 2010


[www.frasercoastchronicle.com.au](http://www.frasercoastchronicle.com.au)

\$1.10

## CHINA BUYS OUR COAL



Aldershot mine's massive  
contract: Page 7





**Let's  
make  
a deal**





■ Brent Crude, Last: 57.26, Hi: 144.95, Lo: 32.80

© Digital Desk



# Adieu, cheap flights?





Empty soon?





一律采用  
鲜安全的  
良原料  
敬请安心食用

WELCOME TO SUPER MARKET

牛肉 BEEF



**Losing my appetite**

FAO Food Price Index

200  
150  
100  
50  
0

1/1990 1/1992 1/1994 1/1996 1/1998 1/2000 1/2002 1/2004 1/2006 1/2008 1/2010

**+150%**







**Blame China**



CARRY OUT FAMILY PLANNING  
IMPLEMENT THE BASIC NATIONAL POLICY

**One-child policy**

**实行计划生育 贯彻基本国策**

# It worked!

China Population Demographics (2010; in 000s)			
Source: US Census, International Database			
Age Group	Male	Female	
100+	2,142	8,155	
90-99	447	956	
80-89	7,742	10,503	
70-79	26,960	28,593	
60-69	48,714	47,125	
50-59	81,020	77,645	
40-49	113,749	109,092	
30-39	108,893	109,050	
20-29	116,135	118,666	
10-19	101,337	89,194	
0-9	85,599	69,611	

The table displays the population demographics of China in 2010, categorized by age group and gender. The data is presented in thousands. The 40-49 age group is highlighted with a red box, and two red arrows point to the 40-49 and 0-9 age groups.



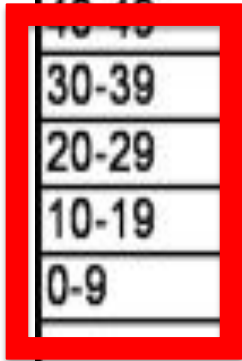
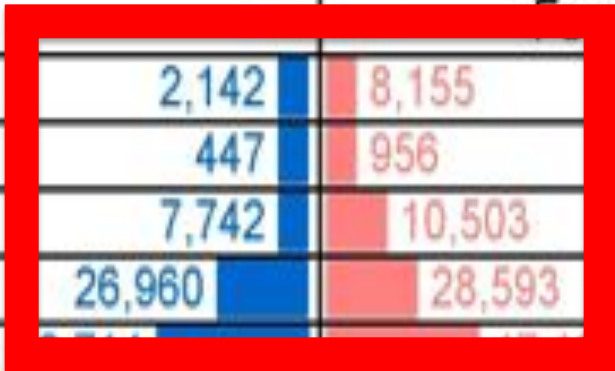
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50-59	81,020	77,645	
40-49	113,749	109,092	
30-39	107,893	103,050	5 mn
20-29	116,125	108,666	7 mn
10-19	101,387	89,194	12 mn
0-9	81,599	69,671	12 mn



**Surplus males**

**36 million boys too many**



**Social unrest?**

**Emigration?**

**Import brides?**

**Gangs & criminality?**

**Gay marriage?**

**Competition for wives!**



# Status

**Competition for wives!**

Impress her!



**Go on, impress her!**





***Really*** impress her!



**Or try not to think  
about it too much**





# Cherchez la femme







**We're off to grab  
some wives**

**The reason we need  
to think about  
the future**

“You know what's weird?  
Day by day, nothing seems to change.  
But pretty soon, **everything's different.**”





# Thanks!

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