

Future Scenarios

Shaping 2035

BORD BIA
IRISH FOOD BOARD



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

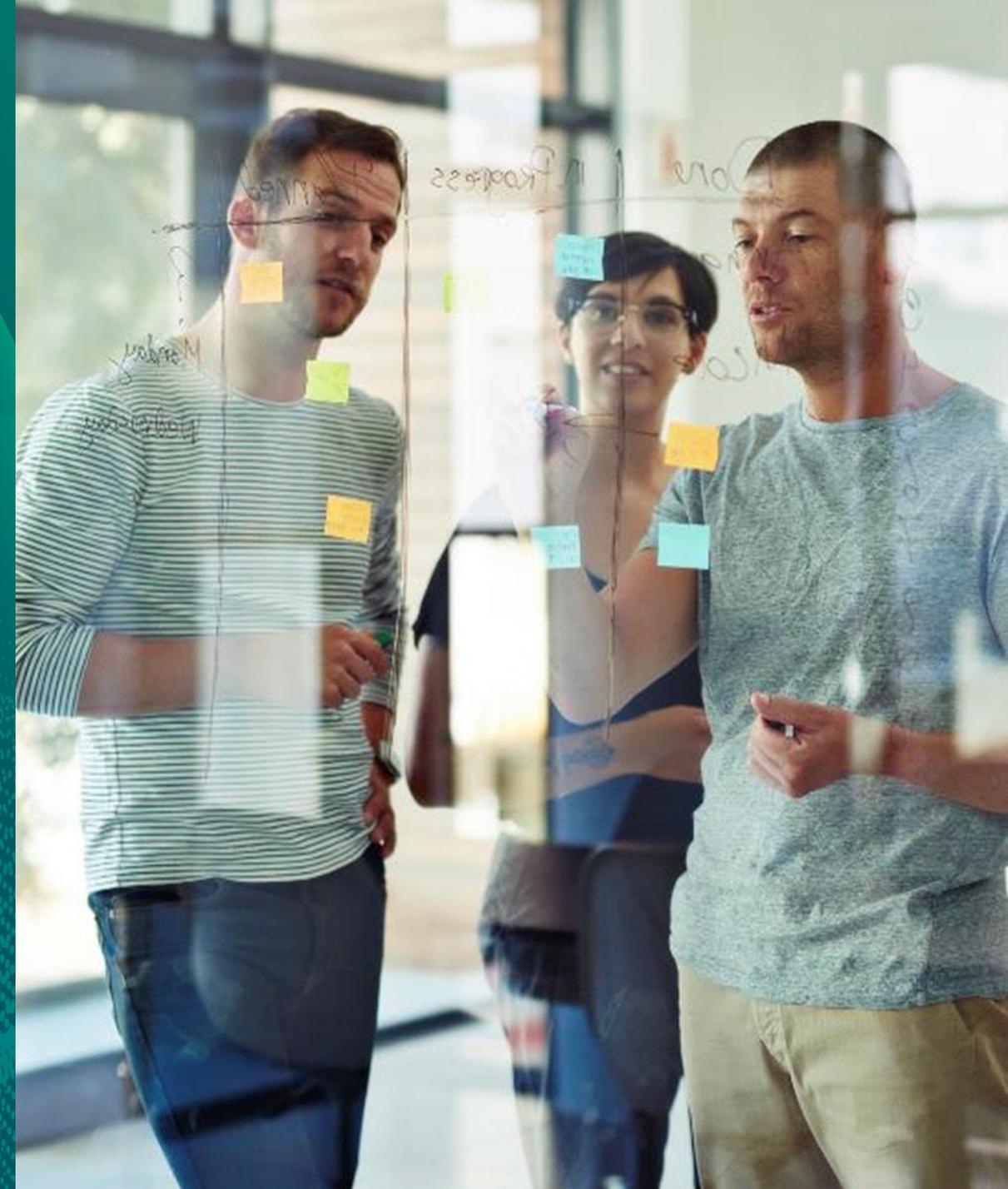


Participants in the Scenario Process: Irish food & drink companies



BRINGING IT TO LIFE!

- IMAGINATION
- ENGAGEMENT
- DISCUSSION



Futures Partners in this project ...



DAMIEN HEARY

FOUNDER FUTAVISTA

damien@futavista.com

+353 86 0216252



TIMOTHY SHOUP

SENIOR ADVISOR, CIFS

tsh@iff.dk

+45 3171 1749

APPROACH: FUTURES THINKING & SCENARIO PLANNING

When

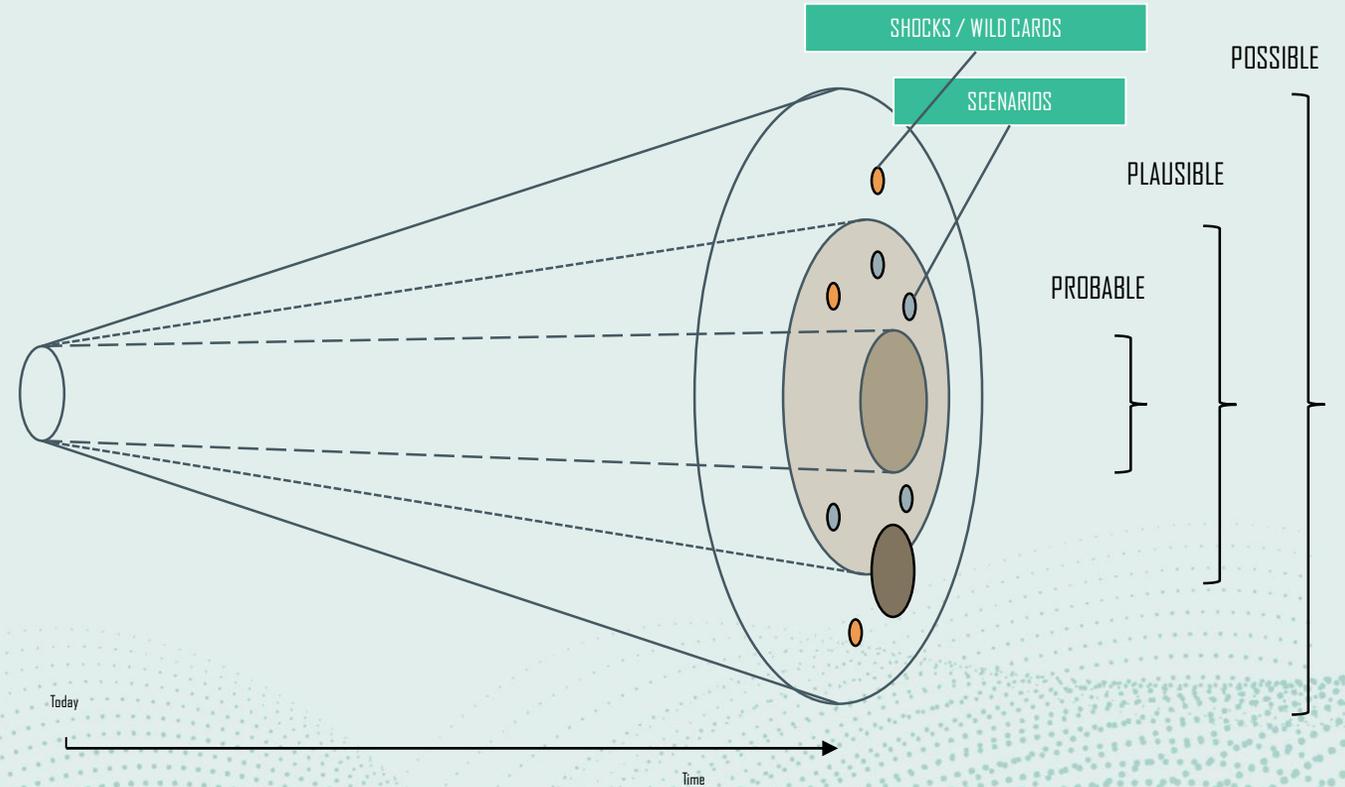
- Future timeframes 5-15+years
- VUCA times

Why

- Resilience
- Responsiveness

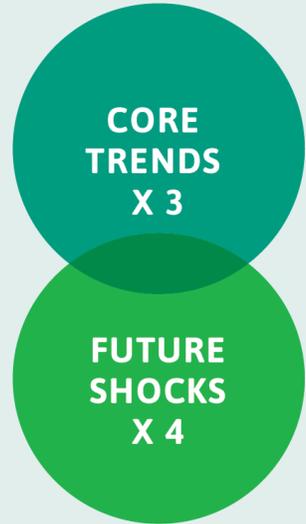
How

- Unbiased Strategic Imagination
- Futures thinking : Scenario Planning

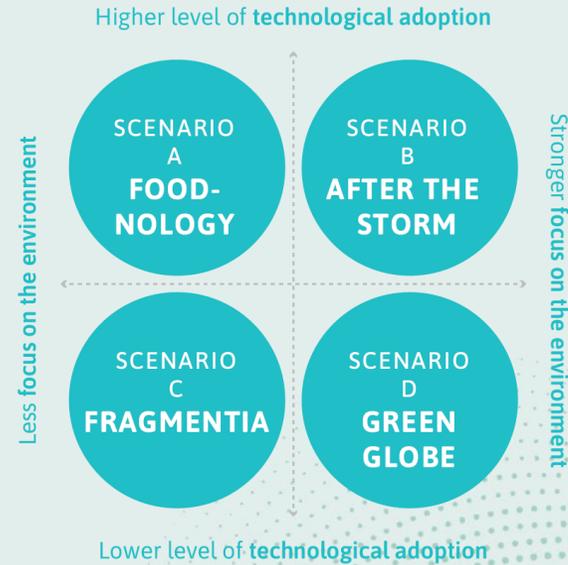


METHODOLOGY

Step 1 Future Contexts



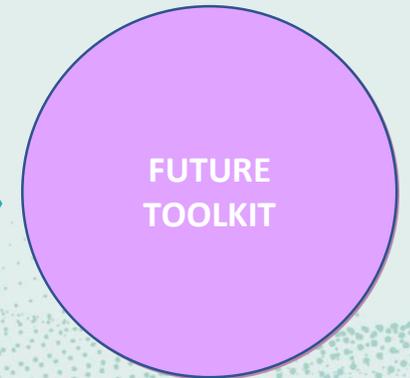
Step 2 Stretch Scenarios



Step 3 Future Themes

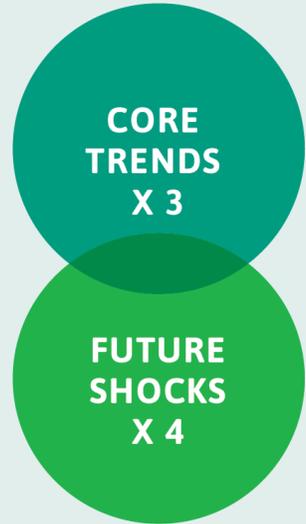


Step 4 Actioning the Future

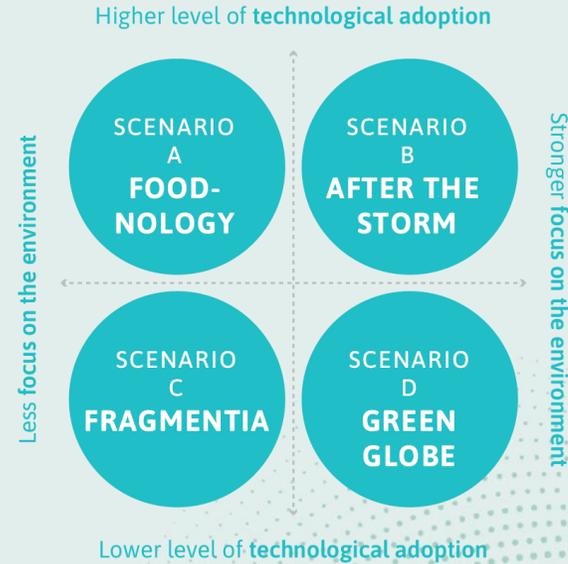


METHODOLOGY

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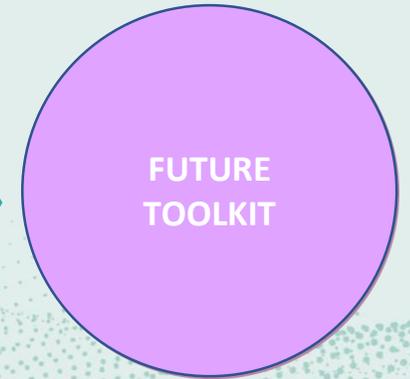
Step 2 Stretch Scenarios



Step 3 Future Themes



Step 4 Actioning the Future



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



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.

POSSIBLE
**FUTURE
SHOCKS**

3. WELL OF WELLNESS

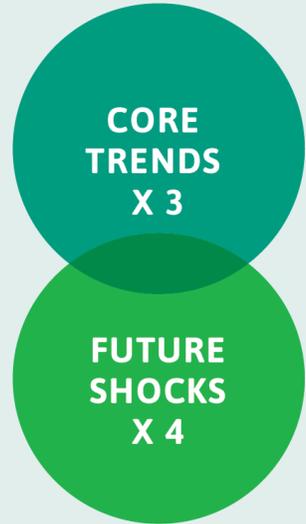
Redressive/nudge health and proactive health, which combine to create step-change habits in personally-guided wellness.

4. NEW WORLD ORDER

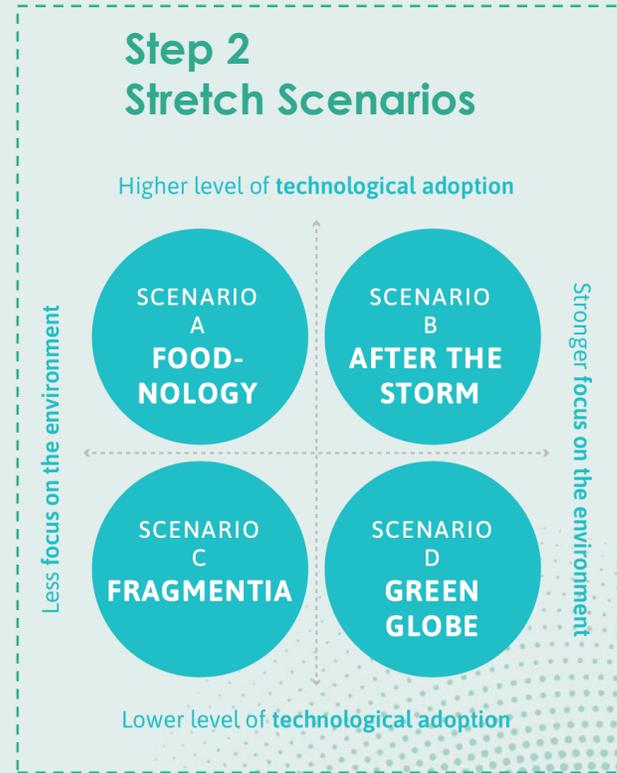
Paradigm shift of world's power structures redraws the map of where value and consumer power lies.

METHODOLOGY

Step 1 Future Contexts



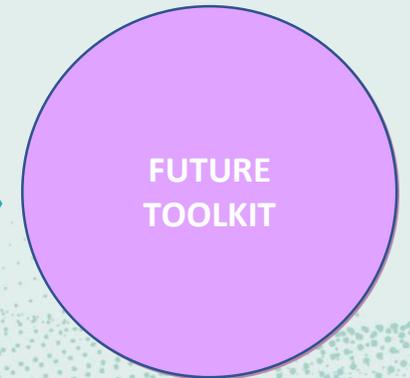
Step 2 Stretch Scenarios



Step 3 Future Themes



Step 4 Actioning the Future



STEP 2: STRETCH SCENARIOS

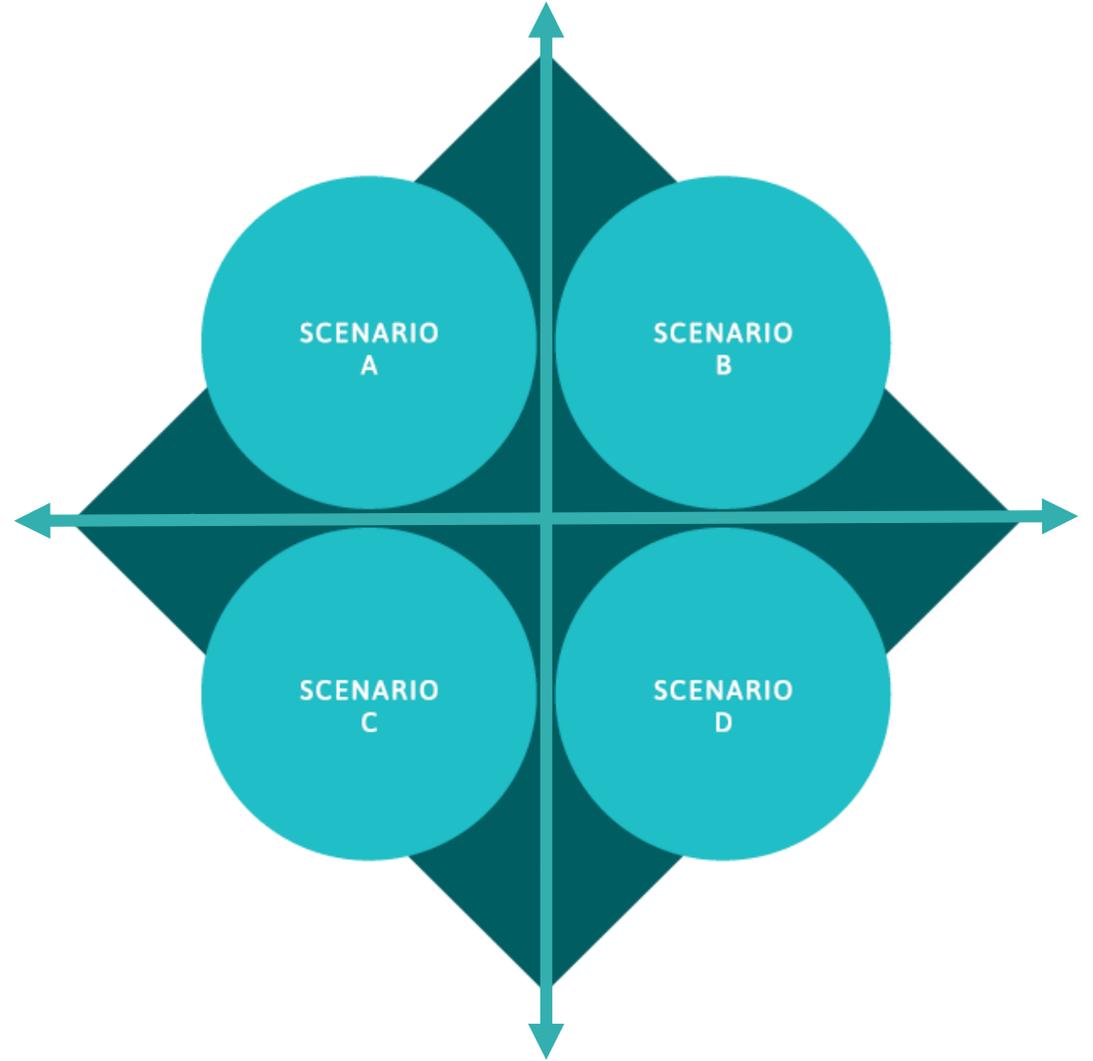
THE AXES OF CRITICAL UNCERTAINTIES

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



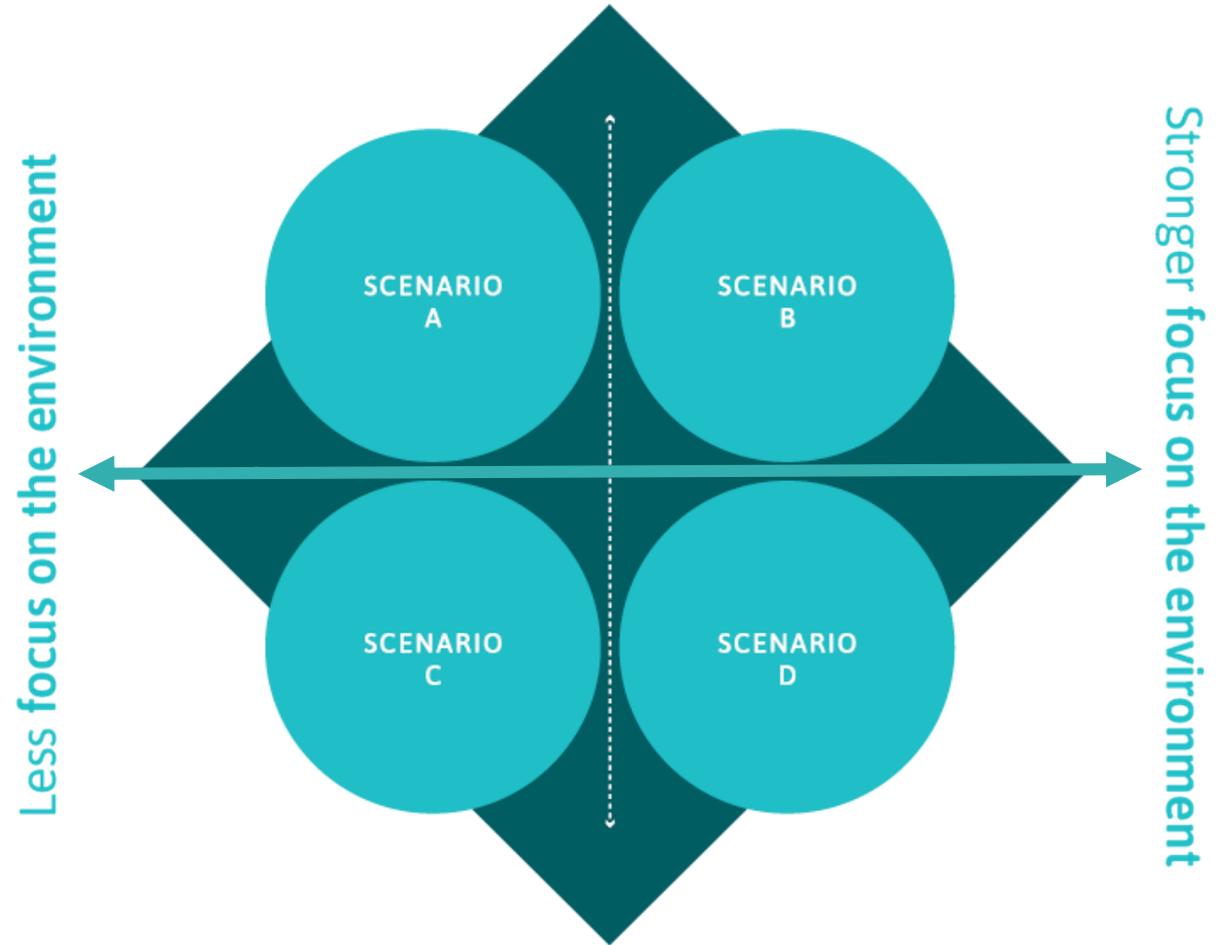
STEP 2: STRETCH SCENARIOS

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.

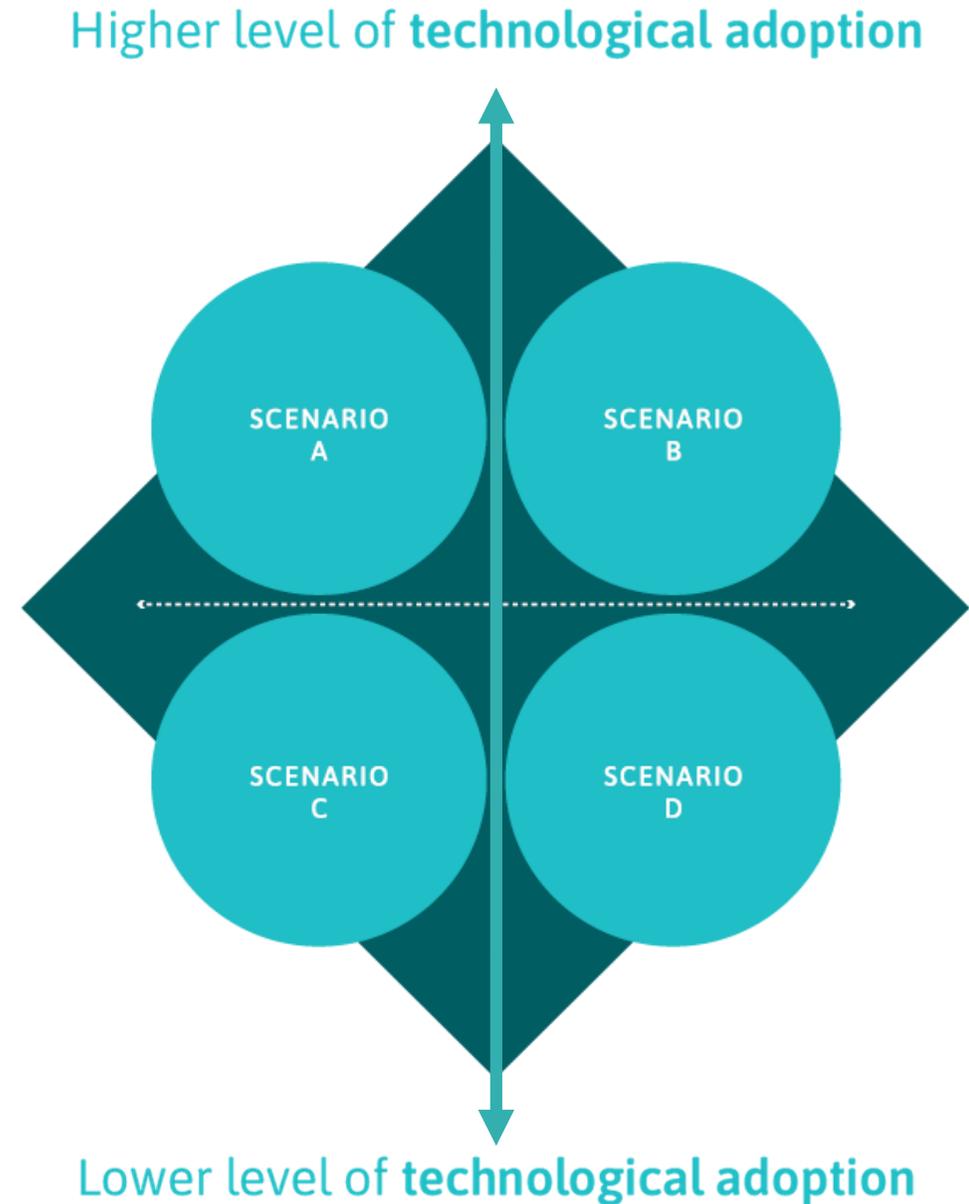


THE AXES OF CRITICAL UNCERTAINTIES

II) TECHNOLOGICAL ADOPTION

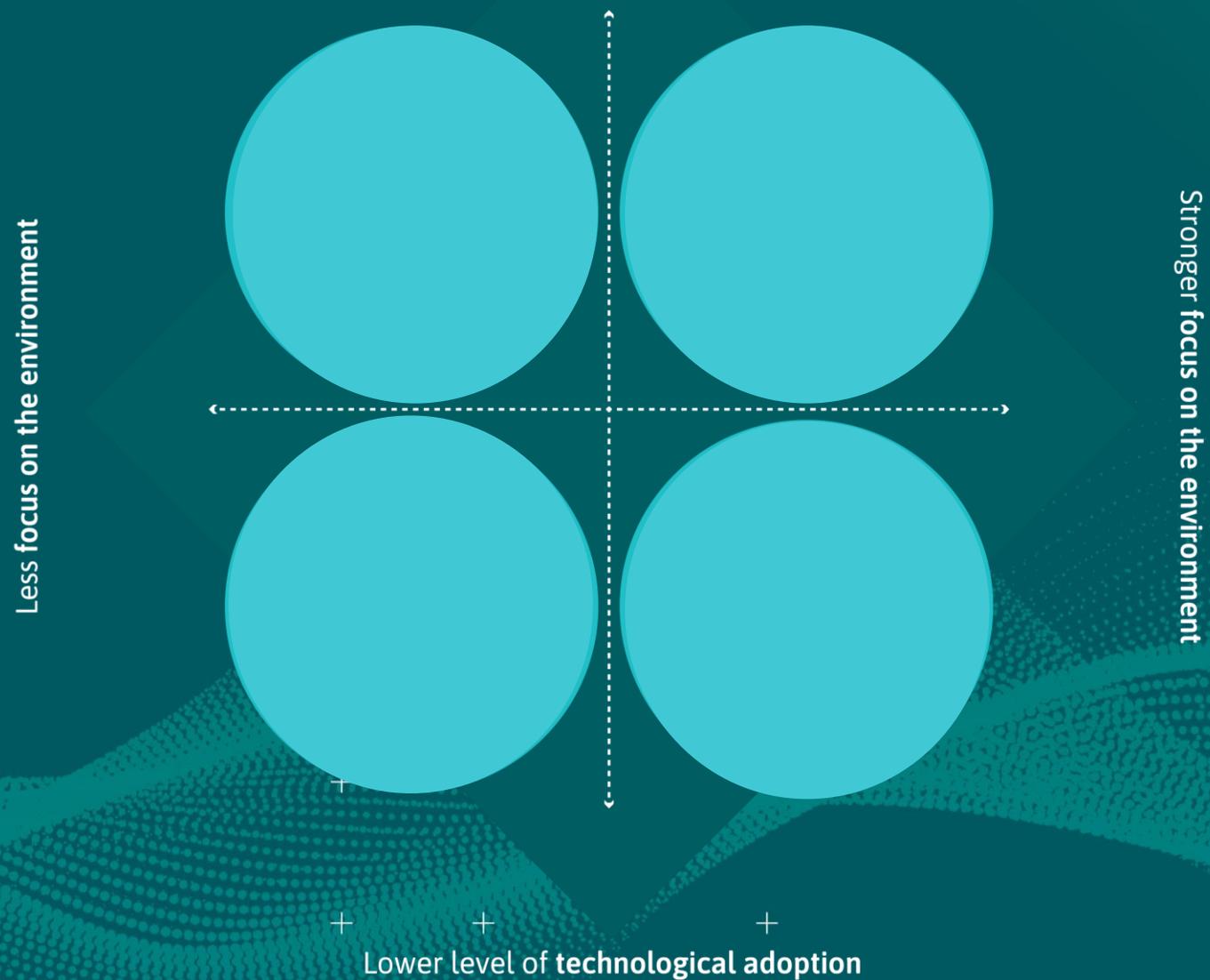
Higher Level of technological adoption: Market and economic factors have become the primary considerations in driving forward technological progress and adoption.

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



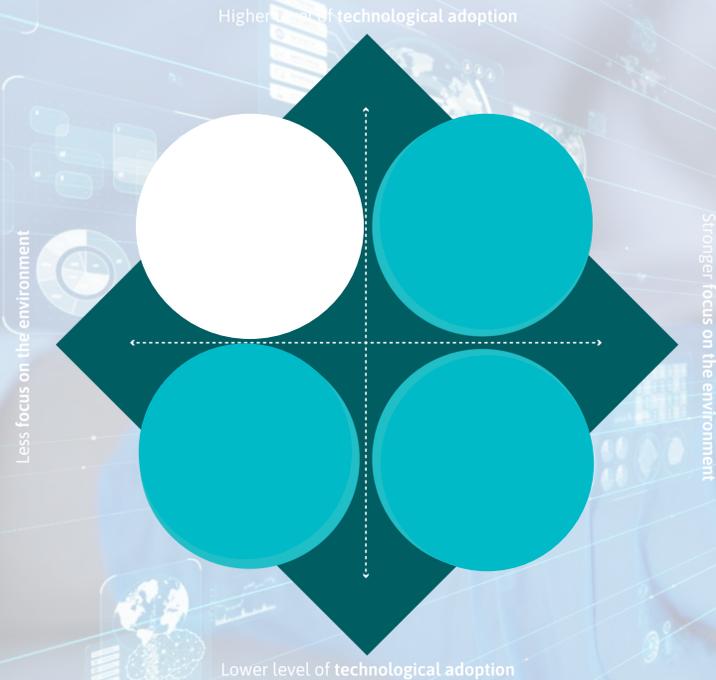
FUTURE SCENARIOS

Higher level of technological adoption



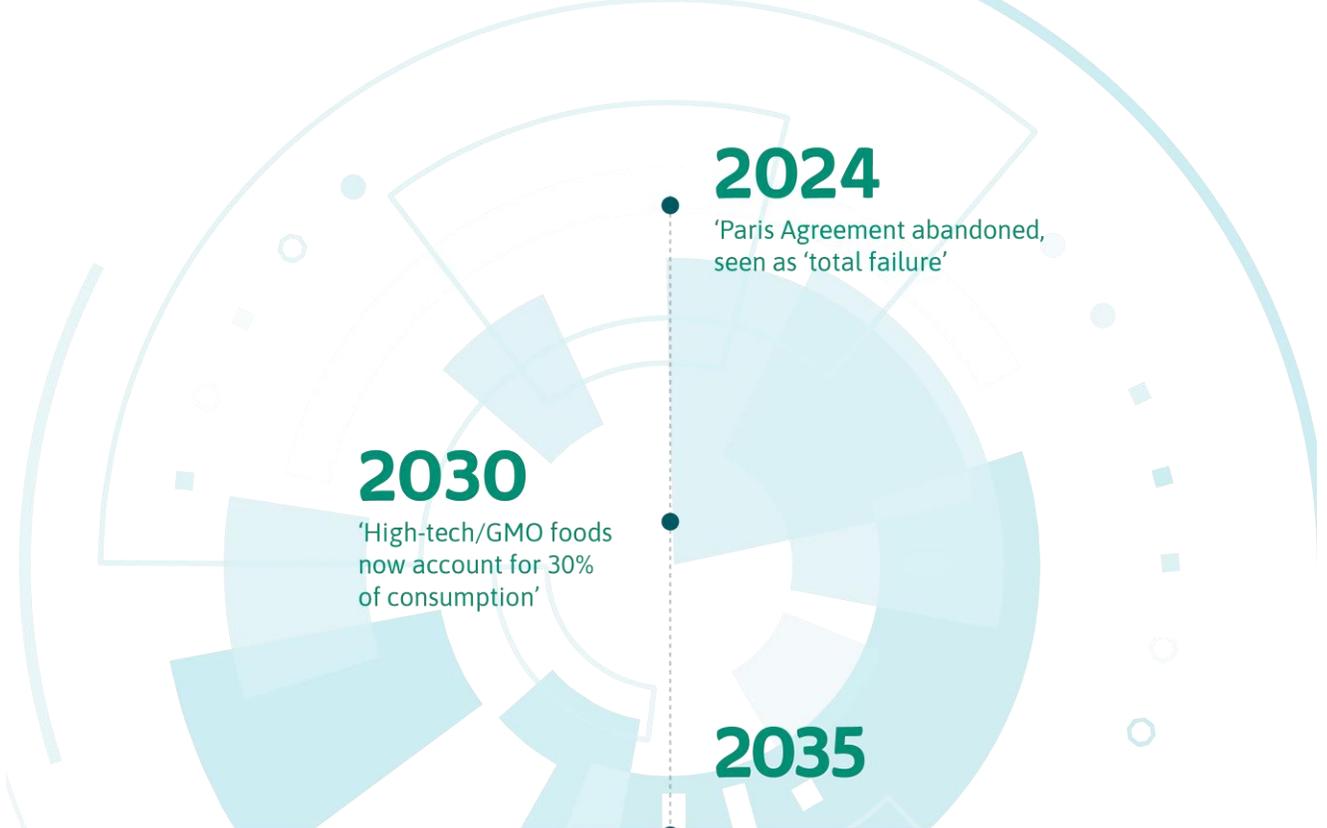
SCENARIO A: FOOD-NOLOGY

An envisioned future where the world moves to defer climate change through proactive, imaginative technology



Roadmap to this Future

- ❑ FAILED CLIMATE RESPONSE
- ❑ FULL SCALE ADOPTION OF TECHNOLOGY
- ❑ BIG TECH MOVES THROUGH THE FOOD VALUE CHAIN



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.





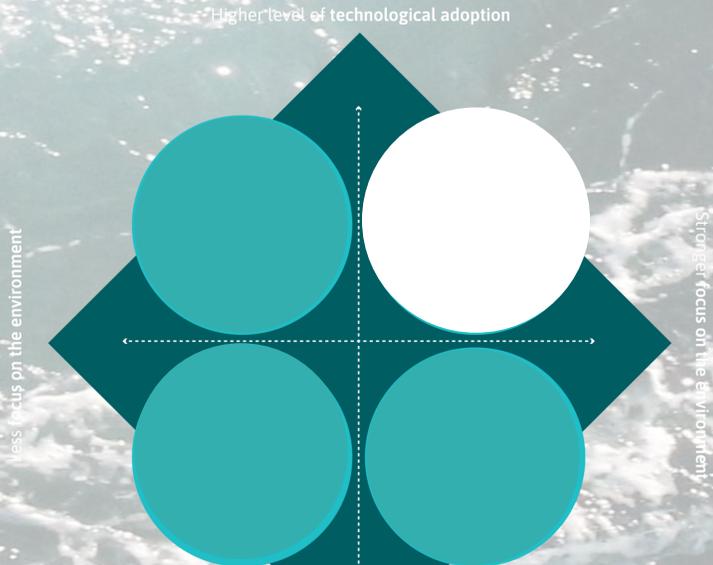
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA FOOD-NOLOGY:

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.



Roadmap to this Future

- ❑ CLIMATE CATASTROPHE TRIGGERS RADICAL RESPONSE
- ❑ FULL SCALE ADOPTION OF TECHNOLOGY
- ❑ RE-SHAPING OF FOOD SYSTEM SUSTAINABILITY



Summary of this Future

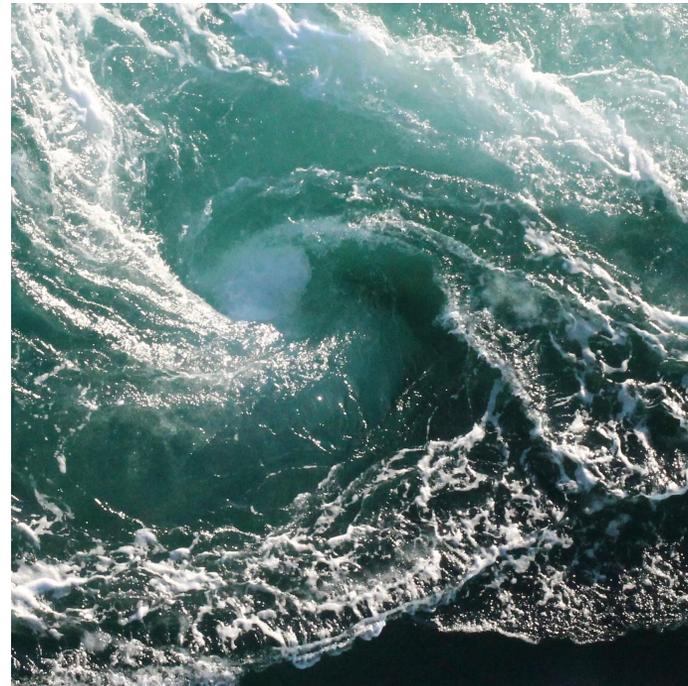
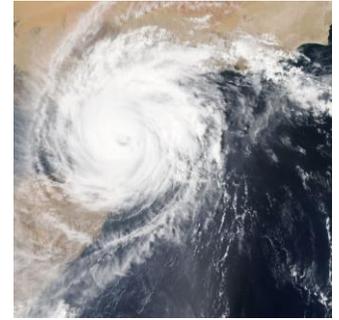
The battle is humanity against the climate and people are willing to sacrifice for the sake of winning this fight.

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.





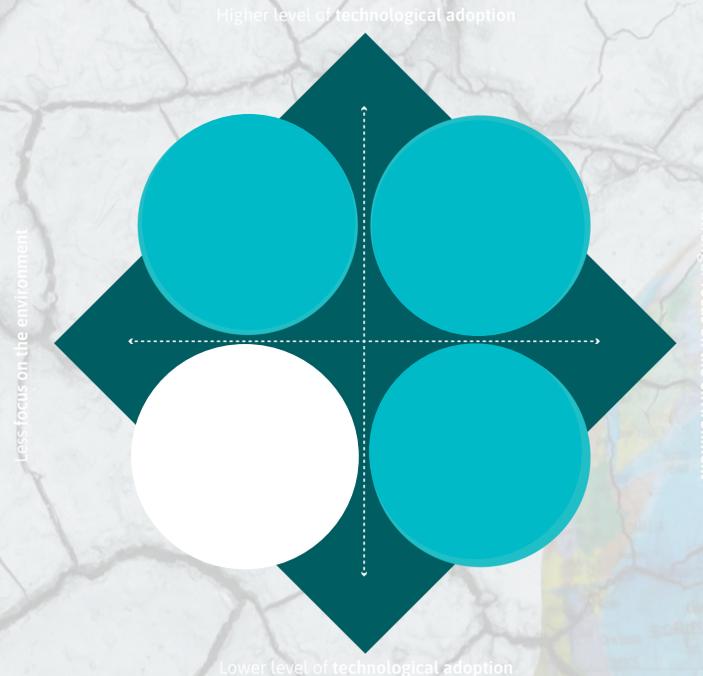
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA AFTER THE STORM:

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:

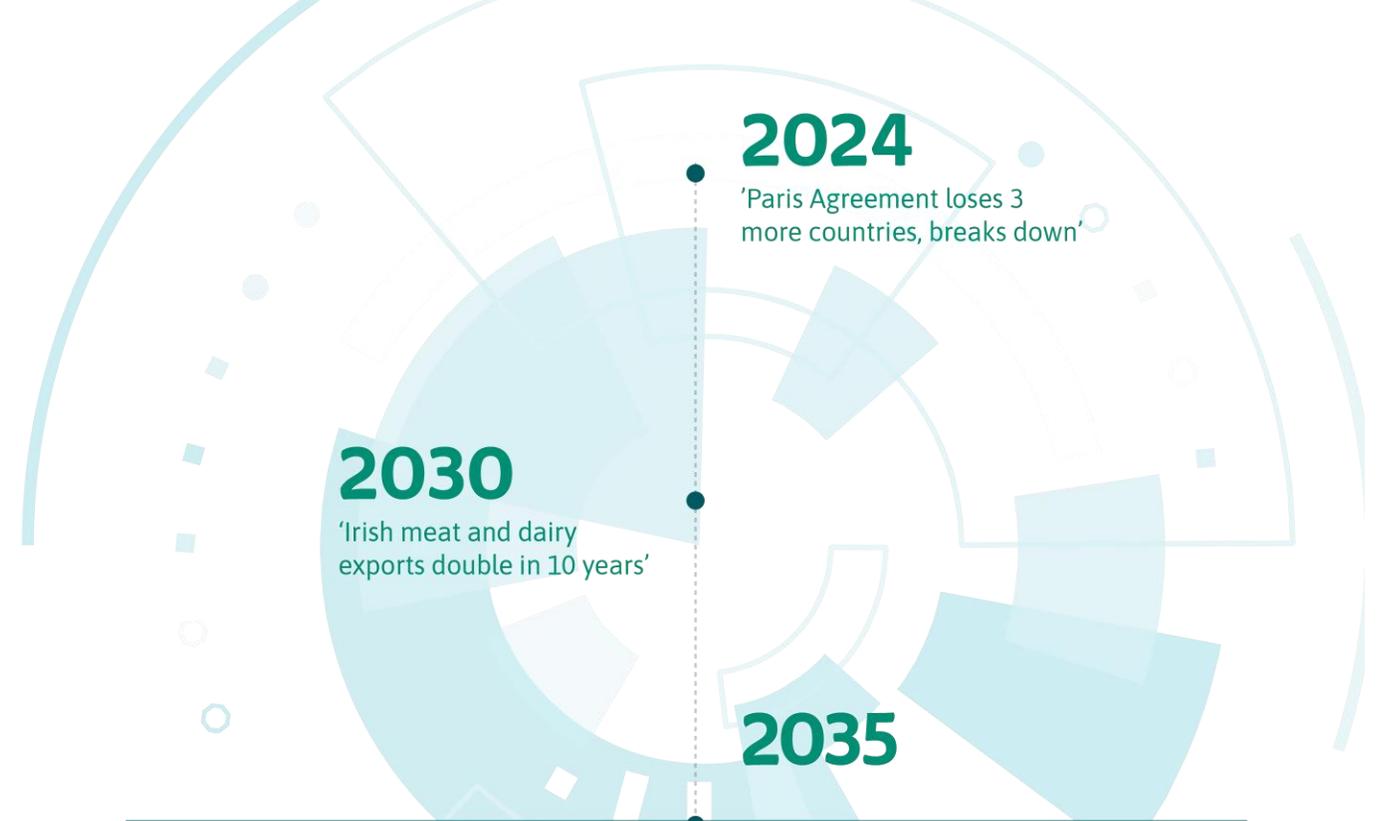
FRAGMENTIA



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



Summary of this Future

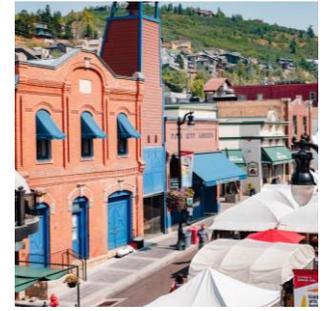
The global mood is characterised by everyone acting in their own interest and strong local networks.

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"





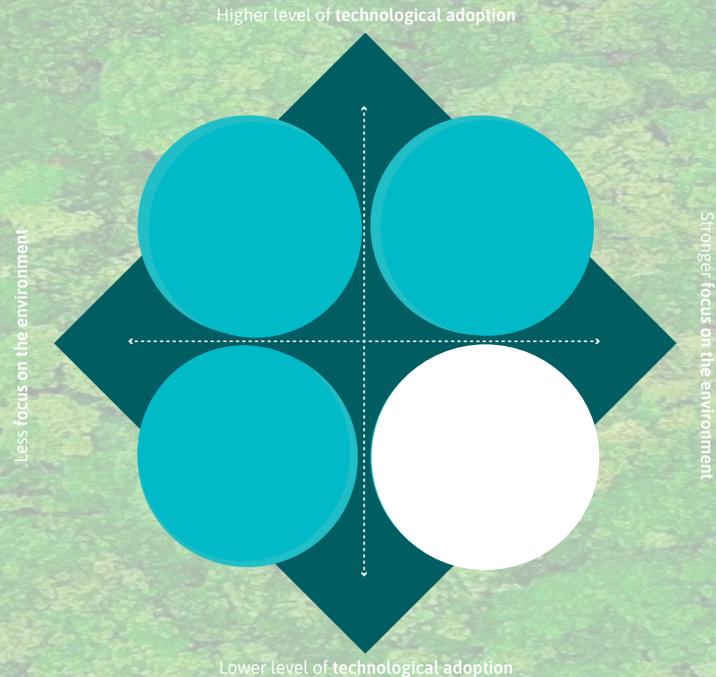
SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA FRAGMENTIA:

1. China Export Block out - Trade wars and high tariffs abound.
EU / Ireland fall outside the Chinese tariff wall
2. Un-emerged afro-middle class - post COVID and ongoing
climate emergencies mean there is no emerging market
emerging middle class
3. Climate impact creates vacuum for Irish exports as Southern
Hemisphere supply collapses



SCENARIO d:

GREEN GLOBE



An envisioned future with early consensus on climate action being achieved through working within limits. Technological growth is slowed down in favour of more natural solutions.

Roadmap to this Future

- ❑ GLOBAL UNITY IN ADDRESSING CLIMATE CHANGE
- ❑ REGENERATIVE & NATURAL DOMINANT MODE
- ❑ UNREST AROUND 'CARBON TAX' BURDEN
- ❑ TECH SCEPTISM LEADS TO BACKLASH

2024



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'

Summary of this Future

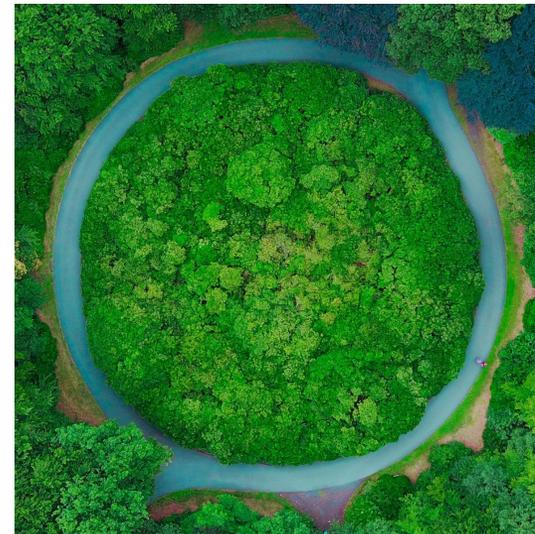
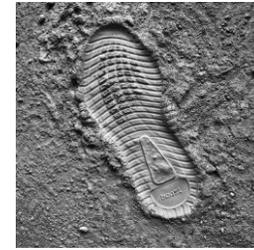
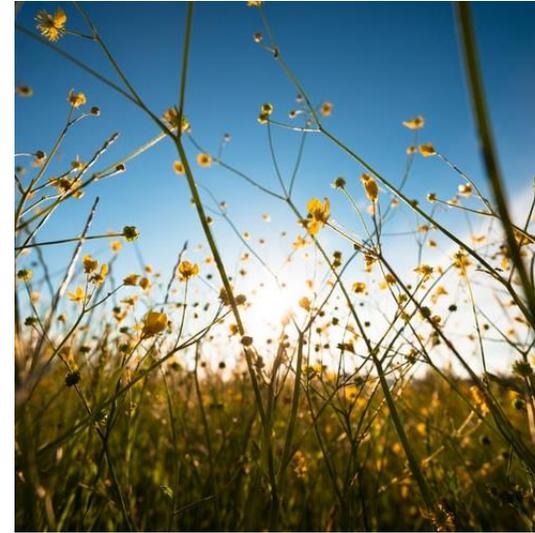
Lower CO2 levels have resulted in fewer extreme weather events across the globe, which leaves the general public with hope of leaving a habitable planet for future generations.

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



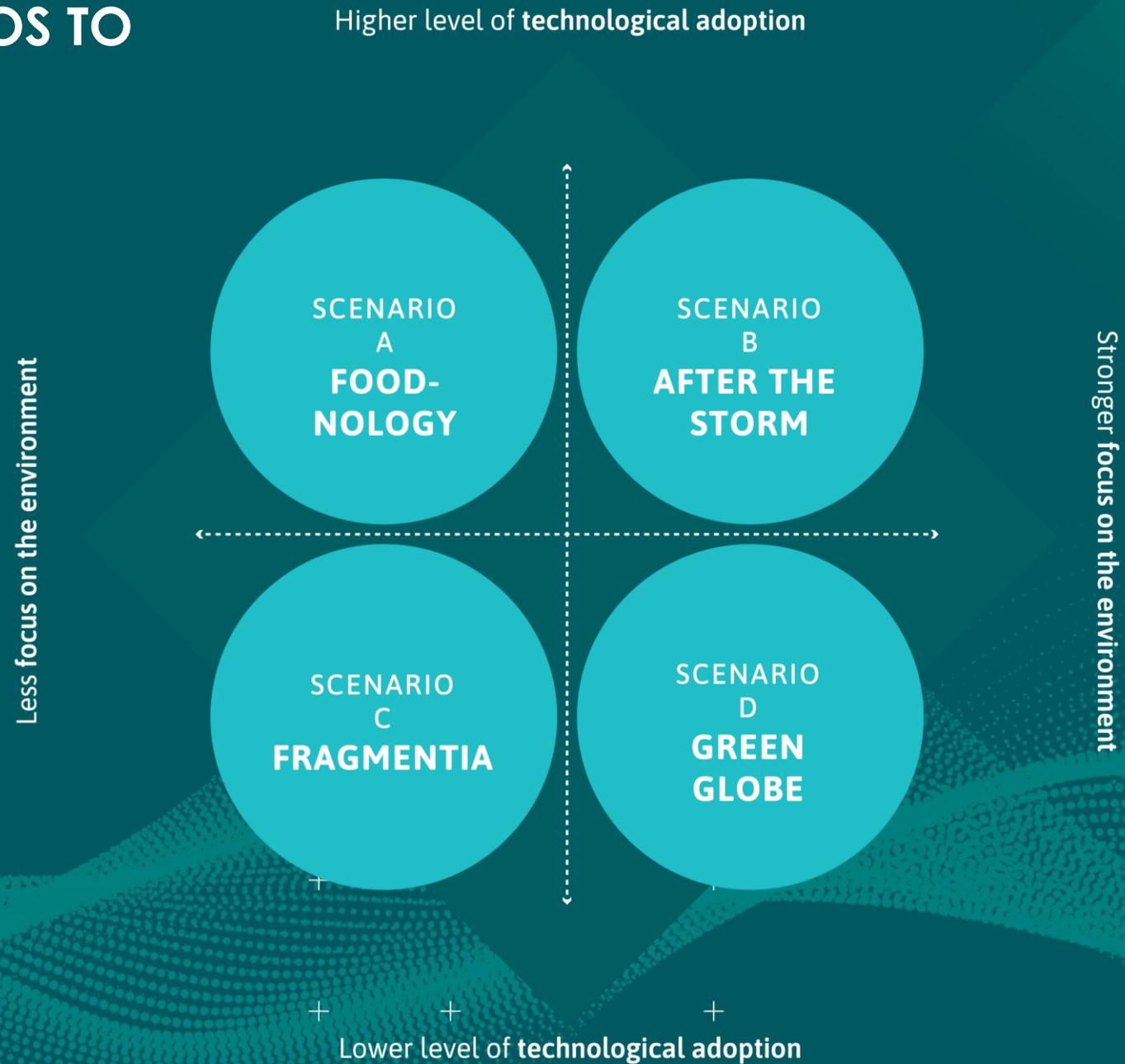


SHOCKS AND WILDCARDS WHICH COME TO THE FORE VIA GREEN GLOBE:

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

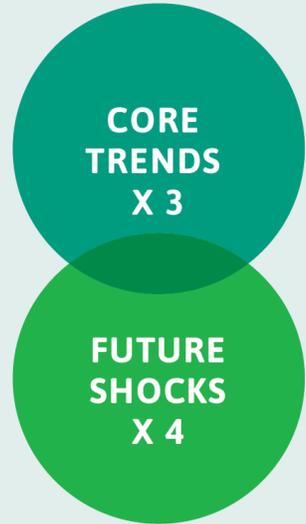


FROM SCENARIOS TO FUTURE THEMES

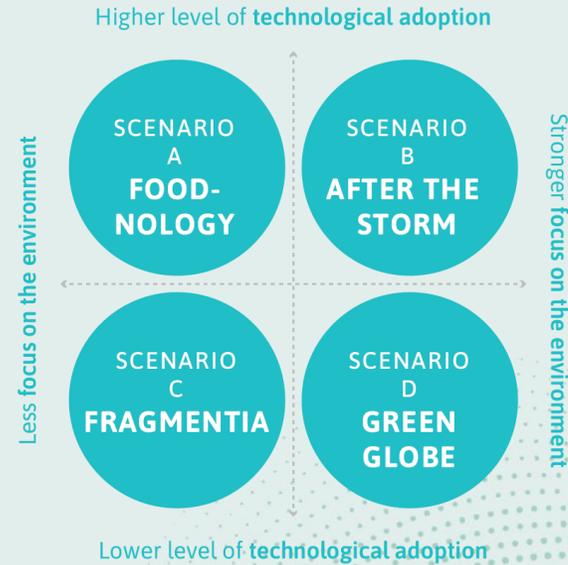


METHODOLOGY

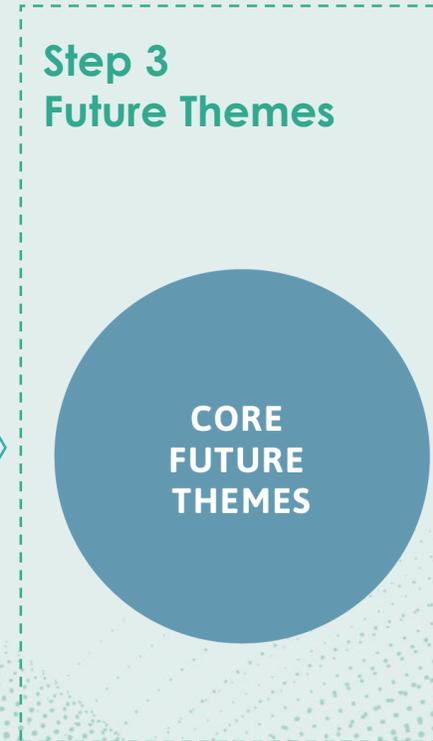
Step 1 Future Contexts



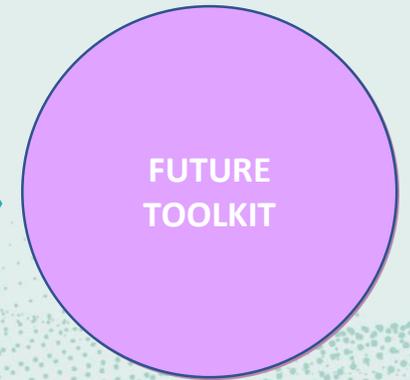
Step 2 Stretch Scenarios



Step 3 Future Themes



Step 3 Actioning the Future





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





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

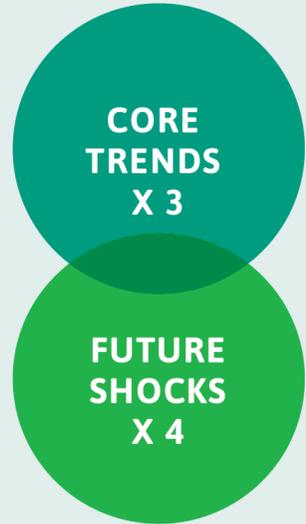


7. Dramatic climate events reconfigure production capabilities globally

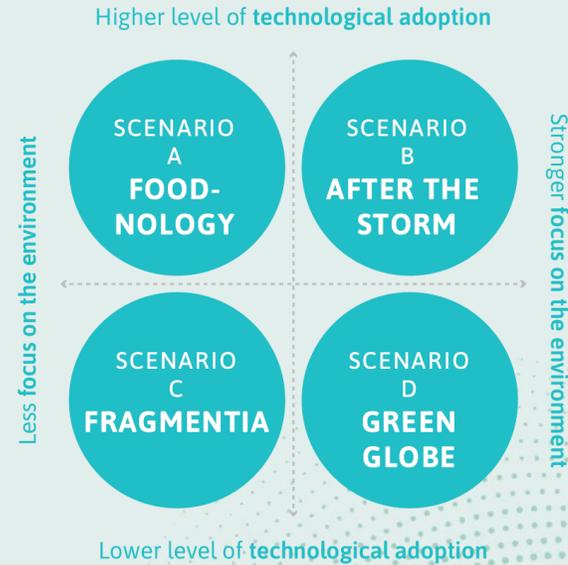


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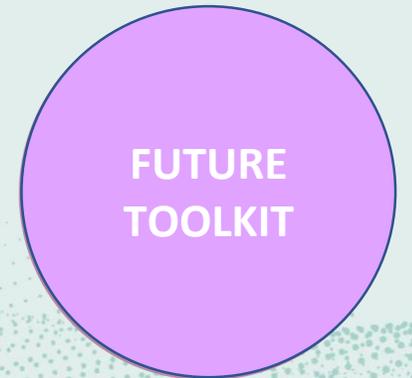
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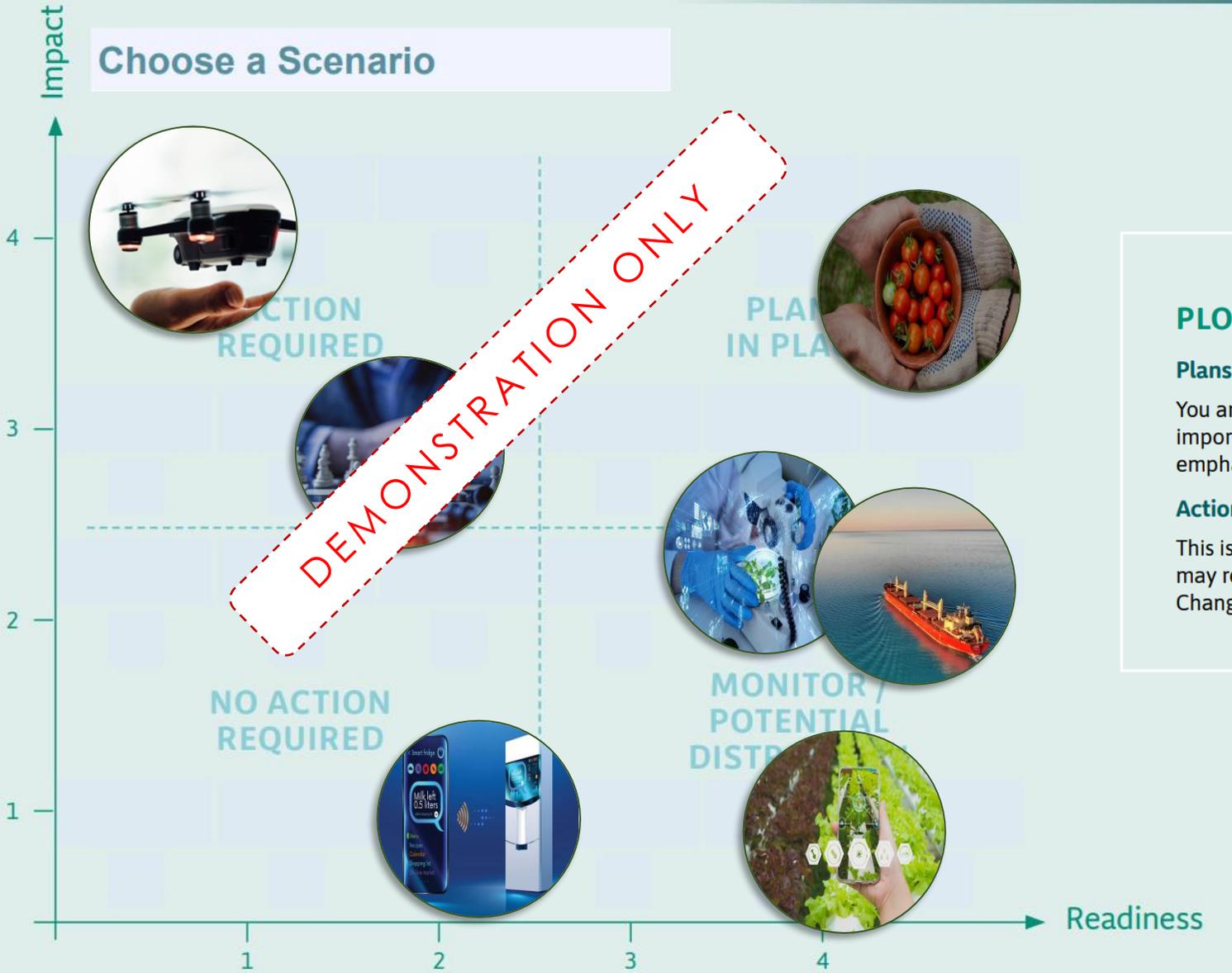
Step 3 Actioning the Future



STEP 4: ACTIONING THE FUTURE



STEP 4: ACTIONING THE FUTURE



PLOTTING KEY - QUADRANTS

<p>Plans in Place</p> <p>You are currently actioning this important area . Continue to emphasise.</p> <p>Action Required</p> <p>This is a high impact theme that may require more business focus. Change needed.</p>	<p>Potential Distraction</p> <p>You are investing in an area of lower impact. Move to monitor only / watch for distraction.</p> <p>No Action Required</p> <p>This is a low impact space – which is not on your radar. No change.</p>
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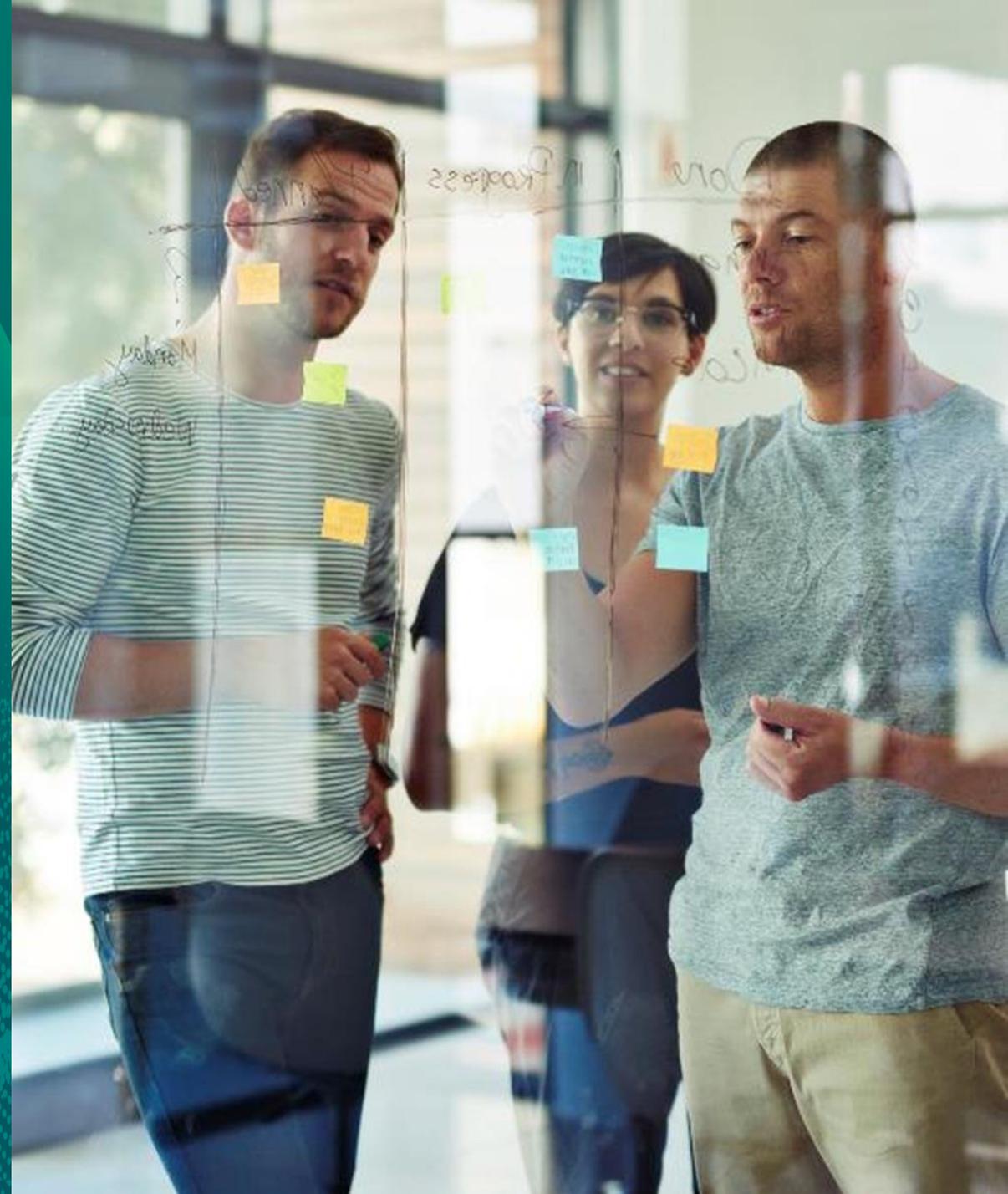
Q&A



NEXT STEPS:

GROUP WORKSHOP - REGISTER YOUR INTEREST!

CLIENTCAPABILITY@BORDBIA.IE



THANK YOU

