



Turn today's opportunities and risks into tomorrow's great results!




TREND ALERT

COMING BIODIVERSITY CATASTROPHE

How should we respond to one of history's fastest periods of extinction?

[READ MORE](#)



Anticipate evidenced trends, uncertainties and predictable surprises to remain agile and resilient to emerging change.


Latest driving forces (from 448,000 total forecasts):
To take a global energy system that relies on fossil fuels for around 80% of primary energy down to net-zero by approximately 2050, a fundamental transformation at speed and scale will be required, including by China, the United States, Europe, and others.

- [WHY US](#)
- [PARTNERS](#)
- [CONTACT US](#)



What can I do here?

- Act on emerging opportunities and risks
- Innovate and transform



How do I do that?

- AI horizon scanning & trends research
- Use social, strategic thinking methods



What are the benefits?

- Influence tomorrow
- Improve results / Stay ahead

AWARDS



2019 INTERNATIONAL GAMECHANGER OF THE YEAR

WELCOME TODAY 20,496 MEMBERS

Terence Tse
USA

Suvi Hirvonen
Finland

Nestor Marulanda
USA

ENDORSEMENTS

Shaping Tomorrow is a real asset in helping develop foresight and agility - two indispensable strategic competencies in today's VUCA world.

Gaurav Bhalla, Knowledge Kinetics, India

[SEE MORE](#)

QUOTES

"Neither a wise person nor a brave one lies down on the tracks of history to wait for the train of the future to run over them."
Dwight D. Eisenhower

Welcome Athara - Profile

Feedback - What's New

SOURCES

SCANS

REPORTS

DECISIONS

HELP



REFINE



PUBLISH



SURVEY



NETWORK



RESPOND



LEARN

Driving Forces

(1,000 of 448,350) [Learn more](#)

- Thanks to conventional farming practices, nearly half of the most productive soil has disappeared in the world in the last 150 years, threatening crop yields and contributing to nutrient pollution, dead zones and erosion. [»](#)
- The first hydrogen trains have been tested in Europe and regular services are scheduled to start from 2022 in Germany, and the world's first hydrogen fuel cell cruise ship should be completed by 2023. [»](#)
- If a vaccine is rolled out at the end of 2021, air travel would recover to 75% of pre-crisis levels in 2022 and to 90% of the typical consumption level in 2023. [»](#)
- There have been multilateral efforts to promote cooperation, including the World Health Organization's COVAX Facility, an initiative working toward rapid and fair access to vaccines across the globe with a goal of delivering 2 billion coronavirus doses by 2021's end. [»](#)
- Globally, the world should cut greenhouse gas emissions by about 40% - 50% by 2030 against 2010 levels, which works out to a 20% - 35% reduction from 1990 levels. [»](#)
- A new report established how northern India's energy systems, comprising the world's largest metropolitan area - Delhi-NCR - can be switched to 100% clean energy by 2050. [»](#)
- Barring a global catastrophe, it's likely that many of the world's roads will be mostly autonomous within the decade. [»](#)
- Between 400 million to 800 million jobs worldwide will be lost due to automation by 2030. [»](#)
- In the worst-case scenario, an irresponsible pioneer in quantum computing could break into the systems of governments, enterprises, or global organizations and wreak pure havoc. [»](#)



Keywords



Why us?

ARE YOU IN ONE OF THESE FORWARD-THINKING GROUPS?

PLANNERS	INNOVATORS
RISK MANAGERS	MARKETERS
CONSULTANTS	CHANGE AGENTS
RESEARCHERS	INVESTMENT MANAGERS
SECURITY ADVISORS	EDUCATORS
HR MANAGERS	GRANT PROPOSERS
TECHNOLOGY SCOUTS	EXECUTIVES OR BOARDS

IF SO, YOU CAN USE THE WORLD'S FIRST AI-DRIVEN, AUTHENTIC RESEARCH, INSTANT FORWARD INTELLIGENCE, SMART DATA DISCOVERY AND COLLABORATIVE, SYSTEMIC STRATEGIC THINKING TO INSTANTLY IDENTIFY EMERGING RISKS AND OPPORTUNITIES IN THE MARKET BEFORE THEY BECOME APPARENT AND TO PLAN YOUR FUTURE SUCCESS AND ACT IN TIME.

Benefits to you: Do far more with far less effort

You gain an increase in your bottom line, through increased innovation capabilities, fast threat identification and lower research costs making your organization more resilient and agile in the face of accelerating change.

Our self-service, digital consultancy platform helps you to define, gather, analyze, prioritize and distribute forward intelligence about products, customers, competitors, policies, strategies and your environment to support you in 'making better decisions today.' And, as it is evidence linked to the source, you can pause, savor, and get the full story as you require.

Our eclectic, interdisciplinary and curated research spans social, technological, economic, environmental, and political emerging change and makes the connections and challenges between each using systems thinking.

You receive instant, seamless, personalized, and condensed (Twitter style), hyper-relevant content, inductive and deductive scenarios, prognosis and predictions, a systematic suite of strategic decision-making tools, self-development, virtual collaboration, and team building capabilities.

What Makes Us Unique?

There are lots of organizations doing semantic and big data analysis, taxonomies, natural language processing that we use here and lots of people creating futures-oriented, horizon scanning content, and strategic foresight platforms but only Shaping Tomorrow does both in real-time and at ~10% of the cost of traditional consultancies. We work to achieve lean compliant and zero-defect processes.

Shaping Tomorrow is close to becoming the equivalent of the front desk research librarian for foresight materials but is also rapidly becoming a cyborg (human/AI) blended service. Our cognitive computing system includes data mining, natural language processing, pattern recognition and increasing machine self-learning to identify weak signals, emerging trends, uncertainties, and potential surprises. That leaves you with more effective and efficient data interpretation, idea development, and the application of context and history to the decision-making process.

Shaping Tomorrow is the expert and digital pioneer in helping organizations and individuals make better decisions today through our broad experience in practical, structured analytic techniques. We help put the future right at your fingertips, avoid failures of strategy formulation and to successfully anticipate and prepare for emerging change. We help move you and your organization towards predictive, scenario, and prognosis-based decision-making.

From day one we have worked with members and clients to develop an omniscient, erudite, systematic, and real-time strategic foresight, trends research, sentiment analysis, competitive and market intelligence system that is human-centric. It is designed to help organizations be agile, innovative, and resilient in the face of rapidly increasing uncertainty and surprise and to work for the good of all publics.

Our service advantages

Daily scanning of ~50,000+ future-orientated professional news and expert sources | Automatic extraction and pattern identification | Instant textual summaries and visualizations | Fast decision-making | Fully collaborative | Multi-lingual and Omni-channel | Intuitive interface | Educational | Actionable | Expert support | Perpetual, personal and enterprise-wide knowledge management | Mobile apps and a developer API | Affordable | Off-the-shelf | Frictionless | Nothing else quite like it 'out there*

* Ian Ivey, NEXT, New Zealand.

[More endorsements](#)

We assist you and our 20,000+ members including 7,000 organizations and partner users from 150+ countries to master systematic, predictive, real-time intelligence and trends gathering. We offer smart strategic thinking, forecasting, collaborative innovation, auto-generated scenarios and associated human-generated options analysis, risk & change management to make better decisions today. That means you can complete a project in hours compared to the weeks or months of more traditional approaches.

We engage in holistic strategic planning and synthesized future thinking, automated insights curation, political, economic, social and technological trends scouting and consumer research, future surveys, expert panels, technology scouting, road mapping, threat assessment, business development and knowledge management through public and private engagement on issues key to your future, today.

We have extensive knowledge of scanning, forecasting, strategic thinking and innovation and change management with over 100 years of combined experience in our senior research team. We have significant experience working with and advising international executives, government policy makers and NGOs. Our global research team has doctorate-level, academic and professional, strategic foresight qualifications, science and socioeconomic backgrounds and is used to working in multi-disciplinary teams with clients. And, we have a long history of implementing award-winning transformations of previously underperforming companies.

We offer clients, members, partners, and contributors over 100 robust thinking methods and systematic techniques for spotting and responding to emerging change ahead of competitors. We boast the largest, instantly searchable, unique Forecasts database backed by evidence from Insights combining breadth and depth of content coupled with our visible community of over ~4,000 international strategists, futurists, and change agents.



Services

IN TODAY'S TURBULENT BUSINESS ENVIRONMENT ORGANIZATIONS NEED STRATEGIC AGILITY, ONE-STEP-AHEAD COMPETITIVE ADVANTAGE, SYSTEMATIC INNOVATION, AND CONTINUOUS RISK MANAGEMENT SO THAT THEY ARE MORE RESILIENT TO EMERGING CHANGE THAN RIVALS.

Here is how our robot, Athena, can help you shape your tomorrows by 'making better decisions today' through rapid adoption of new ideas and better mitigation of threats using proven planning processes.

- Athena gathers unstructured text from the Internet, not just numbers, in the form of Insights (raw evidence of emerging change) and automatically extracts verbatim Forecasts from the Insights without human intervention. Over the past four years, Athena has gathered ~450,000 forecasts covering political, economic, social, and technological change from across the globe. She presents these instantly in the form of a fully searchable database and makes these available to our members, client and partner users and organizations.
- She concentrates on emerging trends, uncertainties, and potential surprises, not on past trends. Most reported trends today lag the market. Using them is much like driving your car through the rear-view mirror. Athena concentrates on the future and provides navigation on what the road ahead looks like. A trend is only a trend until it bends. Her job is to point out where the bends in the road will likely occur and to help spot new opportunities and mitigate emerging risks before they hurt you and your organization.

To get the best use of our service our clients generally take one or more of these approaches:

- They add their own sources to the existing ~50,000 sources added by our clients, futurists, and Athena.
- They publish private newsletters, reports, audio files and PowerPoint presentations' on emerging change to regularly distribute to their stakeholders.
- They set up private Challenges on interest topics key to them and have Athena create automatic weekly reports. Some clients assign individual topics to their team and ask them to attend a 30-minute weekly meeting to talk about what they learned each week. With ten people in the conversation, this takes just twenty minutes. The remaining ten minutes is spent identifying new patterns, trends, and uncertainties that everyone is just noticing, and an action plan developed to spread the word to other parts of their organization.
- They set up virtual or face-to-face facilitated workshops to determine their strategic response to the forecasts using the systems comprehensive suite of best practice foresight, strategy, and change management tools. This takes less than one day in a collaborative session whereas traditional exercises take weeks and months and cost large amounts of money. Athena makes no decisions but can offer potential solutions she has gleaned from the Internet.
- They conduct regular stakeholder surveys using best practice future questions to discover how the future might be different and work the responses into their strategic thinking.
- They conduct forward business and competitive intelligence exercises using Athena's forecasts and strategic foresight methods.
- They act as a fast think tank and internal consultancy, providing futures research to any member of their organization that requires it and working with their associates to determine their strategic response.
- They insist that every proposed change contain a view of the future and an explanation of how the proposal will mitigate forward risks and make full use of emerging opportunities.

The most successful clients make foresight part of their vision and culture, practice, measure and communicate their progress continuously and encourage their stakeholders to be part of determining their destiny. In that regard, Athena is a digital coach, personal assistant, and online educator through her chat and voice bot capabilities. People with little knowledge of strategic foresight can learn how to become a forward thinker without the need to first achieve an advanced degree over several years.

Athena is multi-lingual, and whereas you tire, make mistakes, and only recognize what interests you, she does not. She might miss or misinterpret as you do, but with far less frequency and she will take uncomfortable truths and alternative ideas in her stride. Her developers continue to work to remove any residual bias she may have through their programming.

We offer these services to clients, individual members, and partners in both public and secure private modes.



About us

WE ARE WORKING TO PUT THE FUTURE IN THE HANDS OF EVERY PERSON WHO NEEDS IT. SINCE 2002 WE HAVE HELPED OUR MEMBERS AND CLIENTS 'ANTICIPATE AND PREPARE FOR TOMORROW BY MAKING BETTER DECISIONS TODAY'. WE WANT TO HELP YOU TOO.

Our members and clients come from diverse backgrounds in:

STRATEGY	PLANNING	R&D
PRODUCT MANAGEMENT	S&T	COMMUNITY DEVELOPMENT
FORESIGHT	CHANGE MANAGEMENT	CONSULTING
IT	EDUCATION	RISK MANAGEMENT
DESIGN	POLICY MAKING	INTELLIGENCE

bringing fresh perspectives to old and new issues. They work predominantly in small and medium-sized organizations and corporations as well as for governments, academic institutions, and not-for-profits.

Our members and clients are mostly professionals, with above average intelligence. They are usually highly educated and seek to constantly learn more in pursuit of their work and interests. Reading and thinking is a significant part of their work and they tend to be information sponges, systems thinkers, and good communicators. In pursuit of their objectives, they tend to use technology to research and learn.

What we do

We provide extraordinary breadth and depth of global insights into the future and fresh forecasts and ideas covering all aspects of economics, the environment, healthcare, industries, lifestyles, organization, politics, society and technology and, illuminate the potential implications for organizations through combining:

- unique, specialist services & high-level human expertise
- a holistic, crowd-sourced systems approach

- multi-sectorial, multi-national and multi-dimensional inquiry
- international, national, and local situation analyses
- a concentration on big content versus big data believing that less is more!
- the increasing use of visualization, heuristics, machine-learning, and algorithms to spot significant emerging signals of change



Our clients

Our national, regional, and global clients cover many markets. Our top client interests are in Agriculture, Business Support & Logistics, Consultancy, Chemicals, Defense, Education, Energy, Engineering, Food & Drink, Financial Services, Government, Health, Manufacturing, Not-for-profits, Pharmaceuticals, Professional associations, Retail, Science & Technology, Telecommunications, Transport, Travel & Tourism

Proof points

We have recently helped our clients by:

- Fully researching the future of regulations and presenting our findings to gain agreement among senior policy makers to transform a 100+ years old North American regulatory process that was no longer fit for future purpose
- Writing a deep dive research brief and altering the thinking of engineers and experts about the future of aircraft manufacture in South America
- Developing a multi-approach response to new competitive threats using scenarios and options analysis for a mining and manufacturing company in Europe
- Auditing and facilitating the creation of a fresh vision, values, strategies, and change programs for a major Bank in the Middle East

- Continuously scanning the horizon and briefing the clients on the future of animal health and health in Asia and North America
- Determining policy on synthetic biology through a three-day, full evaluation of the emerging issues at a governmental workshop in Australasia

and many more.



What they say

"You have created a unique and very impressive scanning and foresight platform"

James Mason, AllState Insurance United States

"The Shaping Tomorrow workshop was incredibly valuable in demonstrating the potential use of the integrated foresight, strategy and change tools - I am impressed with how widely the tools can be applied to our daily work and how the systematic approach ensures that we cover off areas we perhaps wouldn't think of including in our analysis. I really like its systematic approach and the fact that it can be used in diverse areas such as policy formulation, forecasting, provision of advice to senior levels of government etc."

Raana Asgar - DAFF (Australia)

"Shaping Tomorrow provided the tools and expertise to quickly assimilate market information, identify key drivers and create multiple scenarios. We were able to identify many options to help steer the company and test our strategic plans."

Russell Trueman, Strategic Planning Manager - British Gypsum (United Kingdom)

"People keep saying that information is the fuel for the 21st century. But for knowledge workers like myself, clustered info is nothing but crude oil. What can really drive our society forward are the foresight extracted from big data. Shaping Tomorrow is my [foresight] refinery, who provides me with 97% gas whenever and wherever I want it!" Canadian Technology Client.

"I am finding very valuable information that I cannot get from other places. The site is extremely easy to use and very helpful as we project future trends .."

US Military Client.

We've [published] a few reports already, and as you promised, it is really quite amazing.

Global Food Client.



Our Values

We are the world's lowest cost provider of highly effective, strategic intelligence and ideas, backed up by a passion for service excellence, rapid delivery, and commitment to successful outcomes that help our clients exceed the expectations of their stakeholders. We endeavor to be kind, giving, caring, sharing and honest, think-tank always.

We are:

- **ASSOCIATIVE THINKERS:** joining or connecting ideas and facts from different experiences
- **COLLABORATORS:** bringing together people with a diversity of knowledge to solve problems
- **COMMUNICATORS:** explaining ideas and concepts effectively through multiple means including, writing, speaking, gestures, pictures, diagrams, and stories
- **KNOWLEDGEABLE:** possessing expertise that is both broad and deep and skilled in independent learning
- **PERSISTENT:** continuing to be a perpetual start-up and pioneer of new ways to deliver strategic foresight and change management for the benefit of all
- **FOXES:** we are predominantly [fox-like, rather than hedgehogs](#), in our thinking, suspicious of a commitment to any one way of seeing an issue, and preferring loose foresight that is nonetheless calibrated by evidence gathered from many different perspectives.

We pride ourselves in caring for all our members, clients, partners, and suppliers, always engage in open and honest dialog and act responsibly and practically.

Ownership of solving problems begins and ends with our clients and not with us. Clients proactively solve problems with our guidance rather than just reactively addressing symptoms and learning is passed from our facilitators

to participants in repeatable forms. Clients determine the positive and negative future implications of their solutions and modify their decisions to be sustainable in the medium to long-term thus reducing future waste, cost and time and extending income opportunities and brand reputation.



Contact us

Feel free to contact us at any time. We value your ideas, comments, encouragement, and criticisms. And, if we are not satisfying your needs, we encourage you to complain. Ask us for a free, 30-minute telephone demo too.

Contact options

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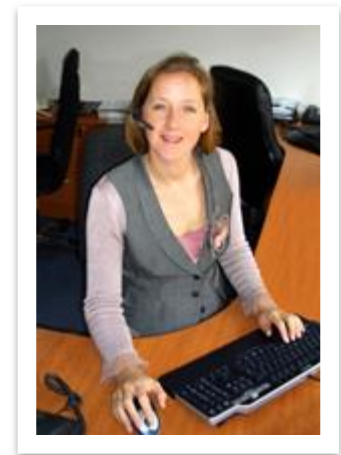
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