



STRATEGIC FORESIGHT AND INNOVATION
The Push Institute | Cecily Sommers, Founder & President

INVENTING THE FUTURE: How to Build a Brand-Specific, Future-Focused Innovation Portfolio

Cecily Sommers has created and led custom innovation programs for groups as varied as Accenture, American Express, General Mills, Maxwell House, Starwood Hotels, Target, universities and music schools, electric co-ops and Silicon Valley start-ups to name a few, as well as countless public seminars.

At once inspiring and practical, Cecily's future-directed programs bring the power of strategic foresight to strategy and innovation. With new tools and models developed for a new world, you'll discover fresh answers to ageless questions, "What's shaping tomorrow's markets?" and "Which opportunities give us the most advantage?"

Delivered in 3 hours, 3 days, 3 months, or 1 year, Cecily's programs explore intersecting potentials—yours and those in the future— to find not only the Big Idea, but the *Right Idea* to keep you in tomorrow's game. Finally, an Innovation Portfolio and Road Map to the Future connect long-term projects to current realities, ensuring R³.O.I. (resilience, relevance, and revenue) over time.

WHAT WE DO:

What future can you bank on? We understand that predicting the future is a fool's game, but also that understanding and anticipating change is required practice for any organization wanting to play smart. Regardless of industry, the pressure on companies to move and produce at warp speed is intense. What's more, as planning horizons keep marching closer, the rate of change keeps accelerating. Holding onto advantage in such an environment is a slippery proposition at best, yet all the more critical to success. Cecily's programs are designed to meet these challenges, and offer a practical approach to connecting near-term realities with long-term objectives.

All programs are tailored to the needs, culture and objectives of each group. Services include:

Future Impact I: Cultivate Change Literacy. We work together with your team to understand what's changing and why. Your team will be taken on a guided tour of:

- 4: The four forces of change
- 3: The three laws of change
- 2: The two phases of strategy
- 1: The one act of leadership

Future Impact II: Innovation Workshop. “Inventing the future” is about how to build a brand-specific, future-focused innovation portfolio; it’s about filling the pipeline and creating ideas that link and fulfill a strategic vision.

Step I: Review dominant global trends in resources, technology, demographics, policy, and markets and their implications for your business.

Step II: Workshop to generate and expand idea, the outcome of which is a Maximum Value Scenario.

Step III: Innovation Strategy. We comb Best Ideas for proprietary advantage, and propose an innovation strategy to select and focus projects

Step IV: Fill the pipeline. We help you measure resources and goals for each short, mid, and long-term, in time, money, leadership, partners as well as deliverables, timeline and accountabilities.

Step V: Go! (ongoing consulting/advisory role)

Future Impact III: The 5% Future Internal Innovation Program.

Success = 5% vision + 95% sweat.

This formula assumes that 95-98% of your time, talent, and money must to be spent on producing results every day. But what does it take to manage the other 5% not just once per year, but *throughout* the year?

Unfortunately, too many organizations have neglected to dedicate the time and resources to manage the future with the same rigor that they manage day-to-day, quarter-to-quarter activities. This is where the 5% Future program comes in.

Components of the 5% Future Internal Innovation Program

- A mechanism for collecting and sorting ideas from employees across division.
- A group of Innovation Agents who are trained in futures thinking and methodology who meet on a regular basis to
 - Evaluate ideas
 - Identify whether there are relevant initiatives in the organization already in existence
 - Solicit sponsorship
 - Promote cross-functional collaboration
 - Help develop business plan for promising ideas and pitch a venture board

Benefits:

- Develop a pipeline of short-term and long-term ideas
- Organizational training that ensures corporate survival (To allow personnel to step out of the crush of daily demands to create relevance and revenue for the future)

This structured system allows the freedom to ideate with the framework of a massive global organization, and determine best fits for a quarter-by-quarter world. Participants understand not only how change shapes markets and society, but how to manage long-term thinking and innovation in an environment that demands delivery today.

The 5% Future Innovation Program is a powerful hedge against unanticipated risk and, more importantly, a focused investment in keeping strategic interests and opportunities refreshed and relevant.

ASSORTED PROGRAMS

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The following modules can be deployed either as one-off workshops or included in the design of a custom program.

DEEP DIVES

This is a true briefing. Deep Dives include an overview of the forces most likely to impact your business, with a 360 look at how change happens and its impact on your interests and investments. A Deep Dive session ultimately gives direction for the strategic challenges ahead, and locates basic brand and organizational commitments in a changing landscape.

STRATEGIC PLANNING

Step away from the SWOT analysis! Too often what passes for strategic planning is simply a linear projection of current conditions, filtered through the myopic lens of industry best practices. To be truly strategic, foresight must be employed for a farther, wider look at emerging trends and their implications.

Establishing a map that answers “Where are you going?” is the first order of business in strategic planning. Next, research into the forces shaping the competitive landscape is incorporated, revealing the opportunities and threats that lie ahead. Strategic conversations, focused ideation and decisions conclude the strategic planning process, from which a final Roadmap to the Future is produced. This session refreshes purpose, vision, and the BIG plan, then chunks it down to resources, actions, benchmarks and next-steps 6-months, 1-year, 2-years, 5-years, 10, 20... depending on how big, how long the horizon considered. The result is a Roadmap to the Future that serves the decision-making process at all levels of the organization.

THE LAUNCH PAD

An innovation lab The Launch Pad projects brand story into the future to invent new solutions for that market, opportunity, segment, need. Highly effective in both incremental improvement/trend-shaping of current products as well as targeting break-out offerings. The Launch Pad is offered in a variety of formats, from one-day workshop to project design and development.

FIRST MOVE ANALYSIS

Sometimes you need to get “unstuck” or clear through the crush of demands to see what’s most important now. Includes “But... Busters,” useful for a team that needs to increase alignment and efficiency on a project. Emphasis on execution phase of an initiative: Priorities, Projects and a clear Plan to meet objective.

“BUT...” BUSTERS

Whether clothed in justification, indecision, resentment, excuse, complaint, road blocks, blame, fear or tentativeness, a big “But...” can always be found at the bottom of circular conversations (how many meetings have been devoted to that questions/project/agenda?!) and stalled progress. No matter the shape or size, these “But...” s limit committed action, sometimes in very costly ways.

“But...” Busters rescues resolution and accomplishment from the torture of long kept holding patterns in groups and individuals. This fun—and essential —program gets people off their big “But...”s by 1) laying bear the concerns that are holding them back, and 2) training for negotiating your way past a “But...” every time one butts in. Cecily’s “But...”Busters is Ground Zero for leadership development and team building programs.

BRAND THEATER WORKSHOP

If you’re among those who cringe or groan at the idea of another branding workshop, never fear, BTW is unlike anything you’ve experienced in this arena. To be sure, you won’t find a re-hash of values, character and attributes exercises, market segmentation or personality profiling. Instead, Brand Theater Workshop brings definition to the deepest language of meaning: archetype, metaphor, symbol, beliefs and point of view, the sum of which are your unique and uncontestable territory. This universal language of human meaning and identity transcends trends, technologies and market shifts, and is the key to future-proofing your brand.

Brand Theater Workshop equips you with essential material for: brand experience, positioning, design, advertising, communication, marketing initiatives, product development and innovation strategies.

FUTURE IMMERSION LAB

The Cadillac of innovation programs, the Future Immersion Lab allows groups to invent the future from the future. Leading with a defined objective and time horizon the program starts with a thorough portfolio analysis, forecast of category potentials, a change-driver roadmap, followed by scenario selection and development. And that’s just the beginning! Once the future is framed in this way, market movement and customer values are then projected into the picture, further focusing innovation potentials for the organization.

Through field trips, expert panels, workshops, technology and arts, selected futures are brought to life for an experiential study of the future, and the opportunities that lay there. Ultimately, products, services and experiences that best connect organization (mission, territory, competency) with customer and future are selected for development, accompanied by a plan for their fulfillment.

EXPERT PANELS & BRAIN TRUSTS

Input from experts outside your field, discipline, industry is a treasured - and underused - resource. Expert panels are vital to the innovation process, yet it is also wise to develop brain trusts that serve as advisors on policy, strategy, partnership and creative opportunities. Accessing the personal relationships she has with the Push Institute's impressive network of influential thought leaders, Cecily can shape a team of top-ranking experts - economists, anthropologists, scientists, artists, policy experts, diplomats, teens, technology gurus, media mavericks, architects, designers, social entrepreneurs - that are specific to your needs.

EVENT PROGRAMMING

Events are the single most effective way to communicate with a group and build community. This is especially true when elements of delight and discovery are incorporated. As the creator of PUSH, one of the most respected executive conferences in the country, Cecily understands how to engineer an experience that inspires people and brings the message home. From large conferences to focused workshops and training, Cecily can help you design programs to facilitate, deepen and/or broadcast your plan for the future.

Cecily is available for keynote presentations as well as design of industry events, internal meetings, workshops, training and Fieldtrips to the Future. Please contact [Tom Nielsen](#), of BrightSight Group for more information.