



## Futures Planning and Analysis

History is littered with the corpses of organisations that failed to identify key trends or to think systematically about the future.

New futures tools show organisations how to become better at identifying trends, risks and opportunities, and avoid what psychologists are now calling “present-ism” (not being able to see beyond today). Futures Planning and Analysis services are designed to provide a more robust understanding of the different future scenarios that may confront your organisation – and, then, put in train efforts to take advantage of the opportunities and reduce the risks.

From predictive approaches, based on forecasting methods and expert input, through to exploratory approaches that seek to ‘open up’ the future, Futureye can refresh and deepen your strategic planning and policy-making processes.

### Our services

- **Futures workshops**  
Creatively explore how your context has changed and could shift

- **Environmental scanning** – Scanning for trends and indicators of change; assessing their potential impacts
- **Strategic scenario planning** – Identifying futures that could transform your organisation or test adaptive capacity
- **Assumption surfacing and testing** – Assess if your plans and forecasts are built on solid foundations
- **Emerging issues identification and analysis** – Identify new possibilities and anticipate potential discontinuities
- **Wildcard identification and response guidelines** – Proactively identify ‘high-impact, low-probability’ future events (“wildcards”) and assess vulnerability
- **Delphi surveys** – Gather and synthesise expert views on a key issue or likely future developments.



**Futureye**  
Real solutions to real dilemmas

# BHP Billiton Case Study

## Robust scenarios for proactive climate change strategy development

### The brief

BHP Billiton (BHPB), in developing a whole-of-company long-term climate change strategy, required a set of robust scenarios that would broaden staff perceptions of the issue and, thus, effectively frame a two-day climate change strategy workshop themed “Managing risks and seizing opportunities in a carbon constrained world.” An accelerated process was required to deliver these scenarios within a much shorter timeframe than is typical for robust scenario development.

### The solution

Futureye worked with BHPB’s global practice leader on climate change to develop background and presentation materials for the workshop. These communicated the key trends and uncertainties that ‘interact’ to create four 2030 scenarios. In order to deliver this in the short time-frame, Futureye truncated its scenario development process into a customer-curtailed five-step process and assembled an expert project team consisting of leading Australian experts with up-to-date knowledge of minerals economics, climate change, climate change law, emissions trading markets, and social license issues.

During this process, Futureye developed and implemented a unique methodological innovation that integrated stakeholder and actor analysis and scenario development in one accelerated process. With a focal scenario question emphasising the societal response to climate change impacts and future risks, it was particularly relevant to utilise this approach. Major current and emerging stakeholder and actor perspectives on climate change were identified via assessment of literature and media. These informed the scenario team’s understanding of the current global context and key pathways to different plausible 2030 scenarios. Perspective triggers, potential perspective shifts and associated outcomes were identified and integrated into the scenario narratives and snapshots of 2030.

### The result

BHPB had a set of provocative, equally plausible, 2030 scenarios with which to stimulate more strategic thinking about the significant financial and regulatory implications for climate change. As a result, workshop participants increased their understanding of climate change, its potential business impacts and were able to better identify risks and opportunities facing BHPB. The insights from this process will help to create a whole-of-company long-term climate change strategy.

“The scenario planning exercise stretched our thinking and provided new insights into the interrelationships of climate change, energy security and carbon pricing. An exceptional result, 5/5.”

**Edwin Mongan**  
Global Practice Leader – Climate Change BHP Billiton

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