



PDF DOWNLOAD
**FULL DAY INDUSTRY
WORKSHOP**

C&A Foundation



ual: london college
of fashion



INTRODUCTION

This agenda is an example of a workshop to utilise the scenarios to engage teams in considering how the future might impact on the business. In session 07 we have developed a modular approach so that teams can tailor the application of futures thinking to various parts of the business, whether to stress test the strategy, to deliver innovative product, service and business model ideas, or to understand how to engage customers differently in sustainability. The overall aim of all these sessions is to ensure colleagues are equipped with skills to consider the context for the business and therefore how the business might need to evolve. Many of the issues shaping the context are directly or indirectly related to sustainability challenges, however, the scenarios address these issues in a way that makes sustainability more accessible through framing it in the context of the future, making this an excellent tool for engaging non-sustainability specialists in topics of sustainability.

This toolkit requires at least one facilitator to guide the group through the process, we recommend working with an experienced external facilitator or an internal facilitator who can take on this role for the whole day.

WHY FASHION FUTURES 2030?

We are part of the biggest change that humans have ever instigated. Our anthropocentric behaviour exemplifies ways of thinking and living that are unprecedented in their consequences to humanity. Fashion is a fundamental distinction of being human. As a social species, it identifies and connects us to our only source of prosperity. All fashion comes from nature, its resources and our labour are mediated by social, cultural and political relationships.

The time is now for radical change-making in those relationships. We need to draw on human ingenuity to create ways in which we can live well together, in nature. We have great capacity for creativity, yet our vision is often blinkered by habits and accepted practices which are devastatingly destructive. Whilst we have found a number of ways to make fashion more efficient in resource terms, these savings are, at best, a short term drop of lubricant in a system that is seizing up. The critical questions that we need to consider through imagining, conceiving and making connect fashion's ecological, social, economic and cultural elements. Fashion Futures 2030 draws on practical experimentation, action research and extensive experience. We invite you to join us in this process, so that together, we can transform the fashion system to one that can help to sustain us all.

OBJECTIVES

- Your organisation better understands the scenarios and how to apply long term thinking inside the business
 - Identify areas of the business that need to respond to climate change and other sustainability challenges
 - Identify and prioritise business-specific risks and opportunities stemming from these challenges
 - Develop strategic responses to highest priority risks and opportunities
 - Understand how you can act to develop these responses in your role as an individual
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PRE-READ

- Workshop description; scenario summaries (essential)
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MATERIALS

- Persona worksheets
- “Introduction to Futures” PPT
- Postcards from the future
- FF2030 Scenario videos
- Flip charts
- Post-it notes
- White tac
- Printed copies of scenarios

TIME	ACTIVITY	OUTCOME	MATERIALS
Pre workshop	WORKSHOP SETUP <ul style="list-style-type: none"> Room to be set up with tables and chairs for participants Screen needed to show films and Powerpoint (PPT) presentation <p>Optional – could set pre-read of the scenarios and send in advance workshop description</p>		See list above
25 mins ED00	00: WELCOME AND CONTEXT SETTING <p>Activity: Presentation</p> <p>Description:</p> <ul style="list-style-type: none"> Welcome and objectives, agenda Context – state of the world today, issues including climate change. The need for radical change-making so that we can transform the fashion system Introduce futures: what are scenarios and why are they useful Introduce Fashion Futures 2030 including a brief summary of the four scenarios and play videos 	<p>Understand where we aim to get to. And what we'll be doing</p> <p>A sense of purpose, urgency and agency.</p>	<p>“Introduction to Futures” Powerpoint presentation</p> <p>FF2030 Scenario videos</p>
20 mins ED01	01: SCENARIO WARM-UP EXERCISE <p>Activity: Group work</p> <p>Description: Introduce scenario process: Each participant will work with one scenario; we will cover all the scenarios amongst 4 groups.</p> <p>Divide into four pre-allocated groups:</p> <ul style="list-style-type: none"> Distribute copies of scenarios (1 per person) Read through the one scenario the group is working with for the rest of the day individually and discuss initial thoughts and reactions to the scenario as a group 	<p>People get a sense of the scenario they're working with for the rest of the workshop</p>	<p>Printed scenarios</p>

TIME	ACTIVITY	OUTCOME	MATERIALS
30 min ED04	<p>02: A DAY IN THE LIFE OF... IN MY 2030 SCENARIO</p> <p>Activity: Select a “character” from the persona cards and explore what their day will look like in the 2030 scenario that group is working with.</p> <p>Description: Participants are asked to follow the prompts below and imagine this person’s life in the scenario they’re working with in 2030. Record thoughts on flip chart.</p> <ul style="list-style-type: none"> • In your 2030 scenario... • How do you travel to work/university/daily errands? • What personal and work limitations might you have? • What kinds of technology might you be interacting with? • What are your daily challenges? • What are your fashion habits and preferences? (care for clothes/keep clothes for how long) • What kinds of organisations are thriving in this scenario? • Where do you spend your money? • Who are the winners and the losers? • What is important to you in your scenario? 	<p>People understand how to relate to the scenarios on a more personal level</p>	<p>Persona cards</p> <p>Flip chart</p>
60 mins ED06	<p>03: FUTURES THINKING EXPLORATION: CHALLENGES, RISKS AND OPPORTUNITIES</p> <p>Activity: Deeper exploration of scenarios and identification of Risks and Opportunities for the industry</p> <p>Description:</p> <ul style="list-style-type: none"> • Introduce session • Groups still constituted based on scenarios • Participants are asked to use post-it notes to brainstorm: <ol style="list-style-type: none"> 1. Discuss the operating context thinking about the following questions: <ul style="list-style-type: none"> • Who are your primary customers, and what do they care about? • Who are you competing with? • What are investors concerned about? 	<p>Understand the impact of the scenario on the industry/ operating context</p> <p>Identify challenges and opportunities in each scenario</p>	<p>Each group’s scenario</p> <p>Previous session work to hand to be used as a basis for exercise.</p> <p>Post it notes</p>

TIME	ACTIVITY	OUTCOME	MATERIALS
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- How does your value proposition need to change for the business to achieve success?
 - What capabilities will you need to be successful? What systems?
2. Identify risks and opportunities across the value chain: R&D, design, raw material production and sourcing, processing, manufacturing, logistics and transport, marketing, sales and distribution

(Take ten-minute comfort break as needed during breakout session)

25 mins

04: RISK AND OPPORTUNITIES PRIORITISATION ACTIVITY: GROUP WORK

Description: Continuing in groups taking the same scenario:

1. Review the risks and opportunities already identified in the scenario the group has worked with all day Flag any additions the group considers are important following the plenary presentation
2. What risks or opportunities are likely to be most critical to your organisations ability to thrive in this scenario? Identify the most critical, and using the prioritisation criteria below, prioritise the top 5 risks/opportunities in the scenario to work with further

Criteria:

- What risks or opportunities are likely to have the highest potential impact on your organisations financial viability in this scenario?
- What risks or opportunities present the greatest potential impact for sustainability (either positive or negative) in this scenario?

3. Write descriptions of the risks and opportunities on coloured post-its (one per post it; there will be a different colour for each scenario).

Risks and opportunities from the morning are validated and critical additions made.

A few potentially most impactful risks and opportunities are identified; these will be developed in the following session.

Post it notes

TIME	ACTIVITY	OUTCOME	MATERIALS
20 mins	<p>05: PLENARY PRIORITISATION</p> <p>Activity: Facilitated plenary prioritisation of all risks and opportunities</p> <p>Description:</p> <ol style="list-style-type: none"> 1. Facilitator asks groups to feed back in plenary and put post its on a flip chart assessing the two criteria above drawn as an x and y axis. As teams explain their risks and opportunities the facilitator clusters similar ones 2. The facilitator summarises the top five risks and opportunities across all scenarios and checks that the plenary is happy to carry those five forward to work with in the afternoon 	We have an overview of the prioritised risks and opportunities across the scenarios, and aligned validation where possible.	White board or Flip chart for prioritisation
LUNCH BREAK			
5 mins	<p>06: ORIENTATION OF PARTICIPANTS TO AFTERNOON SESSION</p> <p>Activity: Brief reminder of what we've accomplished in the morning sessions, summary of objectives and reminder on agenda for the afternoon</p>	Participants are clear on the plan for the afternoon	
<p>At this point you will want to consider your organisational needs and plan to do one of the three exercises labelled "07" depending on whether you'd like to focus on corporate strategic responses, innovation in product, service, and business model design, or communication with consumers. This session will give you a starting point for further exploration of these responses</p>			
90 mins	<p>07 STRATEGY: DEVELOPING RESPONSES TO TOP RISKS AND OPPORTUNITIES</p> <p>Activity: Group work</p> <p>Description:</p> <p>Stepping out of the scenarios, in the same groups, develop strategic responses to the 5 risks and opportunities prioritised in sessions 05:</p> <ul style="list-style-type: none"> • Consider your current strategy and discuss how it would need to evolve based on the 5 risks and opportunities 	Each scenario group has outline ideas for long term strategies that would make your organisation more resilient in the scenario.	Post it notes Flip chart

TIME	ACTIVITY	OUTCOME	MATERIALS
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- Discuss and define a 2030 strategic goal in light of the risks and opportunities
- Then, discuss and record key milestones over the coming years needed to reach that 2030 goal – create a timeline of key milestones on the flip chart
- Finally, discuss and record on post its what the next year or two response would need to include, consider what activities, resources, etc. would be needed

90 mins

07 INNOVATION: DEVELOPING RESPONSES TO TOP RISKS AND OPPORTUNITIES

Activity: Group work

Description:

Stepping out of the scenarios, in the same groups, select one of the top 5 risks and opportunities prioritised in session develop initial ideas for responses to the 5 risks and opportunities prioritised in sessions 05:

- Following the selection of one risk or opportunity, develop a “how might we..” question that will help you address that risk/ opportunity.
- Then use this “how might we” question to do a quickfire brainstorm around how you might address the question, ideate new concepts for products/services/business models that could be successful in addressing the initial risk or opportunity.
- Finally, select one of these brainstormed ideas and consider more detail regarding it. Eg. who the customer would be, what raw materials you might use, if you’re going to employ a totally new channel to market, etc.

Record each step using post its and flip chart

Each scenario group has outline ideas for long term strategies that would make your organisation more resilient in the scenario.

Post it notes

Flip chart

TIME	ACTIVITY	OUTCOME	MATERIALS
90 mins	<p>07 COMMUNICATIONS: DEVELOPING RESPONSES TO TOP RISKS AND OPPORTUNITIES</p> <p>Activity: Group work</p> <p>Description: Stepping out of the scenarios, in the same groups, develop strategic responses to the 5 risks and opportunities prioritised in sessions 07:</p> <ul style="list-style-type: none"> • Consider who your future consumer is likely to be? Are they your current customer? How might they access and share news and inspiration on fashion or your brand? • How might you communicate with your future consumers about sustainability in light of the scenarios? What issues might they care about? How much do they know about the big challenges ahead and what your business is doing to address them? • What interesting ways to communicate or methods for communications (eg. virtual reality, storytelling) might you want to weave into marketing and communications? What might be the role of journalists and media in your scenario? • Select one risk or opportunity. Then consider in more detail ways in which you might communicate your brand's responsible practices in a progressive and authentic manner around this issue. Consider how you might manage media and direct dialogue with your consumers. <p>Write descriptions of the responses on coloured post-its</p>	Each scenario group has outline ideas for long term strategies that would make your organisation more resilient in the scenario.	Post it notes

At this point resume activities 08-10 following each of the options in "07"

TIME	ACTIVITY	OUTCOME	MATERIALS
20 mins	<p>08: REFLECTING ON IDEAS IN SECTION 07</p> <p>Activity: Group work</p> <p>Description: In your scenario groups discuss the following questions (write responses on post it notes):</p> <ul style="list-style-type: none"> • How different are these responses to your current strategy/product offering/communications strategy? • How could these responses be incorporated into your organisation? • What next steps would you have to take to implement them? 	Groups can take away some practical, tangible ideas on how to use these responses	Post it notes
20 mins	<p>09: ROUND UP AND CLOSING COMMENTS</p> <p>Activity: Plenary feedback</p> <p>Description:</p> <ul style="list-style-type: none"> • Groups share their top two responses to the group in plenary • Participants ask questions and contribute to group's feedback • Facilitator summarises main strategic responses and recommendations • Facilitator thanks participants and explains next steps and gathers all responses to session 09, even those that have not been shared in plenary 	The group is clear about the main strategic recommendations emerging from this process, and how it will feed into the board.	
10 mins ED10	<p>10: POSTCARD FROM THE FUTURE</p> <p>Activity: Individual task – ask participants to write themselves a postcard from their future scenario back to their current self.</p> <p>Description: Each participant writes a postcard from their 2030 scenario to themselves here now, to say:</p> <ul style="list-style-type: none"> • What they are doing • What it is like where they are • Commitment: What they would most like their 2019 selves to do in order to enable them to live well in 2030 • Change: list one or two realistic actions that you can carry forward into your work today. 	<p>Link futures scenarios to own day to day role.</p> <p>Use futures scenario methodology to develop personal commitments that articulate actions that respond today to problems of tomorrow, and that contribute to a vision of a preferred sustainable future.</p>	Postcards to fill out.