An introduction to Skopegy

Strategy in the 21st century

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AUTHOR

Vincent Lassalle
Demos Helsinki Team Lead, Expanding Agency

ABOUT DEMOS HELSINKI

Demos Helsinki is a globally operating, independent think tank. We conduct research, offer a range of consultancy services, including capacity–building and training, and host a global alliance of social imagination called Untitled. Since day one, our community has been built on the idea that change can only happen together. That is why we carry out direct engagements and research projects with hundreds of partners around the world. We are fully independent, without any political affiliations and predominantly project–funded.

CONTRIBUTORS

Sara Dangelo, Matt Mitchell, Otso Sillanaukee, Angeliki Vourdaki

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FOREWORD

Corporations and administrations are looking for ways to stay viable while pursuing essential transformations. This comes as an honest reflection by some on the geographic and social wealth concentration of recent decades, especially as enabled by new technologies, the effects and outlook of the climate crisis, and the global changes in work patterns brought about by the Covid-19 pandemic.

The increasingly unpredictable and non-linear context of today's business landscape demands new tools and new thinking. This publication articulates an alternative approach to organisational strategy, which we call *Skopegy* (from the Greek *skope*, for purpose). We have built this through 17 years of providing practical strategic support across organisations and cultures. Skopegy gives decision-makers and practitioners a concrete set of tools to navigate and thrive amidst the 21st century's systemic challenges and guide their organisations in a time of unprecedented uncertainty.

We share *Skopegy* **as an approach, process, and toolkit that creates new paths to organisational viability, while optimising for societal purpose**. Skopegy fosters purposeful, long-term societal thinking, while maintaining financially viable operations through our increasingly unpredictable times and, hopefully, beyond.

Vincent Lassalle
Demos Helsinki Team Lead, Expanding Agency

IN SHORT

Traditional strategy is based on a linear and sequential process utilising external trends analysis to forecast possible futures influencing decisions today.
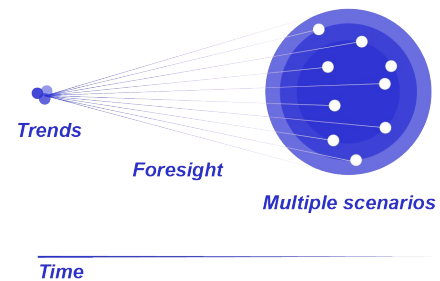

Figure 1. Traditional Strategy

Skopegy fosters purposeful, long-term societal thinking, while maintaining practical piloting of financially-viable operations through unpredictable times.
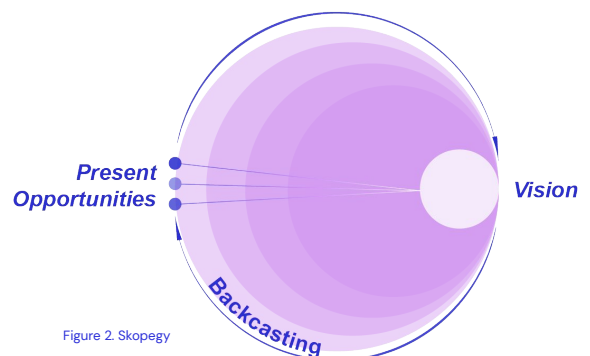

Figure 2. Skopegy

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INTRODUCTION

Strategy is broken.

We are in midst of a planetary crisis whose ecological and social manifestations are altering long-held faith in the predictability of markets. Change is not linear, and neither is the association of economic growth with business health.

The beliefs and tools that maximise profit were not built to handle the complex, societal and long-term issues facing decision-makers today. There are currently no available mature markets for fighting climate change, rethinking work, multi-decade infrastructure choices, the civilisational implications of A.I., the role of the for-profit corporations in society at large, and so many more.

In its 17 years of practice, Demos Helsinki has collected, crafted and applied a unique set of tools that enable organisations to create and implement long-term actionable and societal visions, with clear short-term milestones and successes. We have used the method described in this publication with:

- **large multinationals** in automotives and transport, network infrastructure, logistics, retail, healthace, and more,
- **global NGOs,** like the International Federation of the Red Cross, and
- **national government administrations** on 4 continents.

Our goals have been to bridge the gap between societal and financial value creation, by giving the agency and means to organisations to do both simultaneously. We have synthesised our approach and named it *Skopegy,* from the Greek word for purpose (skopós).

In this publication, oriented towards practitioners, executives and anyone interested in organisational strategy, we lay out the approach, concrete steps, and a set of tools that enable companies to take hold of their future in times of unpredictability. We believe companies do not only have to adapt to market forces, but they can contribute meaningfully to 21st-century societal transformation.

1. THE LIMITATIONS OF OUR CURRENT STRATEGY TOOLBOX

Organisational strategy is a dynamic field with many brilliant and insightful contributions over the decades. However, at its core it is largely a reactive practice. As its military etymology suggests, a General surveys the battlefield and devises her plan of attack (or defence), taking advantage of the terrain, the enemy's weaknesses and the possible support of allies. Likewise, the organisational strategist's job is to understand the changes in economic and societal arenas to help her organisation adapt while maintaining its relevance.

For this reason, most developments in the field of strategy have been directed to better understanding the evermore complex terrain in which organisations find themselves. Investments in 'big data', constitute a good illustration of this race to improve their abilities in predicting the future. Though we do not dispute the value of such efforts, we challenge the reactive approach overall, and believe it is ill-equipped to create a viable business and future world.

Solving the challenges of the 21st century will require more than adaptation or the development of better crystal balls. It will necessitate clear agency and re-envisioning how businesses can navigate and lead through escalating uncertainty.

TRADITIONAL STRATEGY

Though varied in its approaches and means, traditional strategy can be boiled down to the following three steps:

1. Using a myriad of tools, a current state of affairs is drawn up (organisational assets, benchmarking of similar entities, current weaknesses, etc.) and, more importantly, **trends** are analysed and described.

2. These trends are then projected into the future using **foresight** methodologies to describe possible future states.

3. Depending on the opportunities and risks associated to these **future states**, as well as their estimated probability of occurrence, decisions are taken today to ensure the relevance of the organisation moving forward.
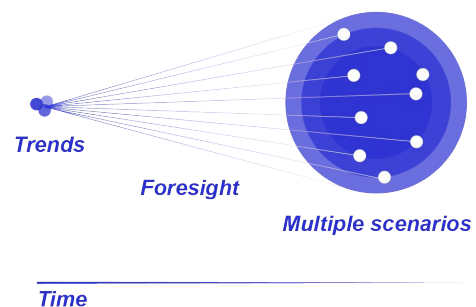

Trends

Foresight

Multiple scenarios

Time

Figure 1. Traditional Strategy

While acknowledging the demonstrable benefits of the traditional approach, we see two main issues with it, which drastically reduce the abilities of organisations to solve the current societal issues:

- Firstly, **the increasing complexity and unpredictability of the world means that the ability to project current trends into the future is increasingly limited.** Today, many organisations have to orient their strategy in real time. Covid-19, for example, forced businesses and governments to radically and immediately rethink their strategies, with the possible futures and their implications unknown. However, the issues these organisations face — such as climate change, the automation of work, or the renewal of infrastructure — cannot be solved in yearly increments. These systemic challenges require decade-long commitment.

- Second, **by focusing solely on external trends and current assets, the resulting transformation plan from such a strategic process pushes the organisation to change only under external constraint and over-focus on current structure**. Change is always hard, but even harder if it does not come from within. Furthermore, current value perception of assets reduces drastically the options open to an organisation for change.

SKOPEGY AS A NEW SET OF TOOLS

While Skopegy considers the trends and environmental analysis used in traditional strategy, it focuses on defining a **desired future state** first. To do that, it concerns itself with the organisation's culture, fears and aspirations. The decisions made by one organisation in a given field should not be the same as its competitor's, and not only because their assets differ, but because their core values do. Bringing these additional considerations into the strategic work – through a series of tools described in the next section – enables the organisation to create a desired future state or vision.

In traditional strategy, the further the time horizon, the less predictable or reliable plans will be. The opposite is the case with Skopegy. The more distant the time horizon chosen for the future state, the more time the organisation gives itself to achieve ambitious changes. This way, **Skopegy actually encourages long-term thinking**.

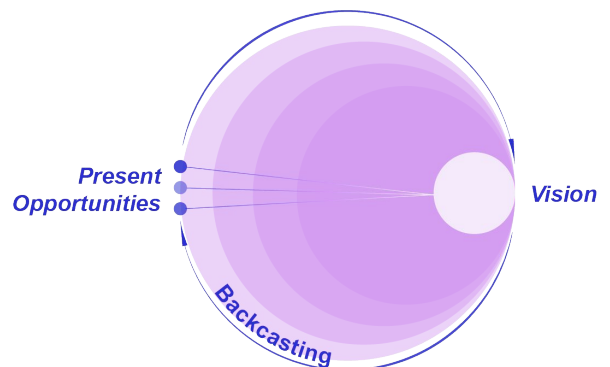*Present Opportunities*

Vision

Backcasting

Figure 2. Skopegy

Using **backcasting** (Figure 9), the organisation defines what needs to happen for this desired state to become a reality. Only then will it bring in its assets, strengths and weaknesses to question how it can influence these steps. Thus, the organisation **redefines its now greatly increased perimeter of action and the true long-term value of its resources**.

Unlike the multiple future states of traditional strategy, backcasting creates **multiple possible presents** to achieve its goals. To choose between these options, the organisation uses **experimentation**. Experiments are devised to **answer key unknowns that prevent decisions and actions**. For example, a company believes a certain new service is on the critical path to create its desired future state. However, depending on market pull, the company does not know if it should build the service in-house, guide a startup burgeoning in the field, or create a joint venture with another large organisation (three possible presents). The organisation can devise a way to evaluate *in vivo* the market's appetite for said service and take the decision in consequence.

This type of experimentation enables agency, and creates a positive feedback loop between the desired future state and society, anchored in reality. This in turn, increases organisational resilience and management of uncertainty, since external circumstances no longer define the strategy or purpose of the organisation but only the path to achieve it.

In the next section, we will describe the steps of a standard Skopegy process which illustrate the differences with current strategy approaches and help you, the reader, use Skopegy in your own work.

However, before doing this, some may not be convinced of the importance a simple change in methodology could have on the world. We will thus give a **currently unfolding real-life illustration**, which shows the tremendous influence our tools have on the world and future we create.

With the impacts of climate change becoming more apparent, financial markets around the world are putting pressure on corporations to publish explicit climate strategies. These strategies are then considered into the pricing of their stock. Applying their traditional strategy tools, companies are using foresight for this, which prioritises the more likely future scenarios.

Thus, companies are **creating mitigation strategies for their organisations to still be relevant in the more likely 2.5°C to 4°C scenarios**, not the more desirable but sadly unlikely 1.5°C change in temperature. With every company defining very clear 4°C strategies, it seems unlikely they will implement anything else. How can companies approach the more desirable but less likely 1.5°C scenario with more agency?

2. THE SKOPEGY PROCESS

Skopegy bridges the gap between societal and financial value creation, by giving the agency and means to organisations to do both simultaneously. The Skopegy process (including its orientation and tools) is continuous, enabling multi-year planning and steering. The process shared in this section is a standard first cycle of the methodology to transition from traditional strategy to Skopegy.

Traditional strategy is most commonly a sequential process. At its most basic, it often starts with foresight work, giving insights on future trends and sectoral developments. In view of the future insights drawn up, it's time to define the best decisions today. Lastly, an implementation plan is assembled to apply these changes to the organisation and put them in motion.

Each step is usually thought independently with specific teams and consultancies specialised in each stage. In larger organisations, oftentimes this **division** leads to a non-trivial **latency** between the three phases. This can reduce the value a previous phase brings to the later one.

Skopegy is an iterative process. The first cycle is packaged into one continuous effort to avoid these issues, usually lasting between three and six months. Here too, there are three phases each flowing into the next:

1. **Scope definition**: Fine-tuning the time horizon and perimeter of the study, as well as mapping out the internal and external stakeholders needed to take part in the process.

2. **Vision-setting:** Co-creating the desired future state or vision, as well as the backcasted paths to achieve it.

3. **Experimentation:** Defining the first step in the development path, the key unknowns limiting action today, and designing and implementing the experiments to answer these questions, learning and doing simultaneously.

In the following pages, we will describe briefly some tools used in each of these phases and some insights gained in building and implementing this methodology over the past 17 years.

TRADITIONAL STRATEGY

foresight *strategy* **implementation**

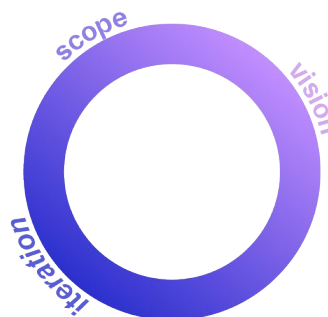Figure 3 Traditional Strategy Process

SKOPEGY

Figure 4. Skopegy Process

2.1 SCOPE DEFINITION

The purpose of the scope definition phase is to choose a meaningful time horizon and perimeter of study for the organisation. These are the constraints that will frame the upcoming vision-setting exercise to define the organisation's desired future state.

Many tools and approaches can be used to answer these questions. We will only focus on some key examples to illustrate the rationale behind Skopegy and the type of work undertaken during this phase.

Most often in this step, **interviews** (both internal and external to the organisation) and **horizon scanning** (Figure 5) **are utilised to help define the scope** through key changes and trends within the initially considered relevant sector, as well as organisational aspirations, fears and cultural values.

Skopegy's purpose is to enable long-term steering. As such, since it is impossible to delineate the political or economic landscape in 15 or 20 years, **the rule applied to define success becomes that of societal relevance**. If the economy or politics do not radically transform in that time frame, societal relevance should be rewarded. What will be defined as societally relevant by one organisation will depend more on its intrinsic values than external criteria (i.e., the rewards could be financial or not). Skopegy requires strong organisational self-awareness and values, as well as societal considerations.

The time horizon chosen should be far enough in the future to enable ambitious transformation while being connected to a landmark date for the organisation. This could be the anticipated end of a particularly lucrative market or patent. For example, a transport company may know that its fleet needs to be carbon-neutral by 2035. This does not mean that the time horizon and the landmark date should be the one and the same, but they should coincide. From our experience, with such long-term time horizons, there is always the risk of deadline fatigue. We suggest adding a few years to the landmark date, which can ensure that the organisation hits any meaningful date running and not reaching it as the end of a long and gruelling push to the finish.

Another key aspect of the scope definition phase is the mapping of organisational decision-makers and decision processes (both explicit and implicit)**.**

The entire point of Skopegy is to enable the type of substantial transformation our world seems incapable of achieving today. For this reason, submitting a 20-year Skopegy to an executive committee for approval with no prior interaction, will assuredly doom the plan. Long-term organisational and societal transformation is seldom incentivised by markets, funders or voters. The vision needs to be appropriated and co-built with the organisation's decision-makers. Understanding who they are, their motivations and when as well as how to bring them into the process is a key success criterion for a Skopegy process.

Finally, having gathered all this information it is time for a new scope to be defined. **The form of this synthesis is important**. Too granular a level of complexity would make it unwieldy; too simplistic would lose any flavour and disconnect it from reality. A **tensions framework** (Figure 7) is a particularly useful tool for this. It makes the results actionable while containing a high level of complexity. A well-documented tensions framework can be an excellent deliverable of the scope definition phase.

KEY ACTIONS

- **Internal and external interviews to gather insights and understand values**
- **Societal and industry trends analysis**
- **Mapping the organisation's decision process and key decision-makers**
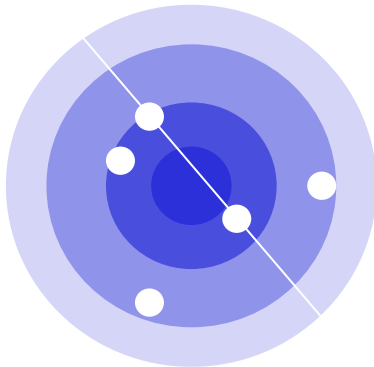- **Synthesising information into a tensions framework**

Figure 5. Horizon Scanning

Horizon scanning looks at issues in flux and considers different levels in a system. The information can be gathered in multiple manners: from basic one-on-one interviews to mass collective intelligence exercises across entire organisations.

External opinions are vital to gather in order to challenge the organisation's assumptions and biases.

Lastly, a "PESTEC" model — which stands for Political, Economic, Social, Technological, Environmental and Cultural — is often used to ensure that scanning covers all aspects of change and organisational culture.

ACTORS & DECISION MAPPING

A myriad of tools exists to map out relevant stakeholders to a given issue. One proven example is **Gatekeepers Analysis**, based on Donella Meadows' theory of leverage, but traditional strategy does this already very well and new developments arise in this field constantly.

In Skopegy, to map organisational decision-makers, we look at the individuals and their motivations — not their function. We then decide at which moment of the overall process they should be involved.
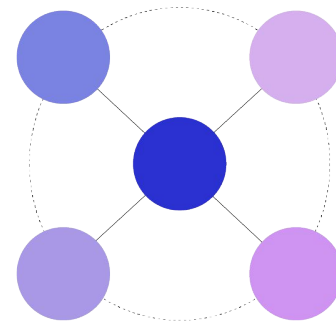

Figure 6. Actors & Decision Mapping

TENSIONS FRAMEWORK

A tensions framework makes it possible to reduce a complex situation to a few dimensions presented in the form of decision spectra with no obvious answer. It allows you to position yourself while seeing the implications of your decisions.

It is an important heuristics tool for synthesis and the transition towards scenario building, since it encourages problem solving, which organisations are usually eager to undertake.
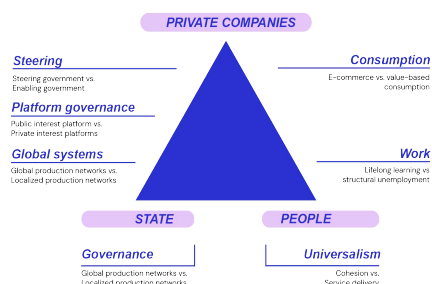

PRIVATE COMPANIES

Steering
Steering government vs.
Enabling government

Consumption
E-commerce vs. value-based
consumption

Platform governance
Public interest platform vs.
Private interest platforms

Global systems
Global production networks vs.
Localized production networks

Work
Lifelong learning vs
structural unemployment

STATE

PEOPLE

Governance
Global production networks vs.
Localized production networks

Universalism
Cohesion vs.
Service delivery

Figure 7. Tensions Framework

2.2 VISION BUILDING

Once the scope has been defined, **the second phase of this process is to set the organisation's strategic vision**. If a Skopegy process is successful, the vision should be daunting, full of unknowns and not in line with today's world or market dynamics. To do so, future scenarios are co-constructed and enriched through backcasting, to build coherent future positions and synthesise them into one **desired future state**.

This phase can be segmented into two parts: **exploration** and **synthesis**.

EXPLORATION

In traditional strategy, future scenarios are constructed as possibilities of the future for which to prepare. Skopegy embraces the unpredictability of the world and recognises that any imagined future will be false. Furthermore, the whole point is not to adjust to external circumstances, but to devise a world one wants to see happen. The purpose of creating future scenarios, and backcasting them, is to explicate assumptions, values, desires and reactions in various circumstances.

From the tensions framework we developed at the end of the scope phase, we now use a **futures table** (Figure 8) to create multiple and voluntarily heterogenous future scenarios. These will describe a certain world from a set value in a given societal variable, and subsequently will define a role of the organisation to bring value in said world.

For each future world and organisational role, **backcasting** is done — the act of defining how a certain future could come about, building from the end result back. Note that the first question is: how could this future arise on many different levels? Only then do we concern ourselves with how the organisation can act to hasten or secure this path unfolding as desirable.

This is the time to bring in the company's assets, resources, or lack thereof — not before. Their value will only be estimated from the perspective of creating this future, not what they represent today. As an example, refineries may be seen as hugely valuable assets today, but in a hypothetical future where an ExxonMobil would wish to become carbon-free, these assets become sources of growing liability.

As the scenario work is not done to predict the future, **backcasting is not a road-mapping tool**. It is a means to explore.

The exploration phase is usually a perfect arena to co-create with external stakeholders and thus enrich the organisation's perspectives. These exercises are typically done in co-construction workshops with multiple members of the organisation and key stakeholders from outside.

SYNTHESIS

While the exploration phase offers a good opportunity to co-create with external actors to the organisation, many prefer synthesising in-house for obvious confidentiality reasons. It should be noted that bringing in existing (and likely future) key partners at this stage, can help align visions and purposes, and can constitute a valuable tool in coalition building.

The most crucial aspect of the synthesis phase is to enable the organisation to make the future vision its own. Much thought and planning needs to be put into interacting with key organisational decision-makers and enabling them to enrich and appropriate the concepts behind, and the logical arguments underpinning the desired future state and the spectrum of its implications. As already mentioned, a good vision should be challenging and nearly daunting. The best result one can hope for is for the organisation to challenge the Skopegy process and wonder why all this work was needed simply to tell the organisation what it already knew and wanted to do all along. That is the sign of a truly internalised vision. Once the vision is set, additional analytical tools can be brought in to help define the development roadmap (for example: business modelling or partnership mapping). **The key deliverables of this phase are: a coherent and meaningful desired future state, the role for the organisation, and a roadmap to achieve it.**

KEY ACTIONS

- **Scenario building and enriching through possible tools (quantitative analysis, sector mapping)**
- **Synthesising the desired vision**
- **Gradually integrating decision actors in idea generation and vision building**

FUTURES TABLE

Method developed by astronomer Fritz Zwicky (1967, 1969) for exploring all the possible solutions to a multi-dimensional, non-quantified complex problem. While seemingly simple, the tool offers a structured and enriching manner to devise alternative futures.

The **variables** are the "open questions" – what are the issues that can go into different directions?

The **values** are the different outcomes or directions of each issue.

By setting the different values of a given variable to individual subgroups and asking participants to build a coherent future scenario out of the different other variables, the futures table offers a pragmatic tool to explore different complex and rich futures.

These futures are inherently false but serve to clarify and organise the subsequent exchanges around the varied and antagonistic components which usually constitute our complex real world.

Variable 1	Variable 2	Variable 3
value 1a	value 2a	value 3a
value 1b	value 2b	value 3b
value 1c	value 2c	value 3c
value 1d	value 2c	value 3c
	scenario 1	

Figure 8. Futures Table

BACKCASTING

Backcasting seeks to define the world desired by the organisation and to retroactively create the development scenario that leads to it. Each uncertainty then becomes an opportunity or a risk to be investigated. This method makes uncertainty explicit and enables the organisation to dialogue with the unknown and not simply act on the limited perimeter of its certainties.

In backcasting you create an action path from the desired future to the present. In **strategic roadmapping** you need to create more details for the early decisions and set realistic and meaningful mid-level goals.

Figure 9. Backcasting

2.3 EXPERIMENTATION

Skopegy is an iterative and long-term discipline, and thus vision implementation is not simply the execution of a plan. Implementation becomes a source of knowledge, necessary to adjust the path forward and potentially even the vision itself. This adaptive attitude, based on strong internal values, agency and long-term goals, is a way to embrace uncertainty and to be confident not only in one's knowledge and understanding of the future, but in one's ability to shape it.

Implementation — usually the domain of operational administrations or business units — thus becomes an integral part of Skopegy work.

To dialogue with uncertainty, **experimentations** most often constitute a practical way to develop the vision, anchor it in reality, and gain new knowledge. In other words l*earning* by doing. Thus, the final stage of a Skopegy process — and part of the continuous work thereafter — is to start **reducing uncertainty to enable operations to build the vision**. This is done by designing and running the first set of experiments associated to the roadmap defined at the end of the previous stage.

Similar to Agile and Lean Startup methodologies, experimentation does not mean a reduced version of an imagined solution. Rather it is **a real-life test bringing key knowledge that is holding back action and further development**. An honest and mutually beneficial dialogue must take place between operations and strategy to define what unknowns are stopping operations from moving further. Also, for operations, learning on-the-ground knowledge is vital for roadmap adjustment and potentially enriching and updating the vision.

With Skopegy, teams develop a profound ability to work simultaneously at several levels of complexity. For example, they need to be able to switch over from the minute details of one business unit's complex operations experiment, to the big picture of building a 20-year long plan, through the mid-complexity lens of managing a portfolio of experiments, with their diverse timelines and realities.

In this respect, and as an example, **new service offerings** no longer constitute an end to themselves by generating revenue (the goal and concern of a business unit), but also potential tools to change market dynamics or social interactions in a way that aligns with the desired future being built. This embraces and makes explicit the societal-shaping role most large organisations and corporations have, but often shy away from. This has implications we will briefly touch upon in the next and final section of this document.

In traditional strategy, economic or ecosystemic changes imply the need to redefine the strategy. On the contrary, with Skopegy, those changes usually only impact the order of actions and path towards the long-term desired future state. As an example, prior to the Covid-19 outbreak, Demos Helsinki worked for a large French transport company. Mass remote work played an important role in part of their 2035 vision but was considered in 2018 as at least five to seven years away. In 2020, the order of priorities changed and that part of the plan became a priority without changing the overall 2035 vision.

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As mentioned at the beginning of this section describing a standard first Skopegy process, the steps shown over the previous pages are of a first process to tie in traditional strategy into a more long-term and societally-focused approach to decision making, that we call Skopegy. The continuous operationalisation of Skopegy is not part of this text, but in the next section, we give a few examples of organisational implications arising from a move towards this new form of strategic steering.

KEY ACTIONS

- **Define and run experiments**
- **Gain actionable learning and real life knowledge**
- **Build a mutually beneficial relationship with operational divisions of the organisation**
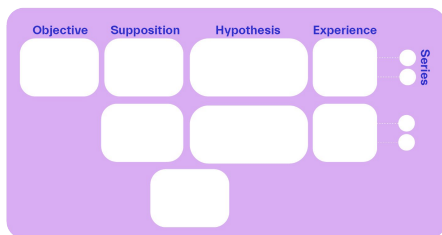- **Adapt implementation roadmap and potentially the vision itself**

Figure 10. Example of an Experiment-Setting Canvas

Experimentation answers unknowns which limit development and action. It is **not about testing the prototype of an imagined solution**.

The experimentation canvas helps to explicate assumptions, current hypotheses, and define ways of bringing understanding to an unknown topic, as well as what action should follow the experimentation results.

EXAMPLE: IMPLICATION ON 1.5°C STRATEGIES

Currently many organisations are devising climate strategies. Most of these start from where the organisation has most influence (on itself) and then build outwards to see how it can impact beyond its clearest perimeter.

As an illustration of the methodology, Skopegy starts from the outside in, creating a societal vision the organisation wishes to contribute to (for example making its entire industry 1.5°C compatible). Only then, when roadmapping, the organisation defines its actions from inside out, not solely complying with externally set objectives but building towards its own desired state.

1.
SOCIETAL VISION

2.
SHAPE INDUSTRY PRACTICES

3.
AFFECT
VALUE CHAIN

4.
IMPROVE OWN
ACTIVITIES
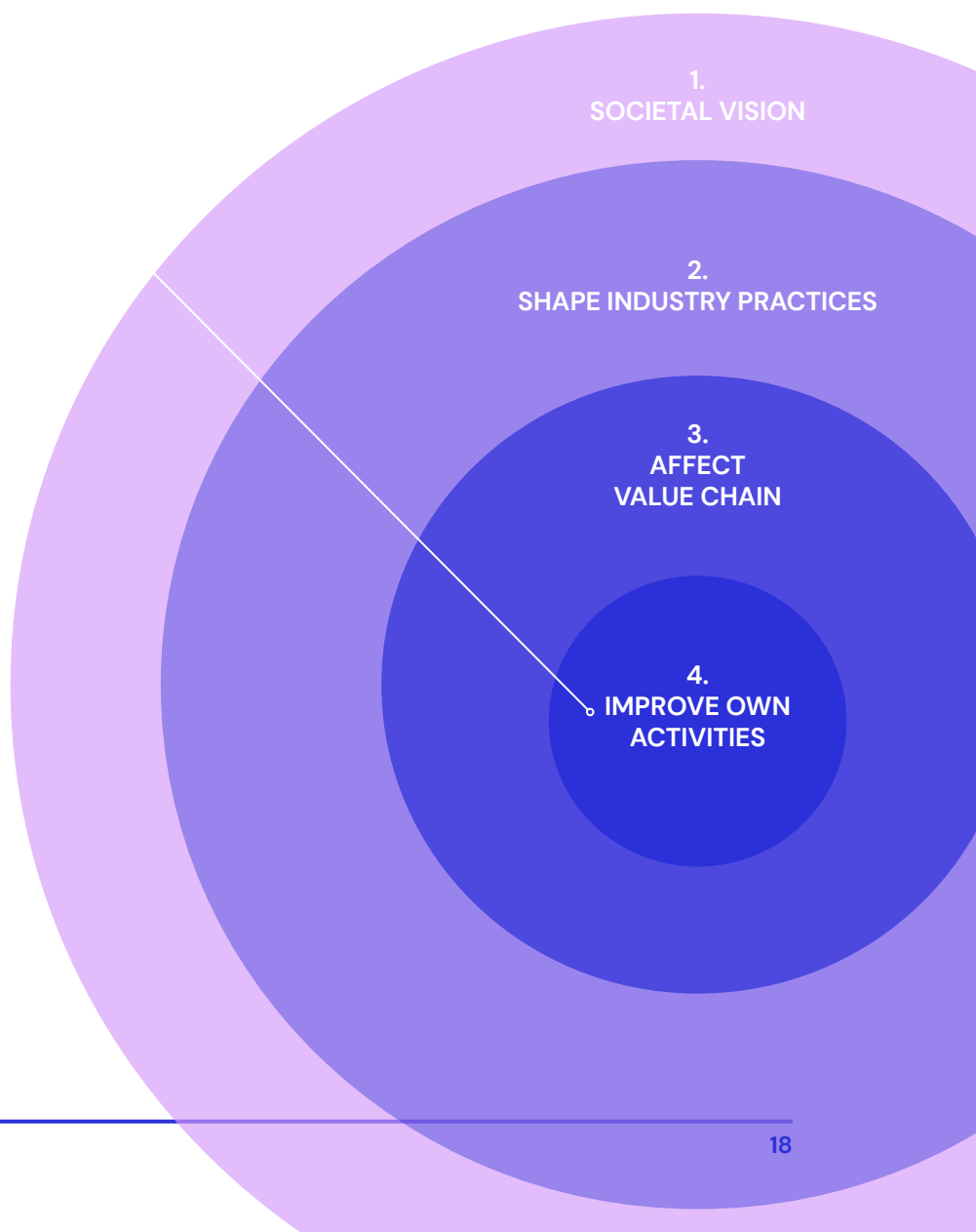
3. ORGANISATIONAL IMPLICATIONS OF SKOPEGY

More than in the individual tools that comprise its enactment, Skopegy is a departure from the fundamental values underpinning traditional strategy.

Instead of trying to best predict the future and act only upon what is sufficiently known, Skopegy embraces the uncertainty and asks how to build a better future. Instead of fitting strictly within externally defined frameworks, Skopegy encourages redefining any such constructs to fit the organisation's purpose.

Though this document does not focus on transforming an organisation to be fully Skopegy-compatible, we still wanted to stress some organisational implications we have observed from implementing such tools in various organisations over the past 17 years.

A CHANGE IN THE ROLE OF ORGANISATIONAL LEADERSHIP

Many organisational leaders today are administrators making nearly impossible compromises between societal and environmental imperatives, voter or shareholder demands, employee concerns and a myriad of other dimensions. They are trained (often with MBAs and MPAs — emphasis on the 'A') and selected for this decision ability. **Skopegy requires them to become leaders of a societal transformation.**

In our experience, many aspire to this position but the transition is not an easy one. It requires support and empathy, throughout and beyond the Skopegy process itself.

AN ITERATIVE MULTI-PROCESS STRATEGY DEPARTMENT

Because of the iterative nature of Skopegy, multiple processes are continuously ongoing within a strategy/Skopegy department: vision building, experimentation, evaluation, roadmapping, etc.

The management of these diverse processes, timelines and detail levels has many HR and management implications for these types of teams.

WITH GREATER POWER COMES GREATER RESPONSIBILITY

One important implication of Skopegy is to make all organisations explicit shapers of society. This is already clearly understood of governments and NGOs, and is the *de facto*, though oftentimes implicit, case of large corporations. However, to embrace this new level of agency within society **implies a new level of responsibility as well**.

Nudging citizens or consumers into adopting new behaviours and practices — already a widespread practice in the design of digital services or governmental behavioural design teams — even for a laudable societal ideal, has important consequences in how to preserve individual agency and freedom. It will necessitate **strengthening the ethical capabilities, oversight and transparency of many organisations.**

A CHANGE IN STRATEGIC CONSULTANCY

Much of the business model of strategic consultancies is based on reselling insights across various actors in a given industry. This Fordist economic model based on standardisation of practices is counter to an approach where strategic value is defined internally by each organisation.

Broad adoption of Skopegy will require rethinking the economic model of many actors in field.

TRANSLATION OVER STANDARDISATION

Since Skopegy encourages societal visions, organisation-specific and valuation driven from purpose, standardised systems of notations and comparison will become in part counter-productive for the transformation.

Though this diversity of systems and perspectives enriches our society, economy and its overall resilience, it also requires efforts to be directed towards translations between different value systems and not their unique standardisation, which is what has most commonly been done over the last century.

BLURRING THE ORGANISATION'S PERIMETER

Skopegy's starting point is not the organisation as it is today (with its assets, market position, competitor landscape, etc.) but its desired societal state far in the future. The actions of the organisations are then defined to help achieve this objective.

In our experience, this changes drastically the organisation's perimeter of action and the relationship it has to all other actors. **Skopegy has led Demos Helsinki, for example, to create novel purpose-driven coalitions** such as COMMITTED or Peloton, respectively in energy and green services, and finding novel ways for private, public and civil society actors to collaborate.

THOUGHT LEADERSHIP & RAISON D'ÊTRE

Because Skopegy builds among other deliverables an explicit desirable state of society from the organisation's point of view, **two indirect and easily achieved outputs of a Skopegy process are a clear organisational *raison d'être* and the foundation for becoming a thought leader within one's industry, sector or society**.

For this reason, we have found that **associating Communication Departments and Corporate Social Responsibility Teams in the process early on can benefit the organisation overall**. However, many organisations are not used to playing the role of thought-leader within their field and require help to take on that specific capacity.

SKOPEGY IN PUBLIC & PRIVATE ORGANISATIONS

In this document, we have intentionally rarely differentiated between various types of organisations. Though strategy is a term more frequently used in the private sector, the issues Skopegy addresses (the ability to devise and manage long-term goals) is a challenge for all organisations today — from multinationals to governments, NGOs to startups.

Though some minor variations exist in our experience implementing this methodology for each of these actors, fundamentally the description here holds true across all.
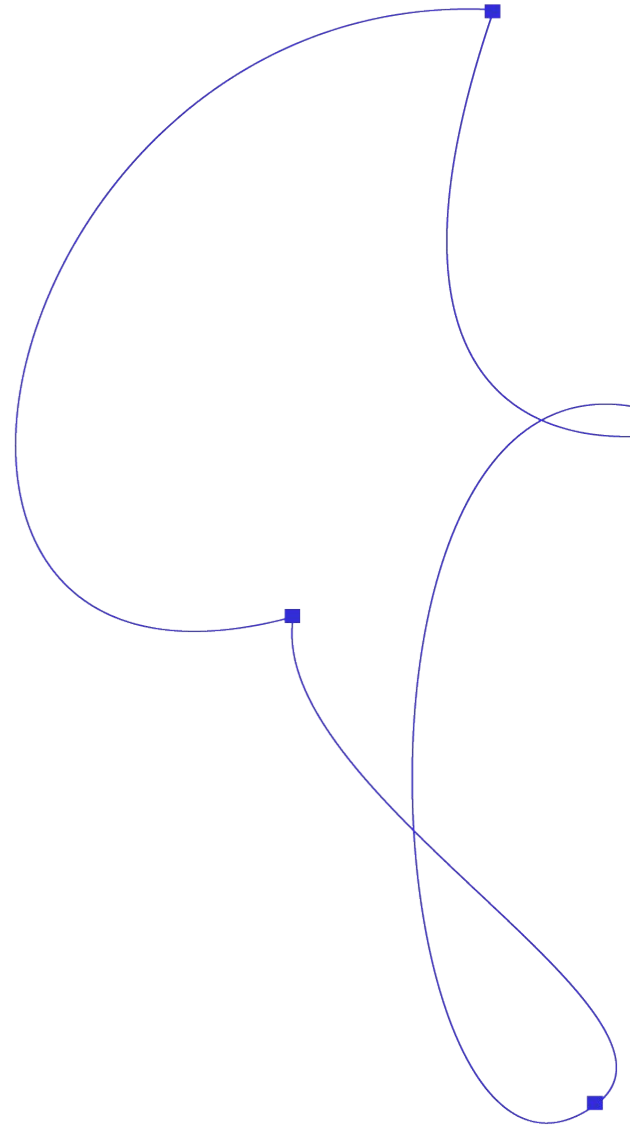
CLOSING WORDS

Our collective future depends on the ability of all organisations to not only react to changes in the world but have the agency to build deliberately better future societies.

Drawing on tools and methodologies from many different fields (backcasting, Agile and Lean Startup experimentation, organisational anthropology, traditional strategy itself) as well as building our own approaches from hundreds of projects across the world, Skopegy is our attempt to provide a concrete way out of the methodological *cul-de-sac* plaguing our collective capability for meaningful and ambitious transformation.

We are convinced that new approaches to strategy are needed for the pervasive and escalating uncertainty today and in the future. Skopegy offers us alternative paths forward, toward a better world. We are eager to continue refining these tools, challenging them with greater and more complex cases, and developing further the organisational models enabling the full benefits of this novel philosophy of decision making.

We hope you will join us on this journey to improve the tools with which we will fashion a better tomorrow.

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