

KERRY | **KANTAR**

KERRY FUTURELENS:

Feeding tomorrow by navigating the
future.

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KERRY

FUTURELENS



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1.
**WHY SCENARIO
THINKING?**



2.
**FUTURE
LENS: EXPLORATION**



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**APPLYING
SCENARIO
THINKING**

1.

WHY SCENARIOS THINKING?



Our World is changing...



In both CLEAR and

UNCERTAIN ways...

A black swan is positioned on the left side of the frame, facing left. To its right is a grey rhinoceros, facing forward. The background is a solid, medium-blue color. The text is overlaid on the left side of the image.

Unpredictable change and impacts are coming

BLACK SWAN EVENT:

A high-impact event that is hard to predict under normal circumstances but that in retrospect appears to have been inevitable.

GREY RHINO EVENT:

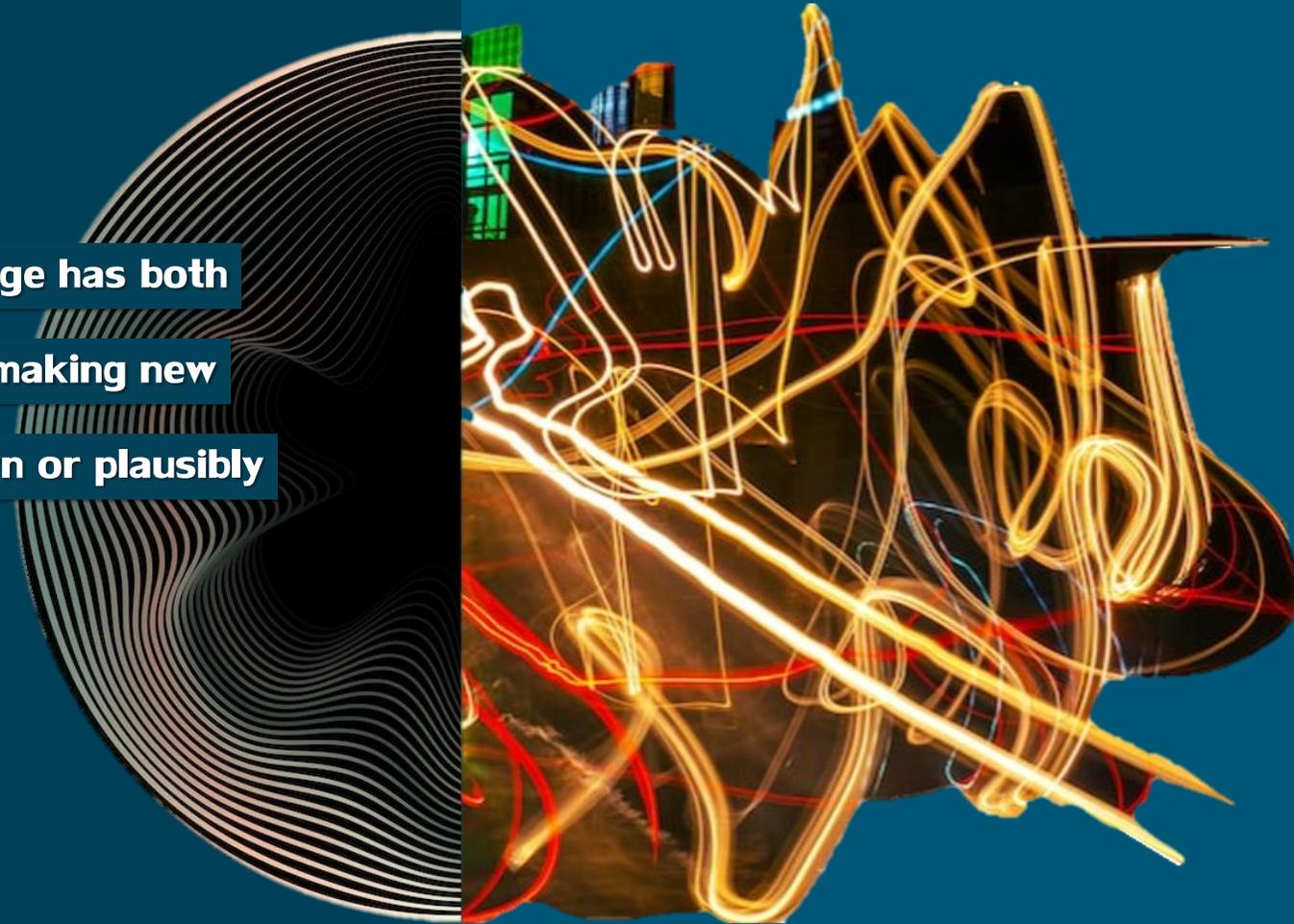
A highly probable, high impact, slowly emerging threat that is often ignored or minimised by decision makers.

What we know:

The PAST will not be a reliable

indicator of the FUTURE

**Since 2020, so much change has both
accelerated and emerged, making new
patterns harder to pin down or plausibly
drive future predictions...**



**We are living in a period of
unprecedented disruption.**



STAYING FUTURE FIT

FROM

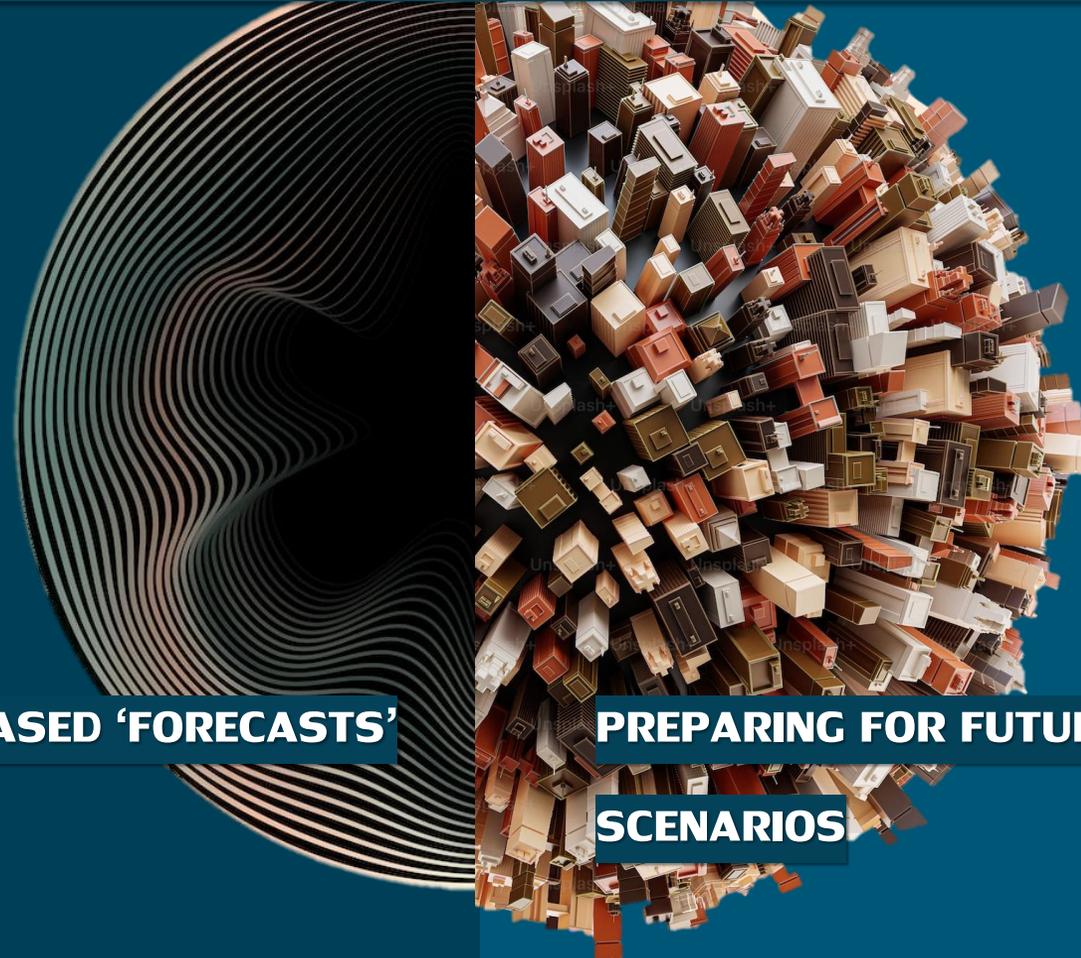
TREND-BASED 'FORECASTS'

TO

PREPARING FOR FUTURE

SCENARIOS

WHAT'S THE DIFFERENCE?



TREND-BASED 'FORECASTS'

PREPARING FOR FUTURE

SCENARIOS

TRENDS...

Move at different speeds across
culture and markets



GLOBAL DRIVERS	MACRO TRENDS	MICRO	TRENDS	SIGNALS & FADS
10+ years	3 - 5+ years	18mo - 3+years		Now to 18mo

...shaping how consumers will spend, behave and regard brands in the future

MOVING TO...

SCENARIO PLANNING

noun

Exploring a range of potential outcomes and impacts to prepare and adapt to a range of future long-term outcomes



CEOs forced to ditch decades of forecasting habits

Privately owned Ikea has shed the traditional budget to focus on 'scenario planning'

ANNE-SYLVAINE CHASSANY



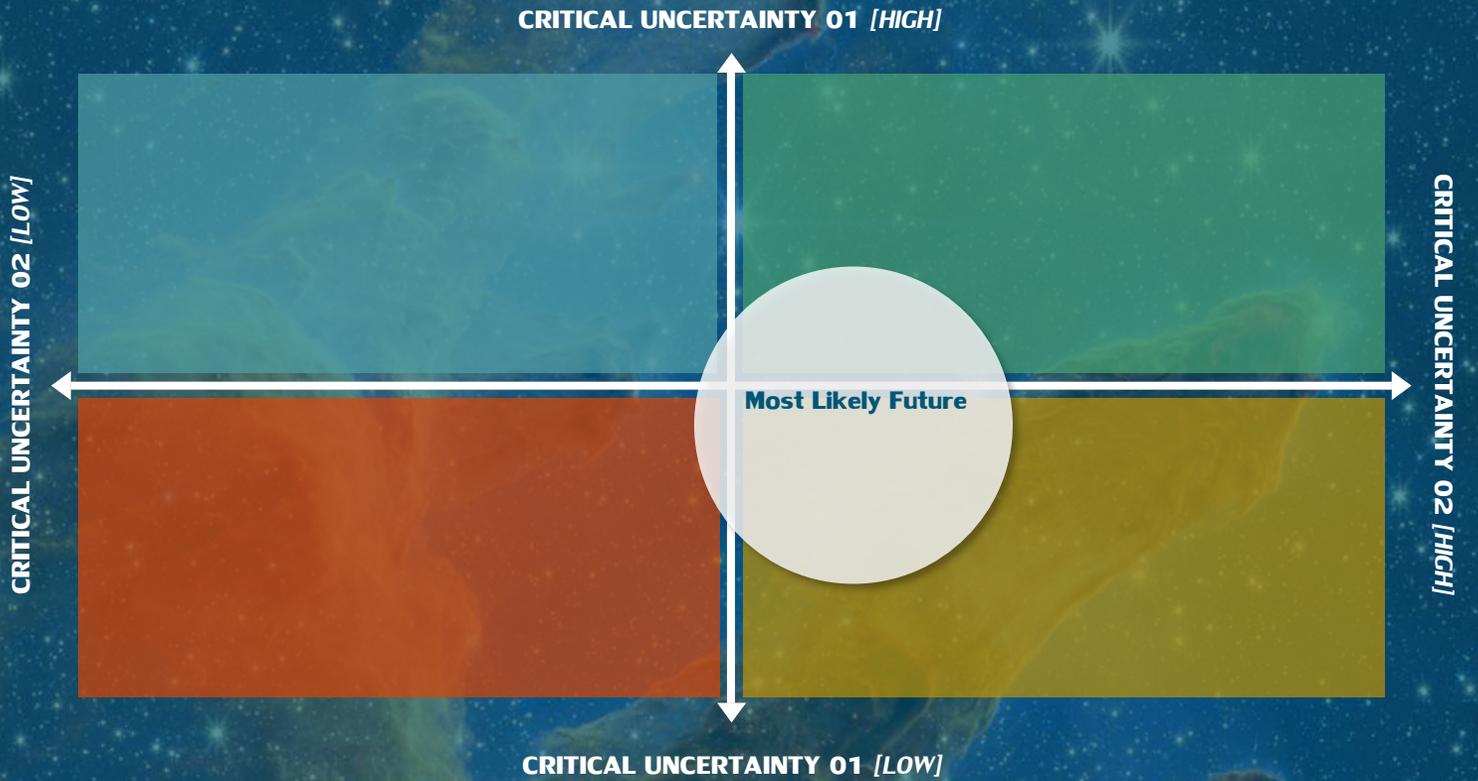
Source: Financial Times, Feb 2023

**Rather than projecting
forward in ONE
direction...**



Source: Jessie Robinson

**SCENARIOS ALLOW US TO
EXPLORE A BROAD RANGE OF
POTENTIAL FUTURE THREATS
AND OPPORTUNITIES...**



... AND PREPARE YOU FOR MANY POSSIBLE VERSIONS OF
THE FUTURES

'PLAN A'

*The most desirable
high-probability future...*

and

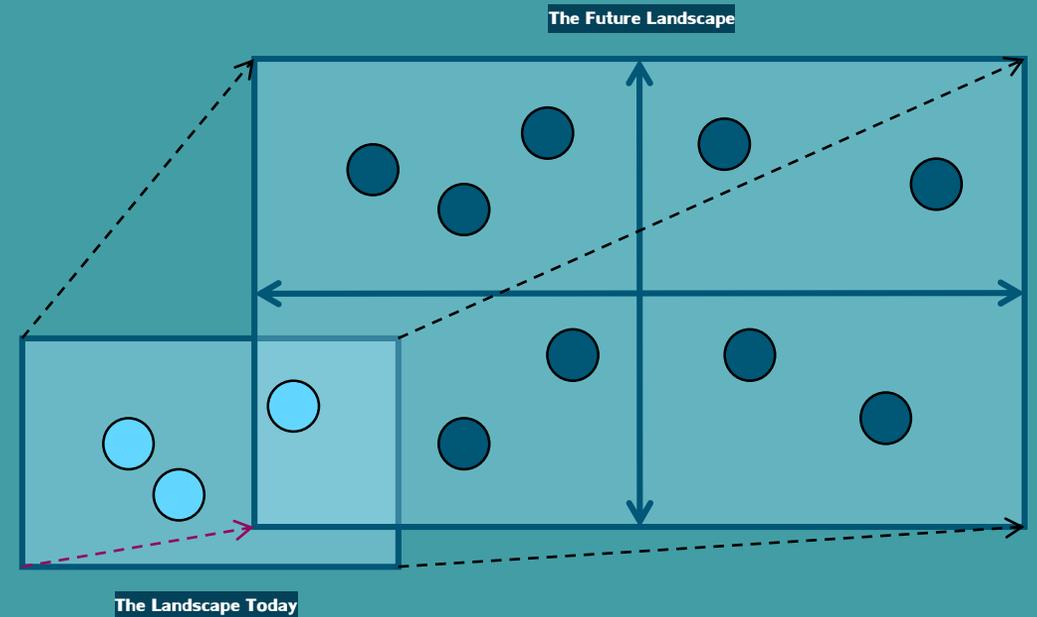
'PLAN B'

*Multiple views of the future - to succeed
no matter WHICH comes to pass!*

SCENARIOS ENABLE US TO...

- Understand the longer term (5–10 years) possibilities
- Consider business risks in a structured way
- Identify white-space opportunities
- Future-proof major decisions, investments and plans

... And to be prepared for **ANY VERSION OF THE FUTURE THAT MIGHT COME TO PASS.**

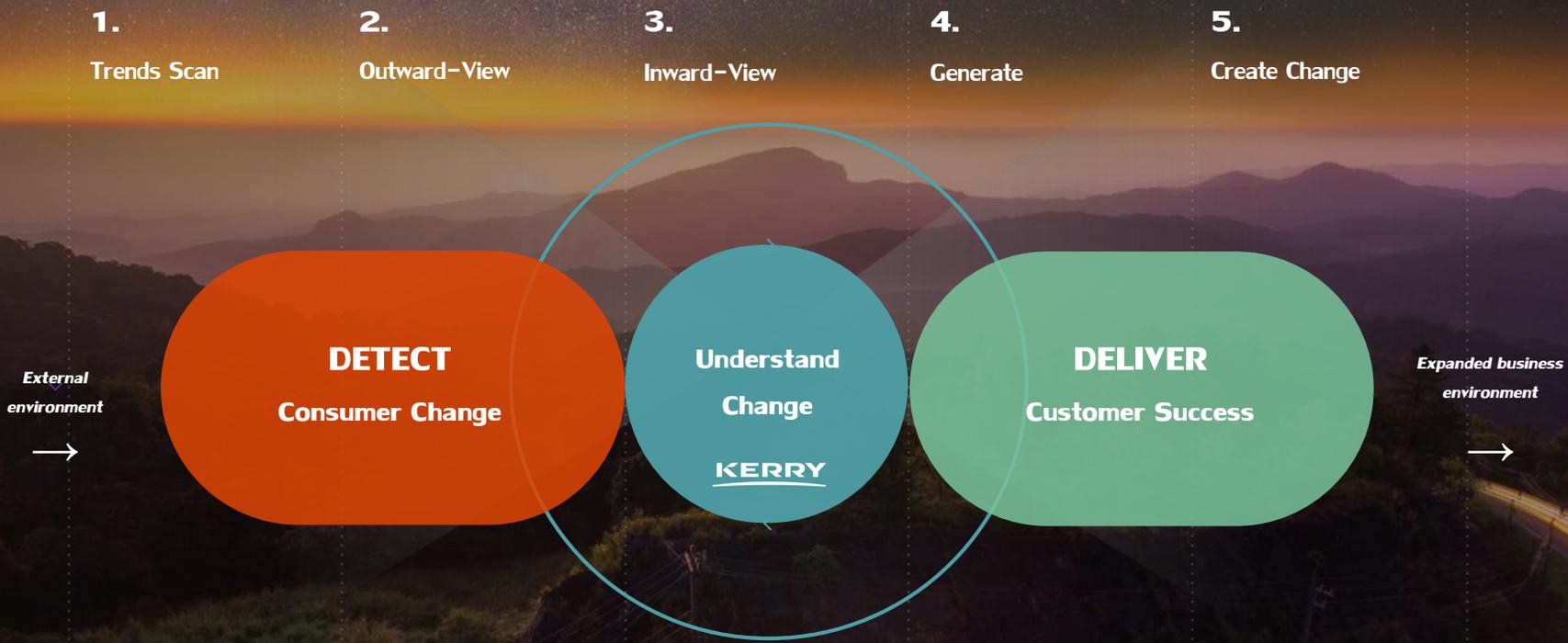


The process pushes thinking away from a linear view of the future by considering how trends converge to create more divergent outcomes

2.

FUTURELENS: EXPLORATION

Kerry's FutureLens Dynamic Foresight Model is designed to see beyond the noise of today to **anticipate and deliver a better tomorrow.**



Dynamic Foresight System
Moving from *Insight* to *Future Readiness*

In FutureLens we utilised a **time-tested Scenario Planning methodology** endorsed by institutions including:



The scenario process involves breaking down your central question into fundamental pieces...



Your Central Question

Map Trends & Uncertainties

Identify YOUR key Uncertainties

Tell Stories about Extreme Probable Outcomes

Ask: ARE WE PREPARED for this Future?

We took a four-step collaborative approach which involved over 1000+ hours of research to build a provocative and plausible Future Scenarios Framework.



**1. Align on
Research Map**



**2. Discover
Future Signals**



**3. Build Future
Scenarios**



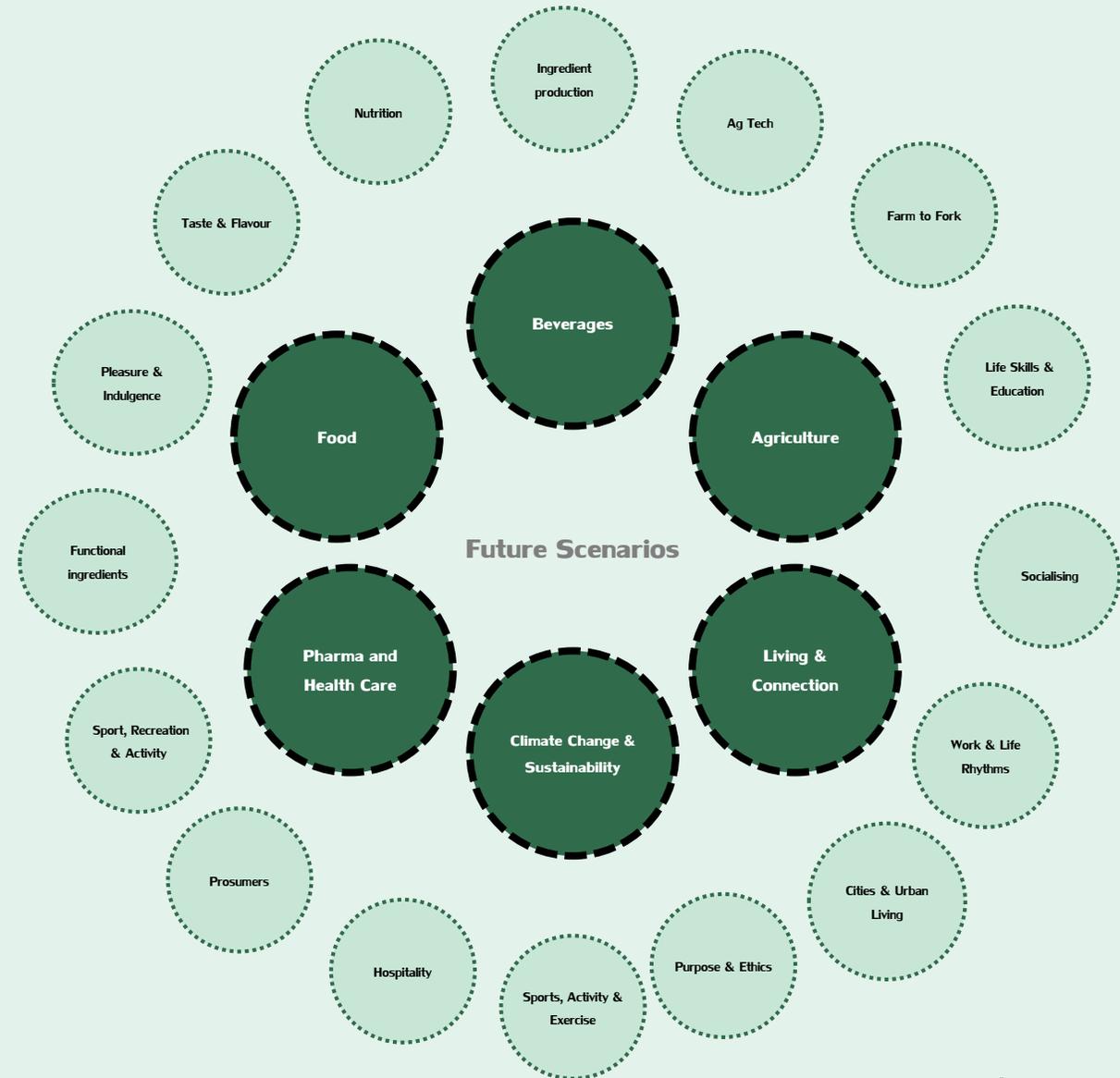
**4. Apply
Scenarios
Thinking**



1. Align on Research Map

Starting with an expansive view of the forces shaping the future of food, beverage and pharma

What is the future of food, beverage and pharma?





2. Discover Future Signals

We then uncovered the critical uncertainties that could shape the future landscape

Our Critical Uncertainty Pairs & Axes Polarities





3. Build Future Scenarios

KERRY FUTURE SCENARIOS FRAMEWORK



KEY PILLARS





3. Build Future Scenarios

KERRY FUTURE SCENARIOS FRAMEWORK

CONSUMPTION ACCESS EXPANDS

HIGH SCIENCE
Food Ecosystem

**BEYOND
NET-NEUTRALITY**

THE AGE OF
Digital Ubiquity

4K EXPERIENTIAL
LIVING

Vitality
UNLOCKED

PLANETARY HEALTH CATASTROPHIC

PLANETARY HEALTH MANAGEABLE

CONSUMPTION ACCESS RETRACTS

CRISIS STATE

STABILITY THROUGH
Doorstep Living

KEY
PILLARS



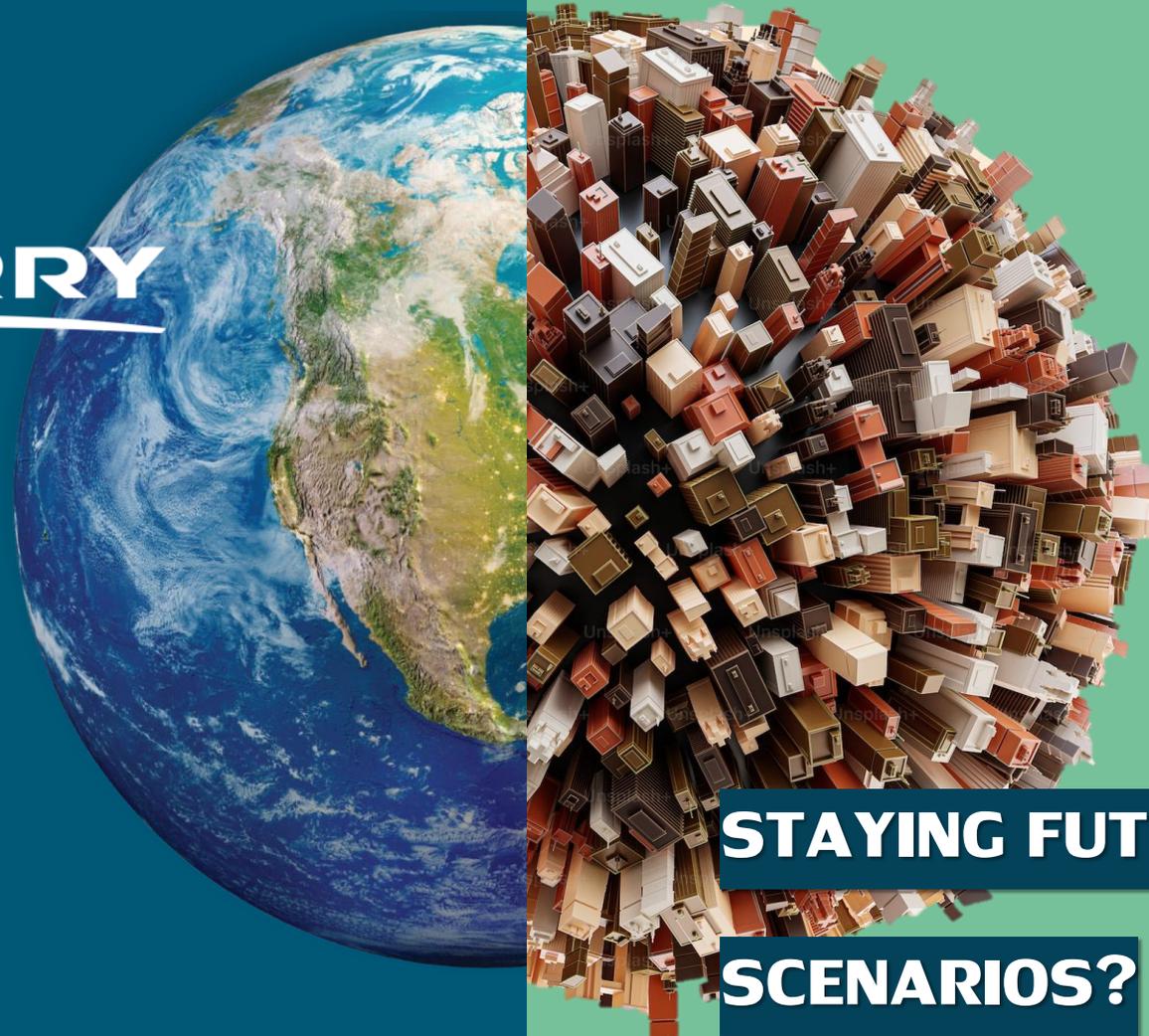
3.

APPLYING SCENARIOS THINKING



How is

KERRY



STAYING FUTURE FIT WITH

SCENARIOS?

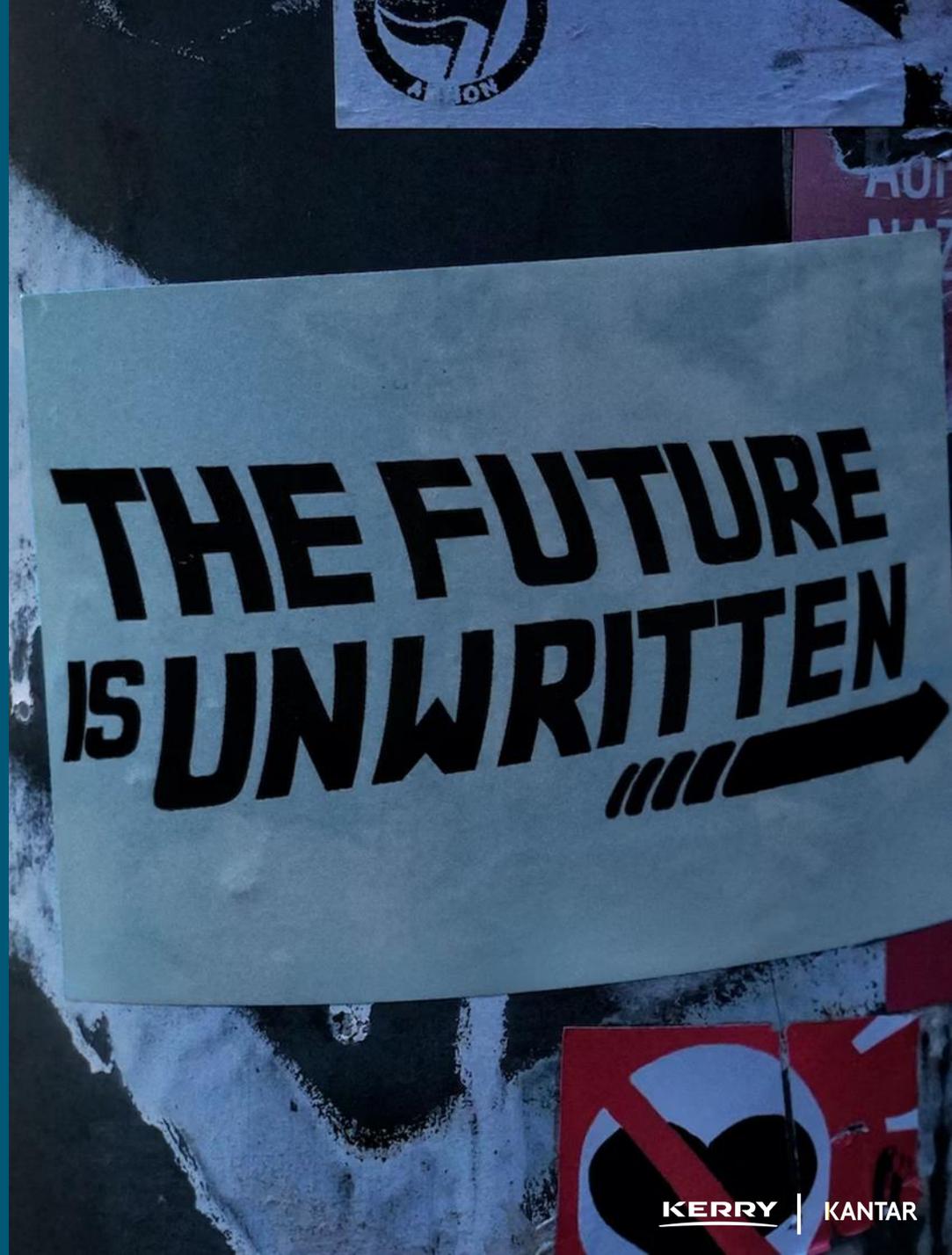


4. Apply
Scenarios
Thinking

Kerry Plates

Of Progress

Generating insight-backed ideas to enter the innovation funnel.

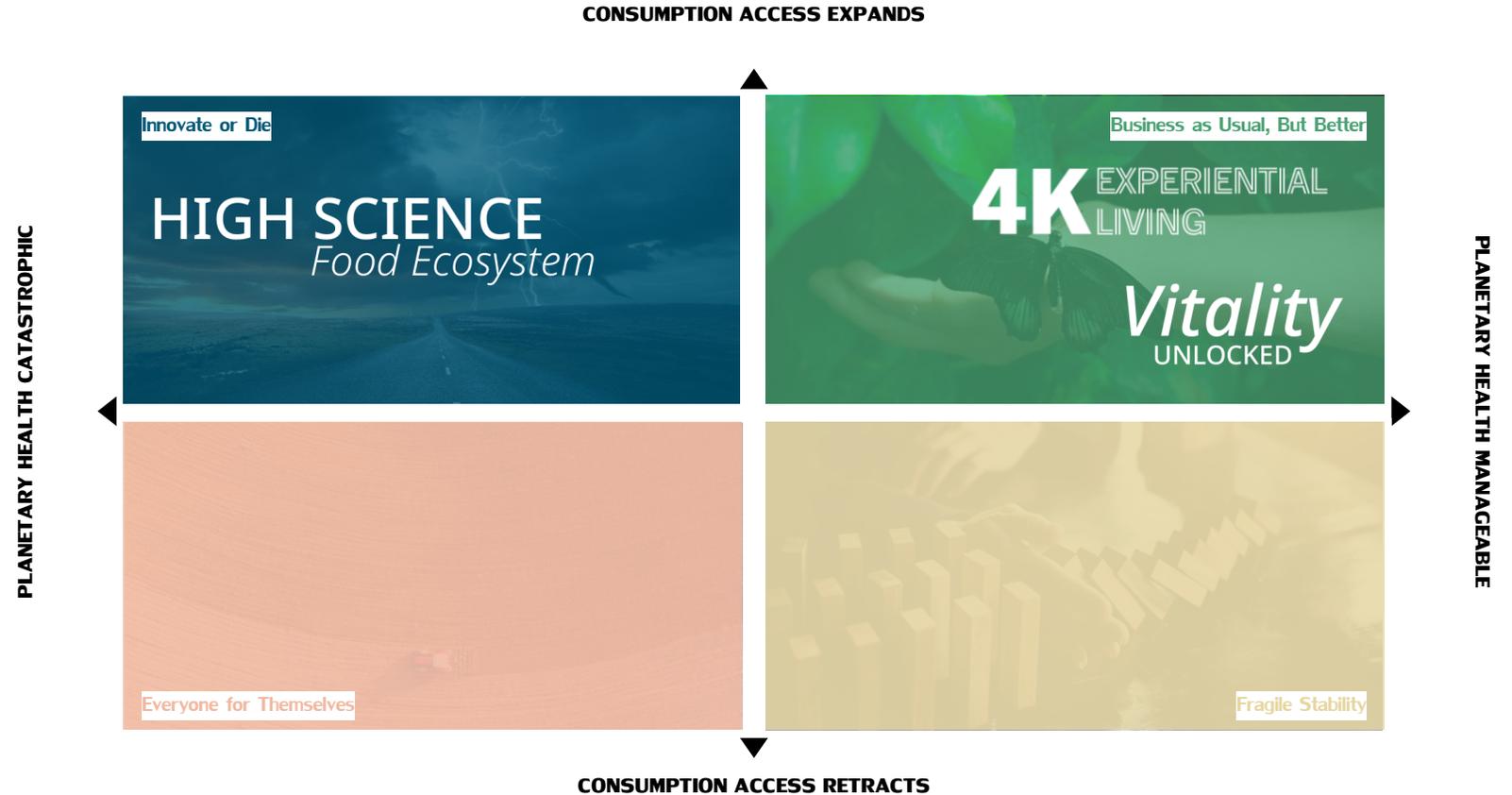




4. Apply
Scenarios
Thinking

For Plates of Progress, we
prioritised 3x scenarios to
understand the evolving
landscape of cooking & meals

Prioritised Scenarios for Plates of Progress



Our 8 opportunities explored in plates of progress:



'High Science Food Ecosystem' deep dive



4K EXPERIENTIAL LIVING

MENTAL BOOSTERS



SENSORIAL STIMULATION



AUTHENTIC CULINARY EXPERIENCES



Vitality UNLOCKED

PRECISION FUELLING



REIMAGINING SUPPLEMENTS



MICROBIOME SUPPORT



HIGH SCIENCE *Food Ecosystem*

ENGINEERED FOR BETTER



'LAB-TO-TABLE' REDEFINING 'FARM-TO-TABLE'



HIGH SCIENCE

Food Ecosystem



IMPACT ON THE INDUSTRY



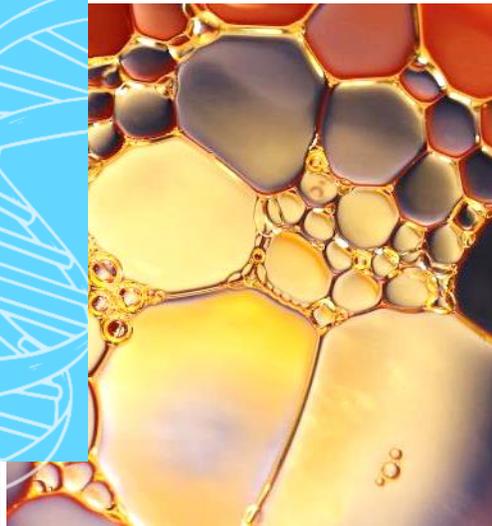
ROLE OF TECHNOLOGY



THE YEAR IS 2030



Singapore's Huber's Butchery is the first butchery in the world to sell cultivated meat



Upside Foods' new cultivated meat centre

Key Technological Advancements

- Bioengineering >>
- Synthesized Substitutes >>
- Cellular Agriculture >>
- CRISPR Crops >>
- Gene Editing >>
- Precision Fermentation >>
- Lab-Grown Proteins >>
- Microbial Alternatives >>

What is this scenario about?

A wholly modern food system exists that produces lower cost, superior food that imposes a fraction of the externalised impacts on society and the environment – all enabled by mass scientific advancements.

Following years of climate degradation, Earth's natural & agricultural resources have been severely depleted. We could no longer sustain the demands of exponential population growth without a revolution in the agricultural industry.

What has to happen for this to be true in 2030?



SCIENCE IS THE ANSWER



OPEN-SOURCED COLLABORATION



REGULATIONS FAST-TRACKED



CONSUMER ACCEPTANCE



KEY OPPORTUNITY IDENTIFIED FOR PMSSD

ENGINEERED FOR BETTER



**'LAB-TO-TABLE'
REDEFINING 'FARM-TO-TABLE'**



Advancements in the fields of food science and technology is redefining the way we look at how meals can be 'engineered' to provide one's nutritional needs through innovative means that go beyond our concept of 'naturalness'.

EARLY SIGNALS OF DISRUPTION:



SCIENCE-DRIVEN BLENDS:

- *Athletic Greens*



PATENTED SUPER-FOODS:

- *Smarter Naturally*



ALL-IN-ONE NUTRITION:

- *Huel*

TOPLINE IMPLICATIONS:

- **Science-driven formulations:** Cutting-edge science to optimise food's nutritional impact
- **Transparent ingredient communication:** Emphasis on clear and open communication about the processes of engineered ingredients
- **Nutritional optimisation of meals:** Everyday products evolved into offering balanced macro splits, essential vitamins and minerals.



The development of precision fermentation, lab-grown ingredients and novel forms of replacing traditional products is reimagining the way we look at sustainability in the foods we eat.

EARLY SIGNALS OF DISRUPTION:



BORN OUT OF THIN AIR:

- *Solar Foods*



CREATING DAIRY WITHOUT COWS:

- *Remilk*



CULTIVATED VS ALTERNATIVE MEAT:

- *VOW*

TOPLINE IMPLICATIONS:

- **Natural ingredients replicated through science:** Innovative solutions replicate natural ingredients through precision fermentation and bioengineering.
- **Minimised environmental impact:** Sustainability committed food offerings developed by utilising new ultra-efficient food processes.
- **Quality assurance of new ingredients:** Consumer trust ensured through rigorous protocols and assurances provided in all new food alternatives developed.

Key learnings from FutureLens

1.

Scenario Planning has allowed insights to open doors within our business and that of our customers

2.

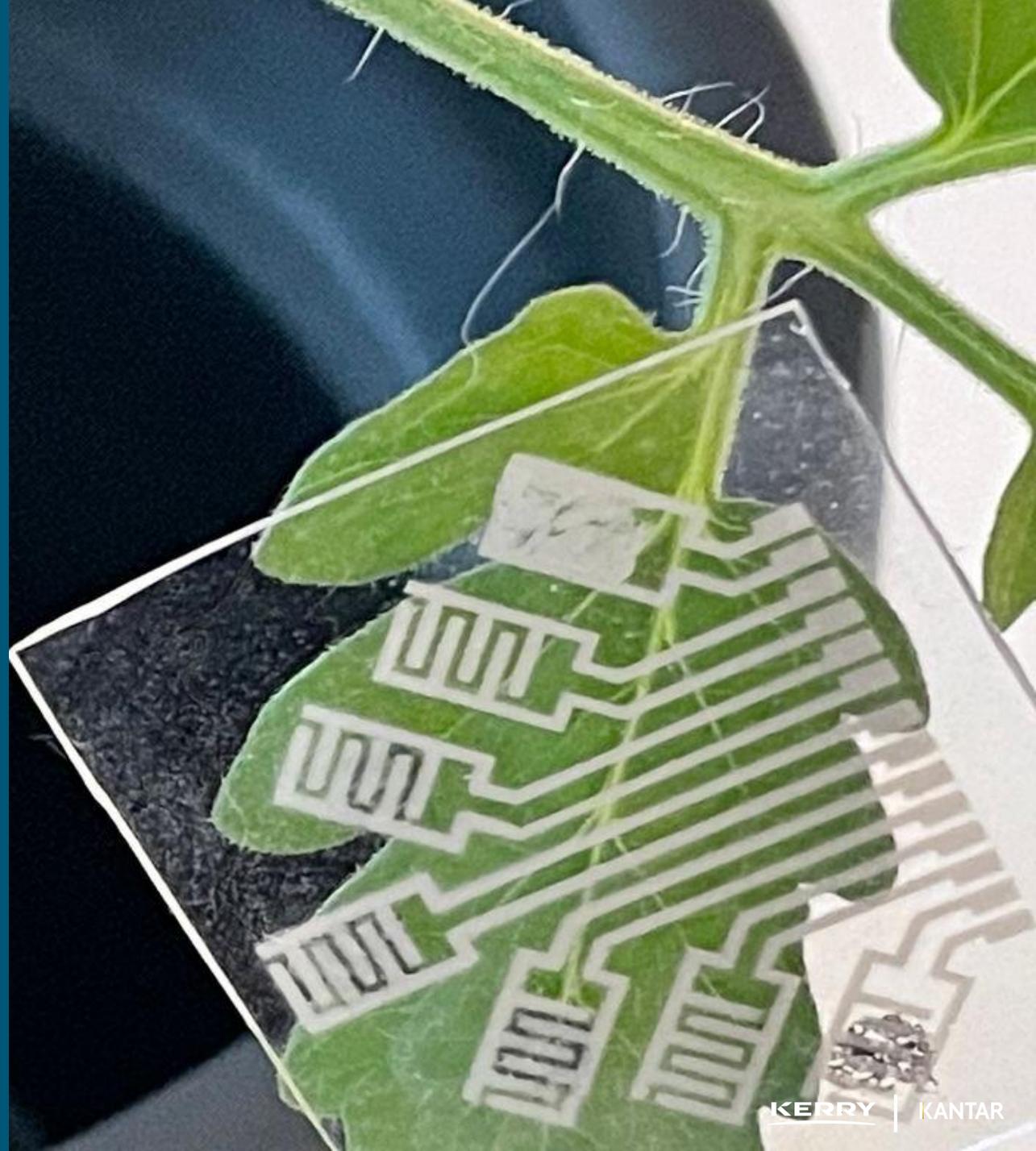
Thought leadership cuts through the day-to-day, it builds relationships, and enables differentiating conversations

3.

You must start big to make change. FutureLens and its scenarios require you first to open your mind and think big

**Fortune favours the
prepared mind.**

Louis Pasteur



Want

to know

more?



Reach Out!

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