The Art & Science of
Looking at the Future

Bay Area Community Council
Foresight Training

Facilitator
Garry Golden

Webinar #4: July 11, 2019

Imagining the Futures of BACC

April 11th
Foresight Foundations & Scanning for Signals

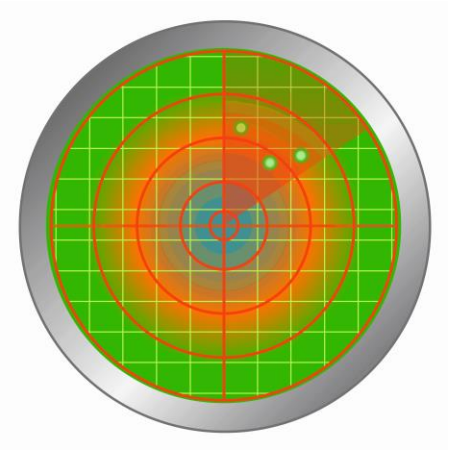
May 9th
Turning Signals into Stories (Futures Wheel)

June 13th
Exploring Future Worlds (Scenarios)

July 11th + August 8th
Arriving at our Preferred Future for BACC

Resources

http://www.garrygolden.com/baccforesight/



Sharing Signals & Scanning Review

Explore Themes

Framework Forecasting

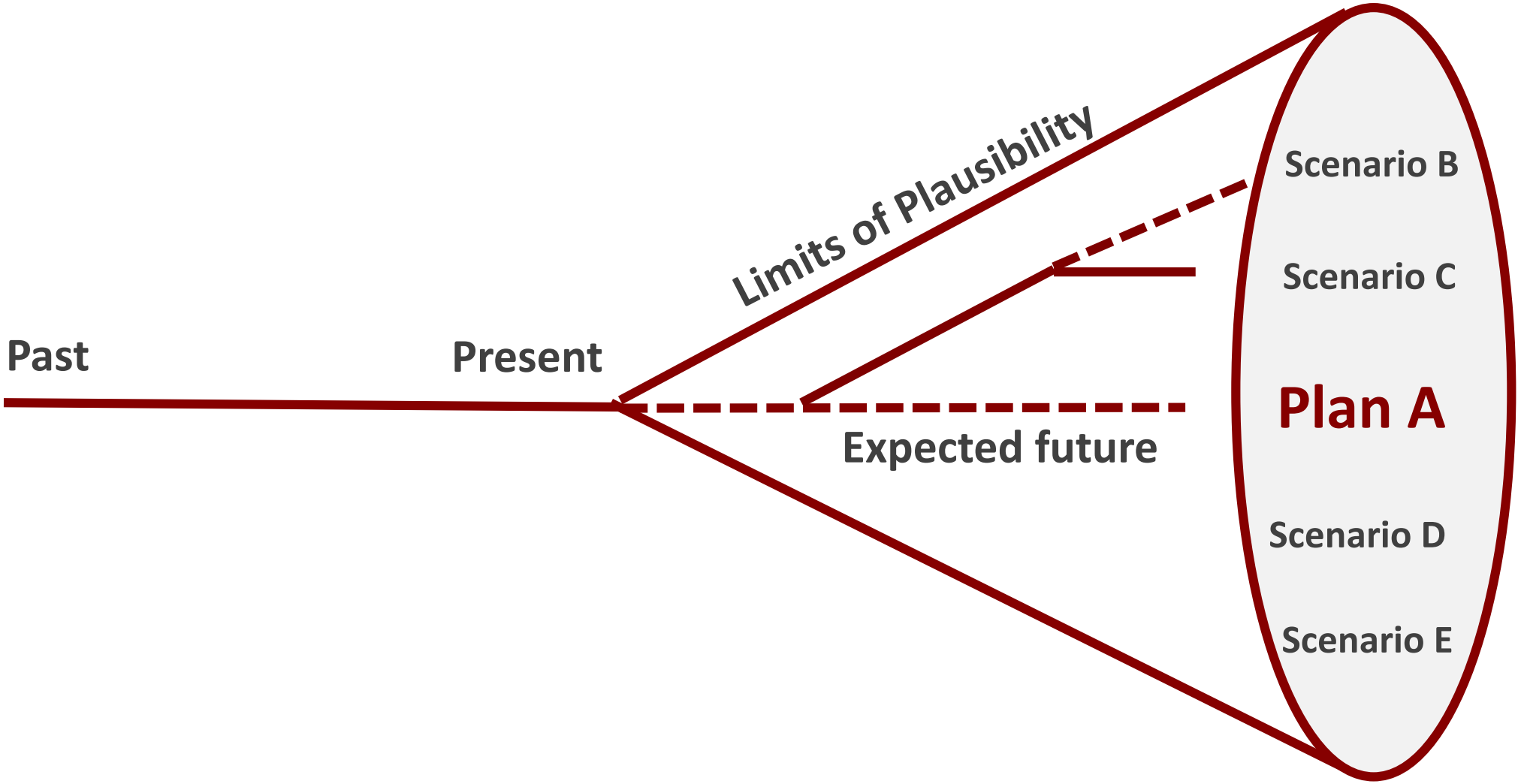
Three Point of Views on Change

Our ability to have …

- ❑ Hindsight
- ❑ Insight
- ❑ Foresight… the ability to anticipate and lead change

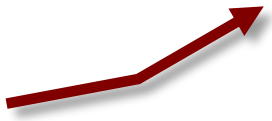
Foresight 101: Cone of Plausibility

Multiple Outcomes, Multiple Time Horizons



Foresight 101: Mechanisms of Change

Trends
(Continuities)



Plausible Future

Forecasts

Events
(Discontinuities)

Possible Futures

Scenarios

Choices
(Discontinuities)

Preferred Future

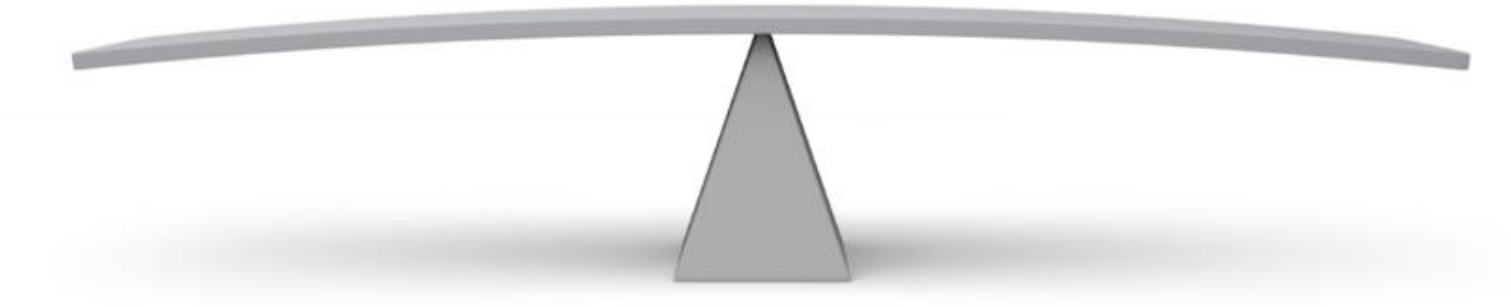
Visions

Popularized by Peter Bishop

Spreading Foresight Across the Region

Value of Process
(Tools, Techniques, Behaviors)

Value of Content
(Domain expertise; Knowledge)



The Foundation is
Scanning for Signals of Change

Foresight Stages + Activities

Investigate
Identifying & Monitoring Change

- ❑ Horizon Scanning
- ❑ Emerging Issues Analysis
- ❑ Indicator Analysis (Leading vs Lagging)

Imagine
Exploring Implications

- ❑ Forecasts (Trend Extrapolation)
- ❑ Scenarios (Alternative Assumptions)

Inspire
Communicating the Need for Change

- ❑ Visioning & Backcasting
- ❑ Planning, Goal Setting & Roadmapping
- ❑ Transformation Management

Wendy Schultz/Garry Golden

Why Build a Habit in Scanning for Signals?

Outcomes & Outputs

Step 1

Step 2

Information + Inspiration

Building Knowledge
(Framework Forecast)

Share recent signals of change?

Signals Scanning Practice

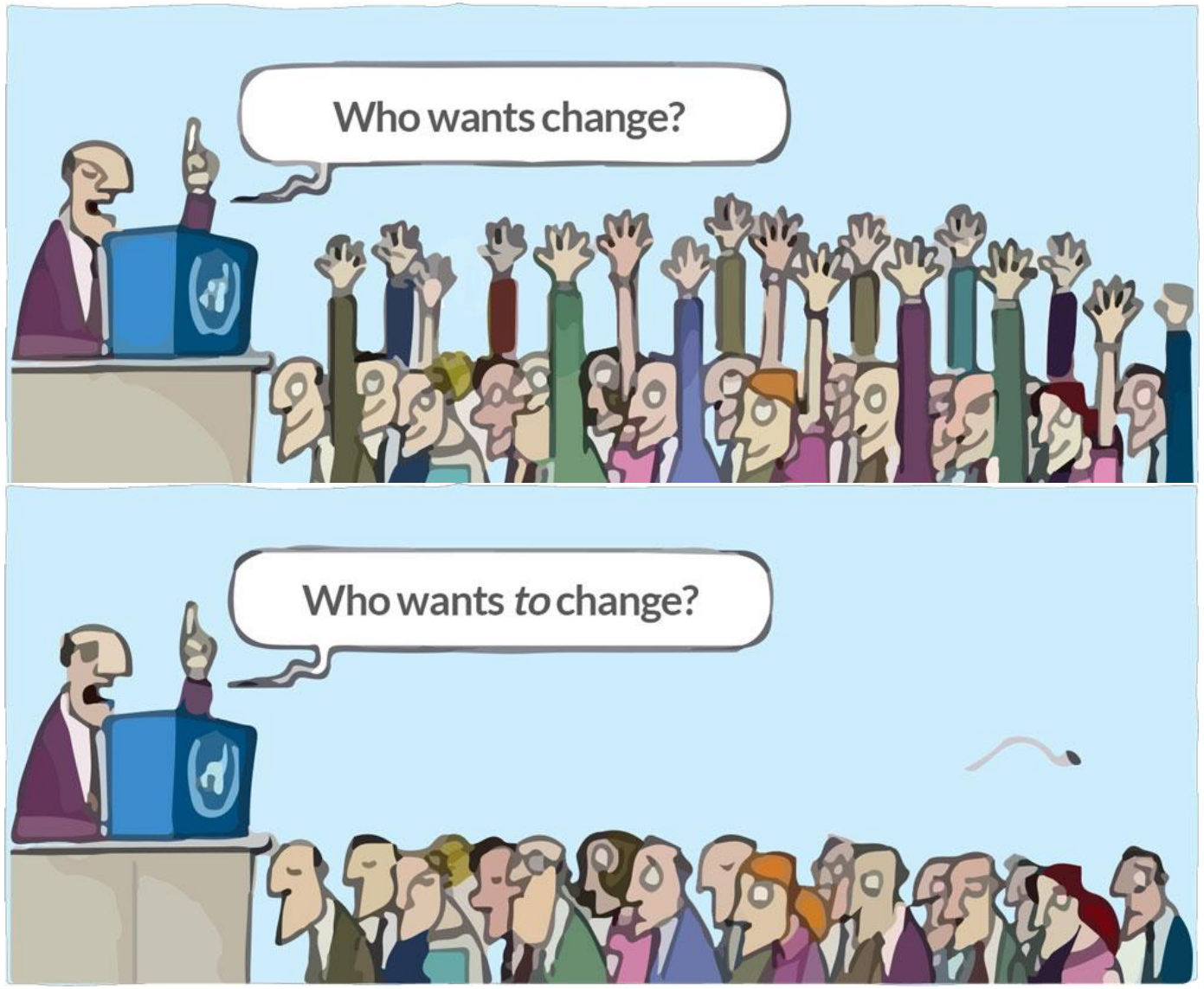
Avoiding the Street Light Effect

Avoiding Excessive Outsourcing

Change Behavior
Shift Mindset

Vs

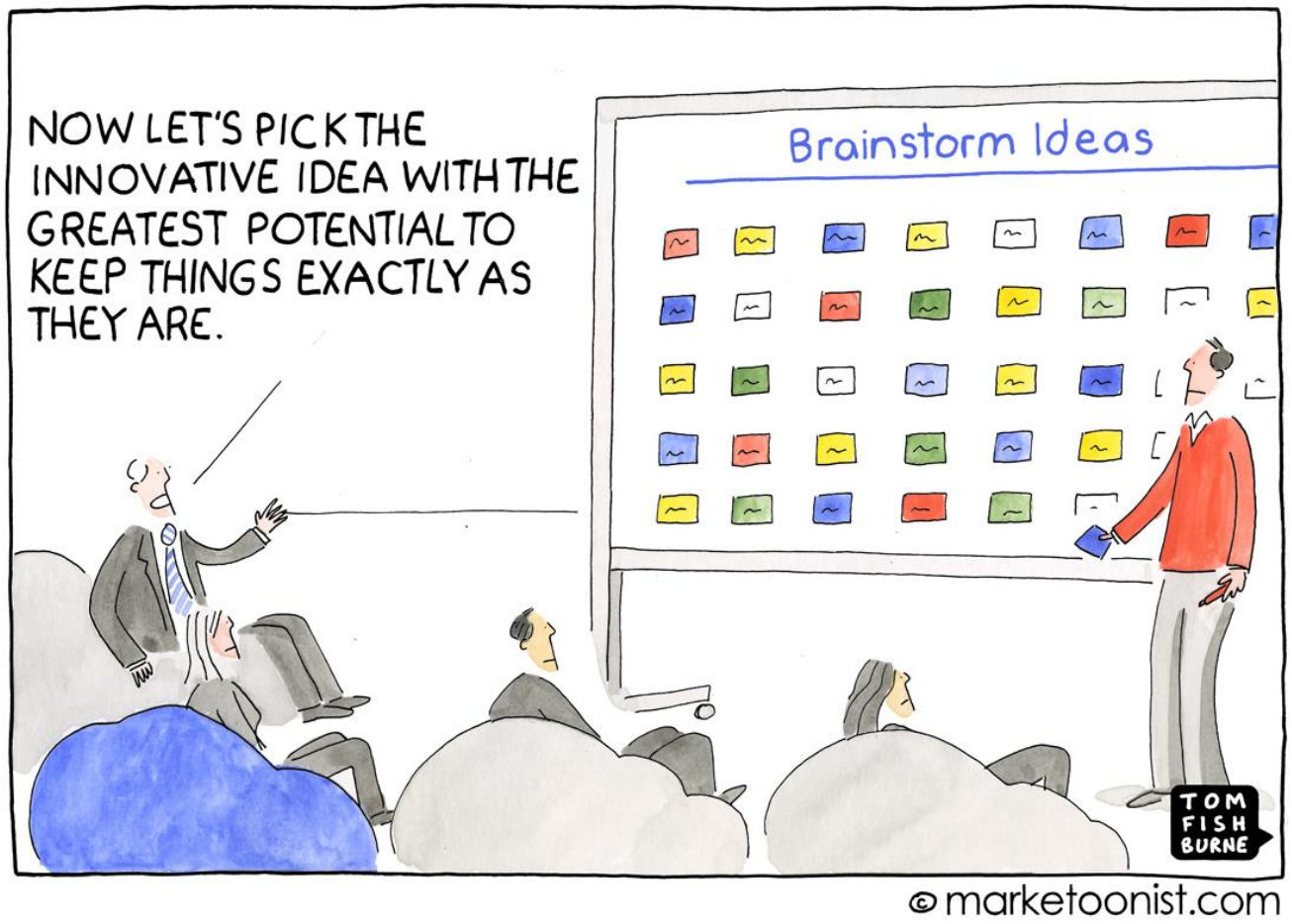
Scanning to
Check the Box



The Big Picture: Potential Pitfalls

Seeing Signals
and wanting to:

- ❑ Pick the winner
- ❑ Figure out the answer
- ❑ Act right now
- ❑ Hit Home Run
- ❑ Skip over what we don't understand

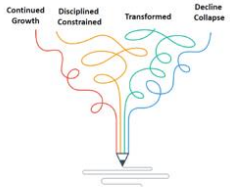


Techniques & Tools: Signals Strategy

Google Alerts

LinkedIn

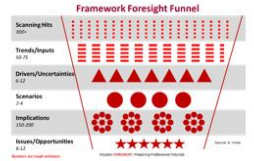
diigo



Four Futures

Futures Wheel

Trend Cards



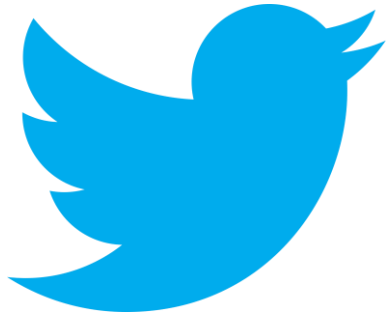
Framework Forecast

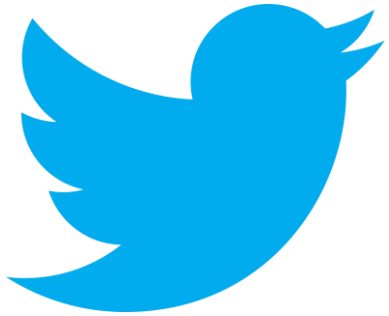
Expanding Sources

Sharing & Archiving

Turning Signals into Stories

Why Twitter?





Outcome:
Informed & Inspired by following fascinating people & conversations

Step One: Understand the Language of Communities

#longevity

Wen Dombrowski MD MBA Retweeted

Beth Parkhill @LongevityPlanet · Apr 6

And 23 percent of boomers will eventually be without family caregivers #longevity #aging #AgingIntoTheFuture Will a combination of #AI and robots be the solution?

> **Andrzej Klimczuk** @AndrzejKlimczuk · Apr 6
>
> More And More #Millennials Are #Caregivers For Older #Family Members : NPR npr.org/2019/03/16/702...

#AgingintotheFuture

Following

Aging Into The Future LA

@AITFLA

AITF, powered by St. Barnabas Senior Services is THE tech conference for seniors and their families. #aging #technology #agingintothefuture #agewell

Los Angeles, CA Agingintothefuture.com Joined December 2017

528 Following **622** Followers

Followed by CATALAIZE, Kytera, and 2 others you follow

Tweets Tweets & replies Media Likes

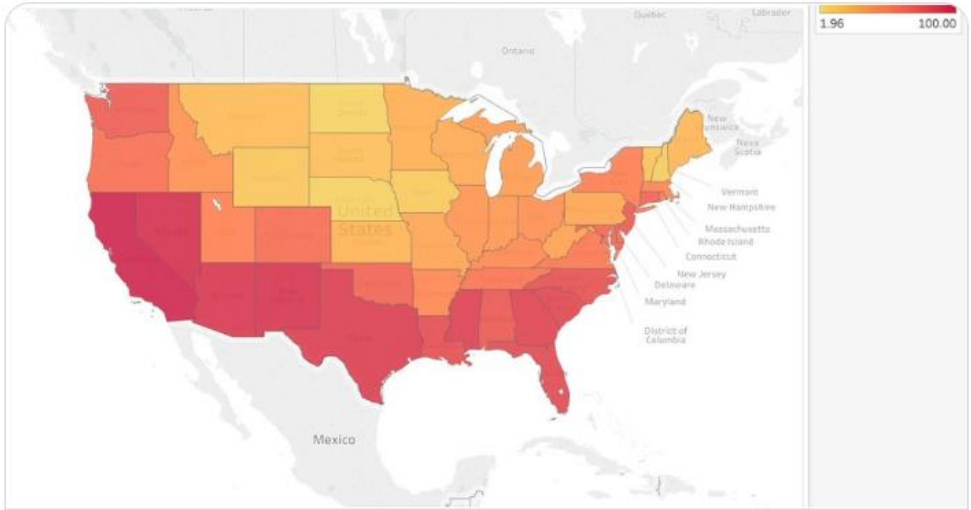
Learning the Language and Code of Thematic Conversations

Social Determinants of Health

#SDOH

Ahmed Ali @MrAhmednurAli · 39m
John Oliver exposes the sinister side of the mobile home Industryhttp://ow.ly/roGg30omKxu **#sdoh**

David Nace MD @DavidNaceMD · 20h
I recently co-authored a research on understanding **#SDOH** by calculating the social vulnerability indices (SVI) score at zip level, and using SVI to get patient level insights. Here's the report:
bit.ly/2U4icsd
#SDOHTalk
@innovaccer



From Myth to Reality - Revolutionizing Healthcare with Augmented Intelligence and Social Determin...
innovaccer.com

Learning the Language and Code of Thematic Conversations

#SDOH

Equality Health @equalityhealth · 1h

We partnered with @TAVHealthUS to present how we're addressing **#SDOH** and driving value-based care at the Arizona #MedicaidInnovationChallenge hosted by @AHCCCSgov along with @AH_Innovation and @CHCShealth. Watch our healthcare rebels in action here: youtu.be/nISF0ej_F6I

Task: Understand the Language of Your Domain

Twitter Tips: Lists Help Manage Chaos & Communities

List URL → **https://twitter.com/garrygolden/lists**

Garry Golden
@garrygolden

Father to dinosaur + lava obsessed boys. Futurist w/ real clients. Tweets: Energy, Transportation, Learning, Crypto, Demographics, Deep Time, Art

Brooklyn, NY
garrygolden.com
Joined April 2008

Subscribed to | **Member of**

Data Analytics AI 🔒
44 Members

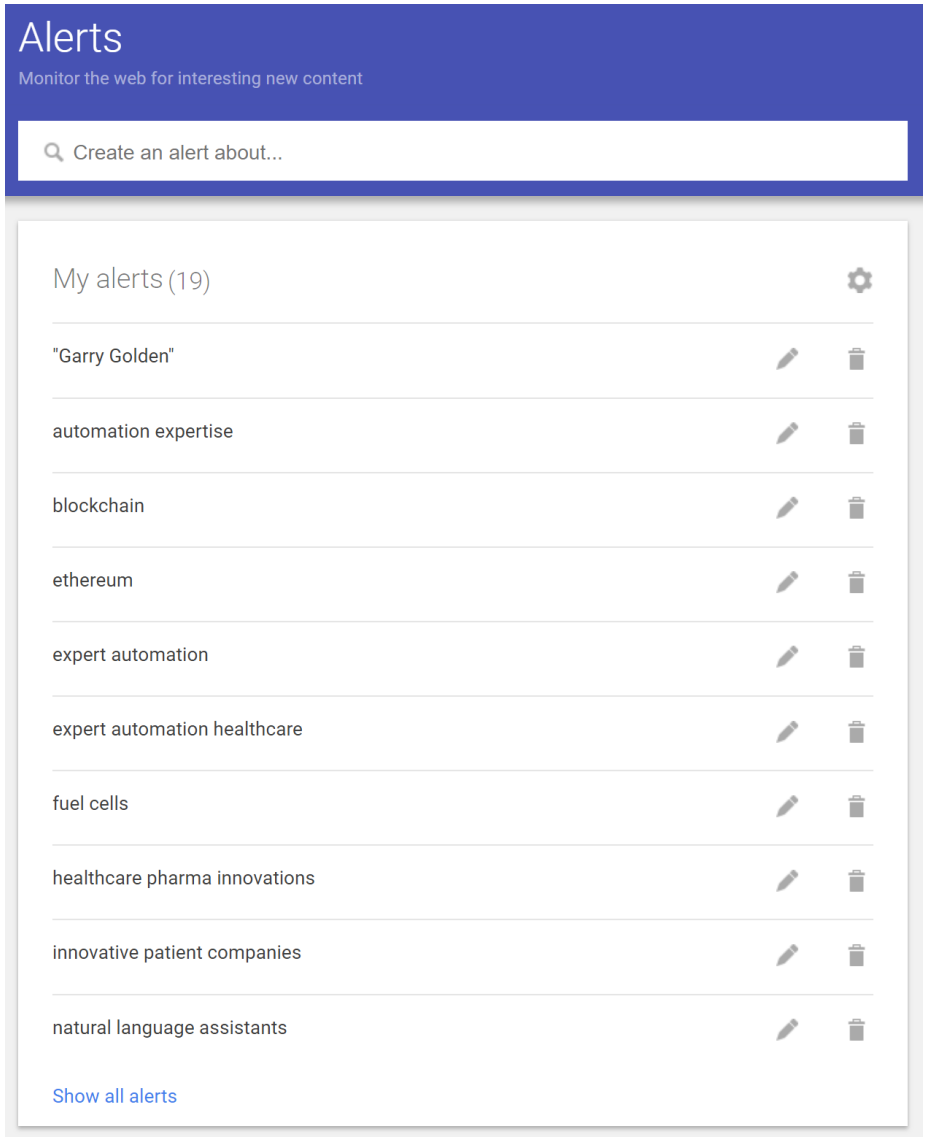
govt2.0
63 Members

health+wellness
103 Members

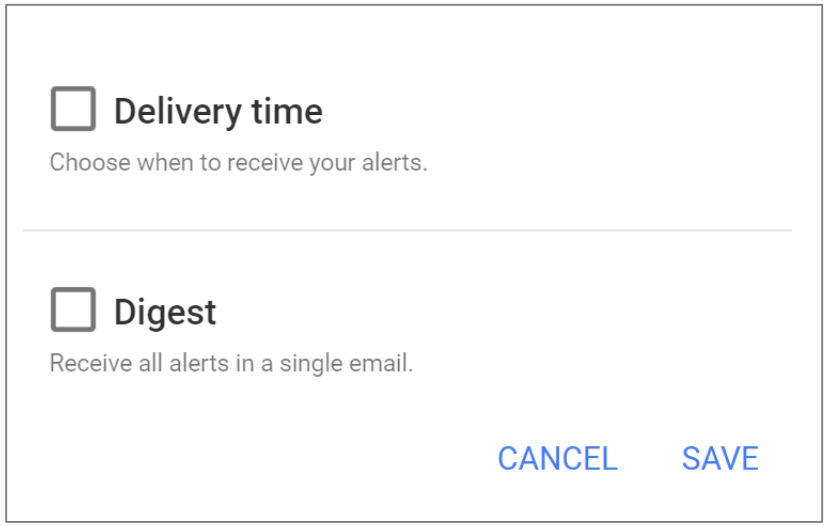
Google Alerts: Keywords

1) Go to: google.com/alerts
2) Enter Series of Keywords

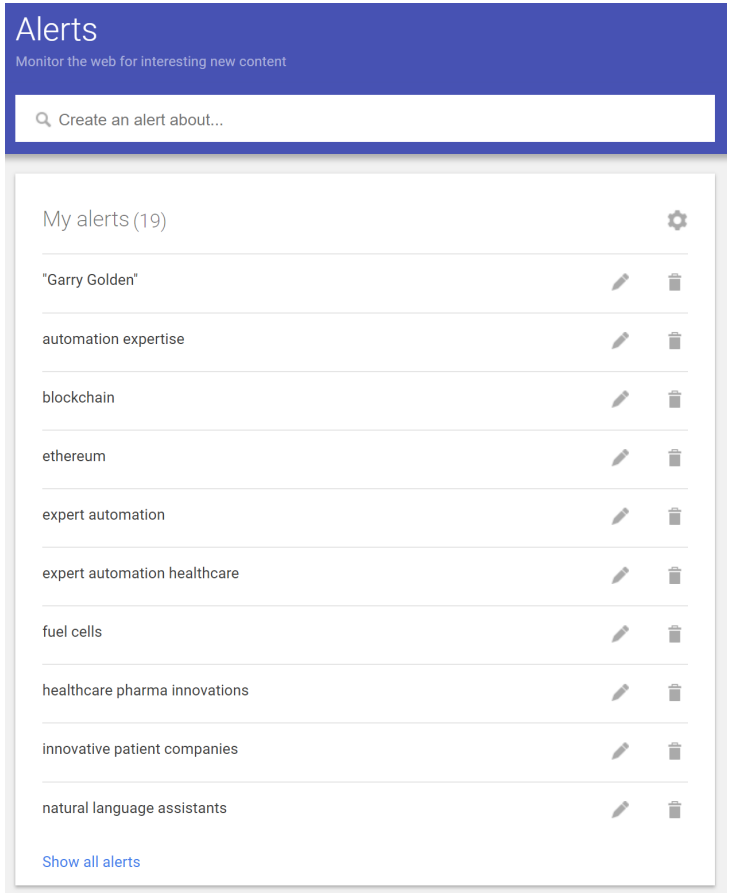
Google Alerts



3) Choose Delivery Time vs. Digest to Manage Flows



Google Alerts



Tips for Getting Started

- ❑ Start with Ten Keywords
  (Test variations;
  Delete Ineffective Keywords)
- ❑ Start with Digest Mode
- ❑ Create a Gmail Folder to Avoid Crowding Inbox
- ❑ Yes, Google is Watching

LinkedIn

Samson Williams
Problem Solving Educator: Fintech | Blockchain | Crowdfunding | Humans
1d

Where is the future of lawyering, in a **#decentralized** ecosystem? Some quick thoughts from **Lewis Cohen**, while at **#Consensus2018**. Checkout what he has to say about how **#blockchain** and entrepreneurship are shaping the future of law practice in **Angela Angelovska-Wilson**'s new law firm **www.DLXLaw.com** (we all know whose really in charge).

Maureen L. Murat, Esq. DLX has a office in DC and NYC. You should connect with Angela if you haven't already.

Paras Kale Constantin Kogan Elena Merzhanova Sushil Singh CPA (Aust.) FRANCISCO BENEDITO Michiel Lips 林铭瀚

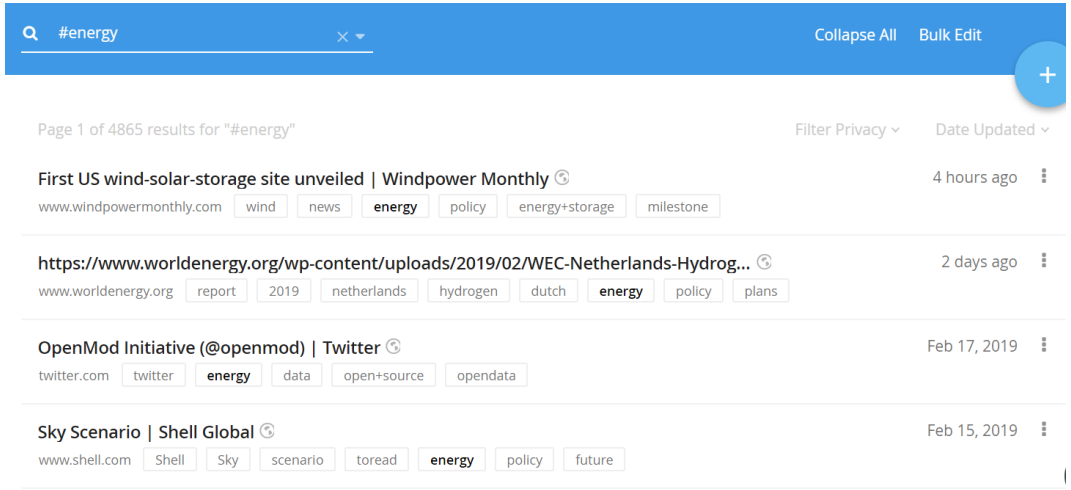
66 Likes · 12 Comments

Like Comment Share

Tool:
Organizing Your Signals

‘Tagging’
‘Social Bookmarks’

Collect & Share Signals as Social Bookmarks



Social Bookmarking allows you to automate and archive your efforts so you can review them all together under common keywords – and share with colleagues.

Diigo help you avoid having to remember where you read something—simply get into the habit of tagging relevant website, videos, and reports that you find along the way.

With practice the 'tagging' of a web browser based signal (news story, video, PDF, et al) should take five (5) seconds to filter and archive with three tags.

https://www.mediavillage.com/article/nielsen-auto-cloud-a-dream-for-driving-change-among-marketers/

Nielsen Auto Cloud a Dream for D Change Among Marketers

Automotive marketing for audio media has just taken a major leap forward. It was announced in early November that the Nielsen Auto Cloud -- the new standard in aut marketing, data and measurement capabilities -- has been licensed by both Westwoo One, which reaches 245 million weekly listeners across America, and Panoply Media, leaders in podcast marketing and technology. For marketers this means access to a vast new range of data backed by a powerful marketing and measurement technolog This enables auto brands and their agencies to generate high-reach, high-engagemer audio interactions with actual car buyers.

Edit bookmark

Nielsen Auto Cloud a Dream for Driving Change Among Marketers | MediaVillage

Add a description...

automotive media marketing advertising business+model+design

Recommended: sensing chemistry mobile digital hardware nielsen auto cloud driving change

Add to an outliner

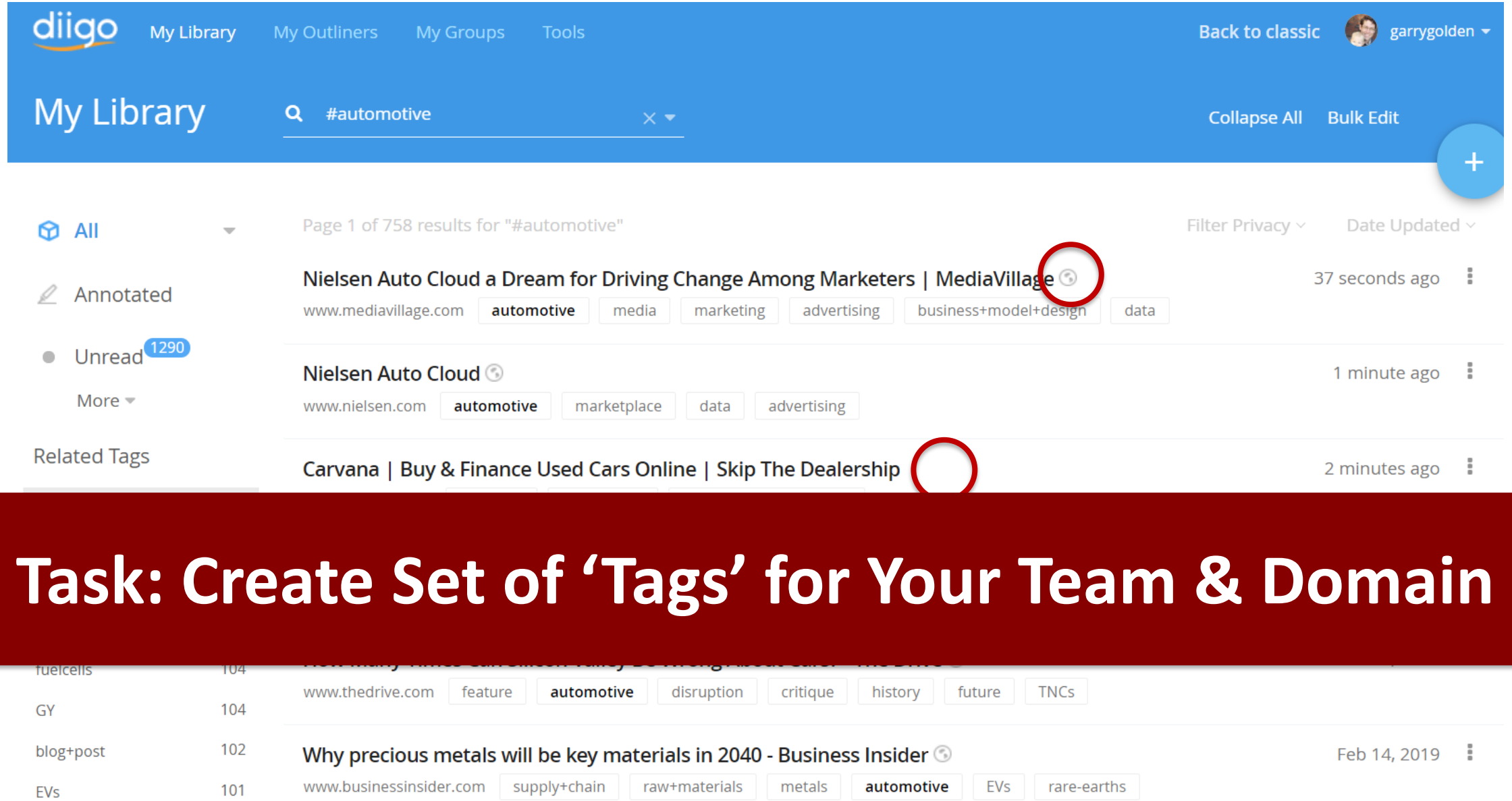
Share to a group

Private Read Later Cache

Remember saving preferences

Save

Collect & Share Signals as Social Bookmarks

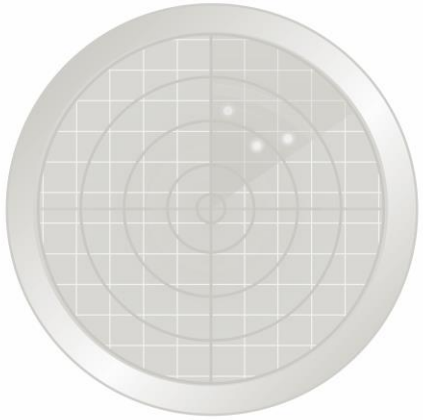


Task: Create Set of 'Tags' for Your Team & Domain

Questions on Scanning Practice?

Expanding Sources

Sharing & Archiving



Sharing Signals & Scanning Review

Explore Themes

Framework Forecasting

Challenges of Talking About *the Future*

Addressing Foundations

Purpose, Happiness vs Helplessness

Self-Work on Equity & Justice

Imperative of Being Local

Feeling 'Futuristic'

Techno-Solutions

Empowered Self

Globalization

Growth

Governance & Civic Culture

Civil discourse, Cultural competency, Civic participation, Diversity, Immigration, Volunteerism, NIMBY, Government collaboration & merger, Tax and fee systems, *Community think tanks like BACC*

diigo My Library #civic Collapse All Bulk Edit

Page 1 of 126 results for "#civic" Filter Privacy Date Updated

Cultural Organizing Needed for Equity: A Framework of Belonging - Non Profit News | N... Jun 12, 2019
nonprofitquarterly.org NPQ oped civic culture organizations community equity

Town Hall Project || Find a Town Hall Near you Jun 12, 2019
townhallproject.com project civic community politics

CDI May 29, 2019
communitydevelopment.art project art community artists culture civic

Inquiry into the Civic Role of Arts Organisations May 28, 2019
civicroleartsinquiry.gulbenkian.org.uk UK civic arts community social+change

The Laundromat Project – Make Art. Build Community. Create Change. May 28, 2019
laundromatproject.org project art nyc community civic

mindandculture.org May 12, 2019
mindandculture.org organization civic US culture SDi yellow problems

Projects - Innovation Advisory Council | seattle.gov Apr 10, 2019
www.seattle.gov Seattle govt govt20 civic techlash technology council project ideas

Garry's Diigo 'tags' (keywords)

https://www.diigo.com/user/garrygolden/**govt**

https://www.diigo.com/user/garrygolden/**civic**

https://www.diigo.com/user/garrygolden/**equity**

https://www.diigo.com/user/garrygolden/**policy**

Nuanced Search Terms like:

- ❑ DEI (Diversity, Equity & Inclusion)

NPQ
NONPROFIT QUARTERLY

CHANGING POWER RELATIONS, COMBATTING STEREOTYPES, CULTURAL / NARRATIVE AND FRAMING, RACIAL EQUITY

Cultural Organizing Needed for Equity: A Framework of Belonging

"Belonging," powell adds, "is communicated through structures, culture and personal interactions."

And while powell's formulation might seem abstract, the real-world applications of the approach can be profound. For instance, at such universities as Stanford and the University of Texas-Austin, which, powell explained, have adopted a "belonging" framework, the percentage of black students who earn GPAs in the top quarter of their class tripled. The black-white achievement gap in terms of GPA was cut in half, and the number of health visits by black students fell.

A PROJECT INITIATED BY CALOUSTE GULBENKIAN FOUNDATION UK BRANCH

WHAT IS THE CIVIC ROLE OF ARTS ORGANISATIONS?

ABOUT THE INQUIRY

The Inquiry seeks to increase awareness of the civic role that arts organisations play nationally and in their communities. Through research and consultation we want to develop understanding of what constitutes 'next practice' and create a movement of organisations committed to demonstrating it.

Find out more →

Community of Choice

Public safety, crime &emergency response, Balanced neighborhoods (live/work, access to housing and services), Transportation (ride hailing, driverless vehicles, transit), Recreation, Communication (broadband, fiber optic & 5G), Lifestyle preferences

diigo My Library

#community

Collapse All Bulk Edit

+

Page 1 of 742 results for "#community"

Filter Privacy Date Updated

Radical Health - Empowering Communities through Collaboration 2 days ago

www.radical-health.com company healthcare health **community** Bronx NYC SDOH

Populus Mobility Manager — Populus Jun 28, 2019

www.populus.ai platform mobility cities **community** open+source

Buffalo and Lafayette lead the way in form-based codes | CNU Jun 24, 2019

www.cnu.org cities policy zoning real+estate buffalo case+study **community**

Humans adapt to social diversity over time | PNAS Jun 19, 2019

www.pnas.org toread SDi humanity **community** otherness

The Unequal Counties of America | APM Research Lab Jun 12, 2019

www.apmresearchlab.org demographics US policy place geography **community**

"1 in 10 Americans lives in one of just seven counties."

Cultural Organizing Needed for Equity: A Framework of Belonging - Non Profit News | N... Jun 12, 2019

nonprofitquarterly.org NPQ oped civic culture organizations **community** equity

Town Hall Project || Find a Town Hall Near you Jun 12, 2019

Defining the role of government in the new mobility ecosystem

"New mobility" is a term that is sweeping the globe and a concept that is revolutionising how people get from point A to point B and everywhere in between. It is the convergence of mobility on demand (MOD), Mobility-as-a-Service (MaaS) and transportation demand management (TDM) and it means big changes for governments and transit agencies.

Intelligent Transport

By Jean Ruestman - Michigan Department of Transport

4 June 2019

No comments yet

SHARES

21

POLICY

Buffalo and Lafayette lead the way in form-based codes

The cities represent the versatility of recent codes that replace conventional zoning.

ROBERT STEUTEVILLE JUN. 18, 2019

The winners show the versatility of form-based codes (FBCs) and the impact they are having on diverse American communities, from major cities to small towns. The three codes were adopted from 2015 to 2018. The Green Code covers all of Buffalo, New York, a traditional city with a population of 256,000. Lafayette's code covers downtown, the traditional heart of the Louisiana city of 127,000. Canton is a town in northwestern Connecticut with a population of 8,800, and the code addresses development along a suburban commercial corridor linking established village centers.

FBCs are being adopted to retain unique community character and encourage predictable, walkable development that supports life's daily needs. Distinct from conventional codes that separate uses, FBCs promote investment that connects communities through mixed-use neighborhoods. "Identifying, encouraging, and celebrating a sense of place has been a guiding force of my philanthropy for nearly three decades," notes Richard H. Driehaus, whose charitable trust funds the awards. "By going back to a time-honored notion of coding to make a community livable by integrating form and purpose, these winners have both beautified and enlivened their cities."

Health & Wellness

Aging population, Social isolation, Transportation (transit, driverless vehicles, walkable, bikeable), Healthcare (access, quality and cost), Lifestyle and nutrition (choices and availability), Medical technology, Environmental health effects (i.e. water & air quality)

Garry’s Diigo ‘tags’ (keywords)

https://www.diigo.com/user/garrygolden/aging

https://www.diigo.com/user/garrygolden/health

https://www.diigo.com/user/garrygolden/wellness

https://www.diigo.com/user/garrygolden/SDOH

https://www.diigo.com/user/garrygolden/pophealth

4 grocers that are turning stores into destinations

E-commerce sales may be growing, but the store is still the core asset for many retailers. Here's how a few are making their locations into more than just a weekly shop.

Credit: Photo by Erik Brolin on Unsplash

ShopRite's Wellness Center

In its Morristown, New Jersey store, ShopRite wanted to create a community hub and lifestyle center where shoppers could regularly gather, said Fischer. What resulted was the Village Food Garden Wellness Center, which opened in 2013. The wellness center includes free registered dietitian services, a full service pharmacy, a learning space for children and a fitness studio.

The fitness studio costs $25 a month, significantly lower than most gym memberships, and features classes like Zumba, yoga, barre and circuit training, along with invitations to special events and discounts at ShopRite’s juice bar and for its catering service.

Gelson's Markets Sip 'N Shop

Gelson's in-store wine bars have become a regular draw for customers. Starting two years ago, the Southern California grocer gave these shoppers another reason to stop by with Sip 'N Shop, a service that lets customers relax at the bar while a store associate does all the shopping.

Life Plan Communities Excel at Promoting Wellness Among Residents

By **Tim Mullaney** | January 23, 2019

Mather LifeWays

Share

Residents of life plan communities across the United States are generally experiencing higher levels of wellbeing than older adults living in the general population.

That's according to newly released findings from The Age Well Study, conducted by Mather LifeWays Institute on Aging in partnership with Northwestern University and a variety of senior living industry organizations.

HEALTH IT, PATIENT ENGAGEMENT

Cerner launches new near-site employer health clinic network Anuva Health

The idea behind Anuva is to offer employee additional healthcare services that are accessible from multiple locations. Alongside urgent care and primary care services, Anuva clinics will offer lab work, behavioral health, health coaching health coordination and an integrated pharmacy.

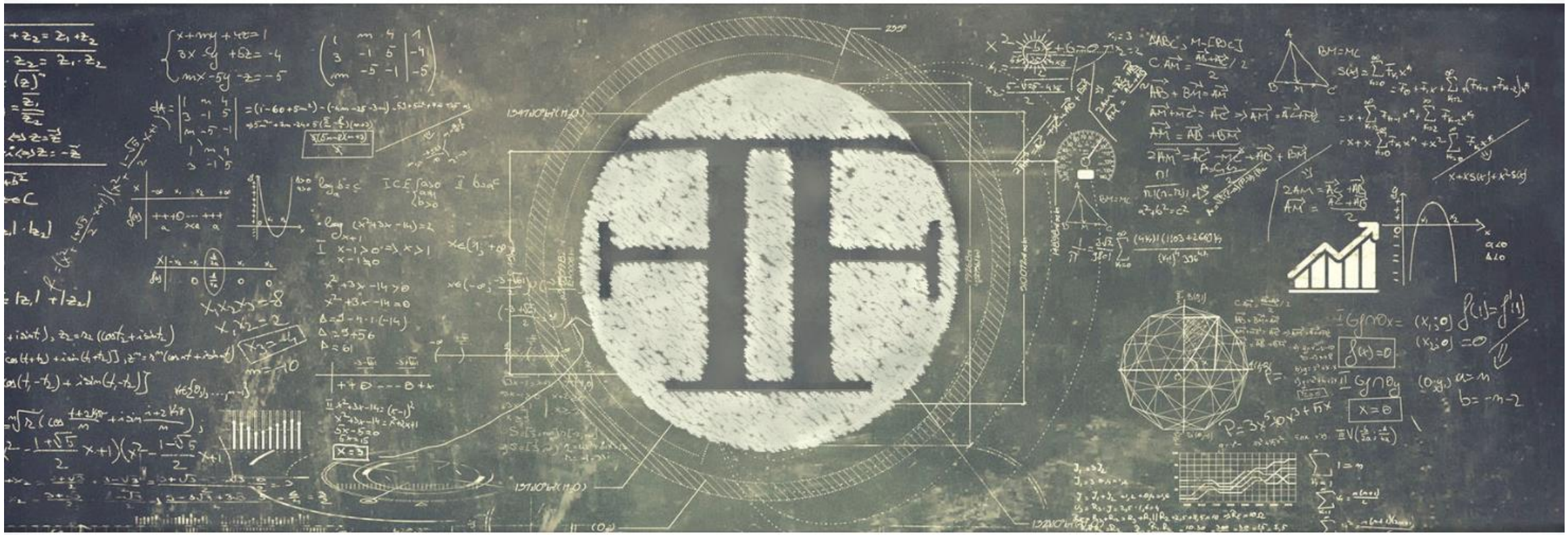
By KEVIN TRUONG

Post a comment / May 16, 2019 at 7:58 PM

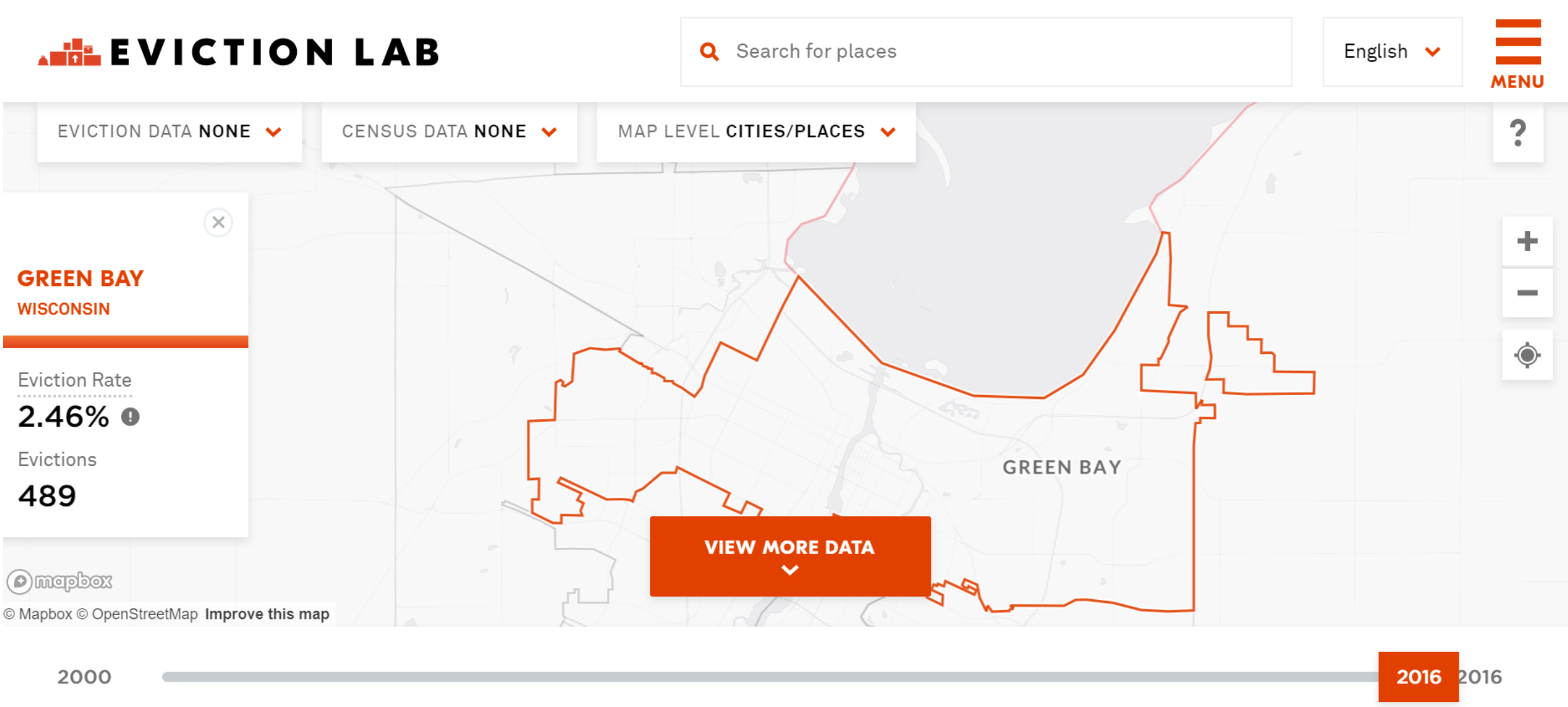
Pathways for Success

Barriers to success (socio-economic, aging, disability, adverse childhood experiences, mental health, social isolation, debt), Support for success (cradle to lifelong learning, access to success ladder, mentoring, living wage, collective impact strategies, youth engagement)

Fragile Families CHALLENGE



What would happen if hundreds of social scientists and data scientists worked together on a scientific challenge to improve the lives of disadvantaged children in the United States?


EVICTION LAB
Search for places
English
MENU
EVICTION DATA NONE
CENSUS DATA NONE
MAP LEVEL CITIES/PLACES
GREEN BAY
WISCONSIN
Eviction Rate
2.46%
Evictions
489
GREEN BAY
VIEW MORE DATA
mapbox
© Mapbox © OpenStreetMap Improve this map
2000
2016
2016

Local Economic Transformation

Access to corporate decision makers, Workforce recruitment & retention (young talent, wages, career paths), Entrepreneur support (accelerators, co-working, capital, mentors), Productivity through automation, Transportation (driverless vehicles, fuel cell, electric), Communication (Broadband, 5G), Global digital ecosystem, Energy (renewables, recycling)

Garry’s Diigo ‘tags’ (keywords)

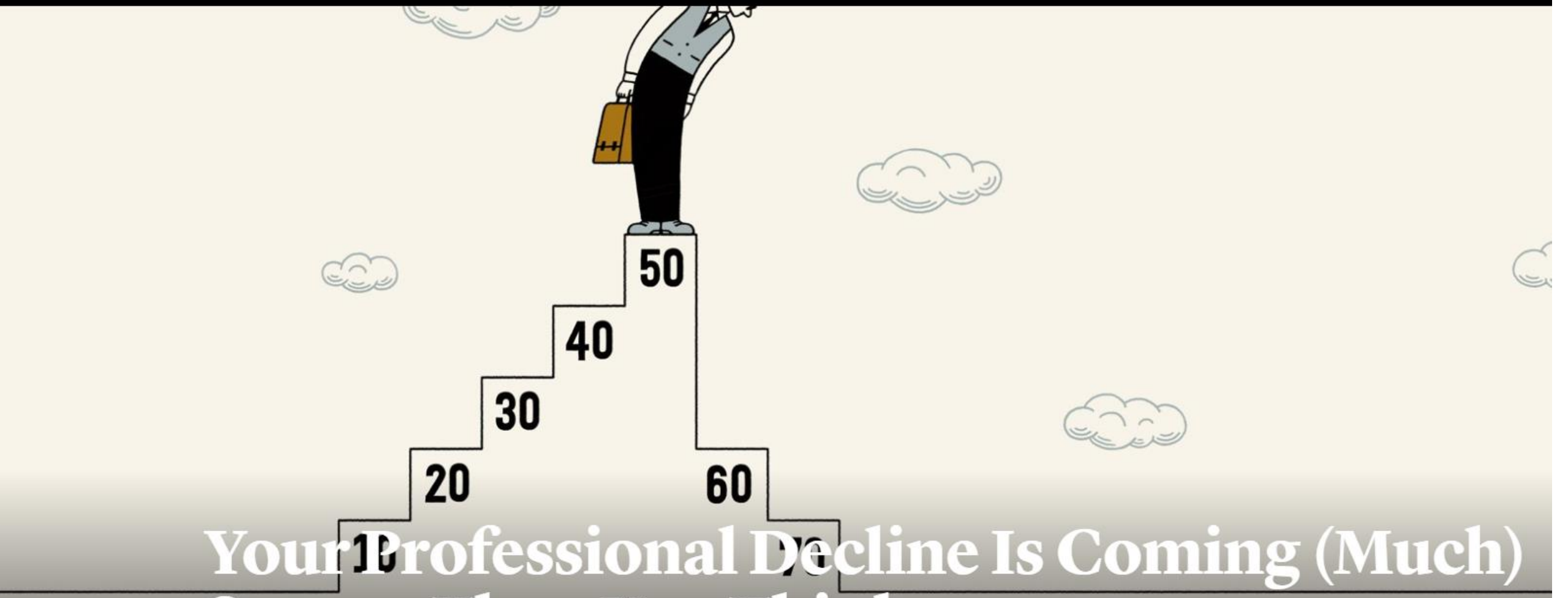
https://www.diigo.com/user/garrygolden/**work**

https://www.diigo.com/user/garrygolden/**automation**

https://www.diigo.com/user/garrygolden/**manufacturing**

https://www.diigo.com/user/garrygolden/**farming**

https://www.diigo.com/user/garrygolden/**AI**



Your Professional Decline Is Coming (Much) Sooner Than You Think

Here's how to make the most of it.

McKinsey
& Company
McKinsey Global Institute
The future of women at work:
Transitions in the age of automation
June 2019 | Report

Bloomberg

Robots Edge Closer to Unloading Trucks in Amazon-Era Milestone

New Siemens, Honeywell devices work at least as fast as people. ‘The job is miserable inside that trailer.’

By Thomas Black

May 3, 2019, 5:00 AM EDT

Why 2019 Will Be The Year Of The Manufacturing Platform

Michael Mandel Contributor ⓘ
Manufacturing
I write about digitization of manufacturing and its economic impact

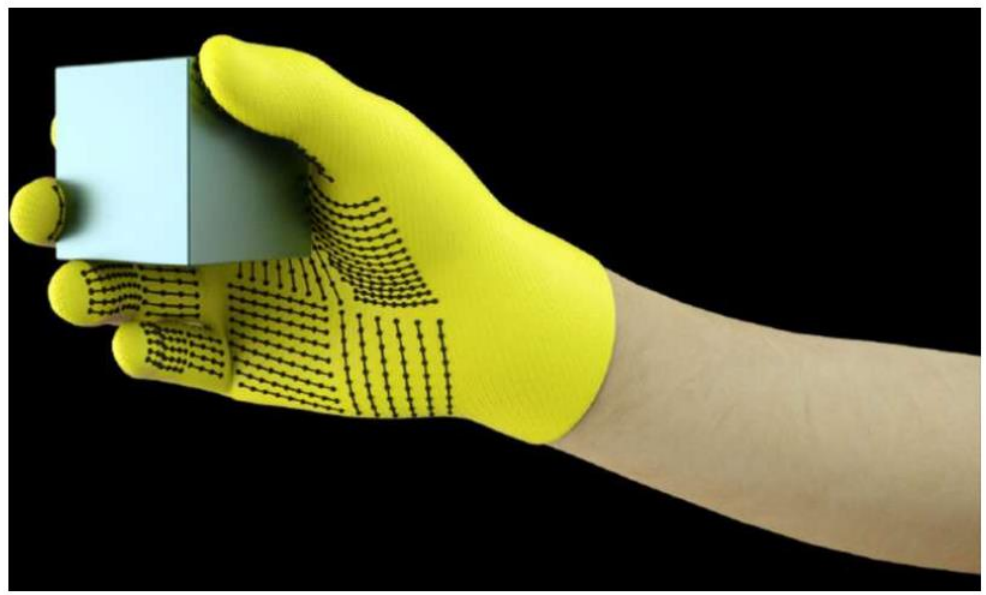
The big tech platforms get all the attention these days. But the biggest tech news of 2019 may turn out to be the rise of the manufacturing platforms—companies that rewrite the rules of production and product development, and in the process create new opportunities for local manufacturing.

The economic backdrop is the looming threat of an all-out U.S-China trade war, which places a new premium on domestic sourcing. If trade tensions

MAY 29, 2019

Sensor-packed glove learns signatures of the human grasp

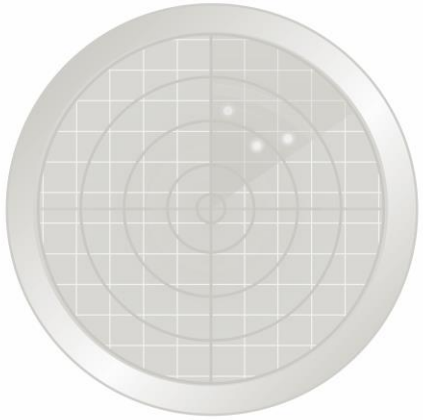
by Rob Matheson, Massachusetts Institute of Technology



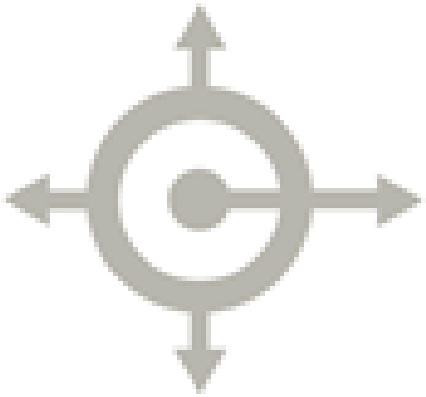
MIT researchers have developed a low-cost, sensor-packed glove tha…

Seeing STEEP within:

- ❑ Governance & Civic Culture
- ❑ Community of Choice
- ❑ Health & Wellness
- ❑ Pathways for Success
- ❑ Local Economic Transformation



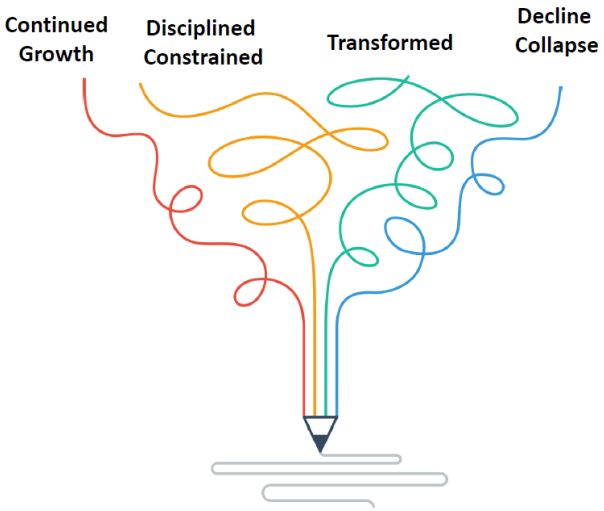
Sharing Signals & Scanning Review



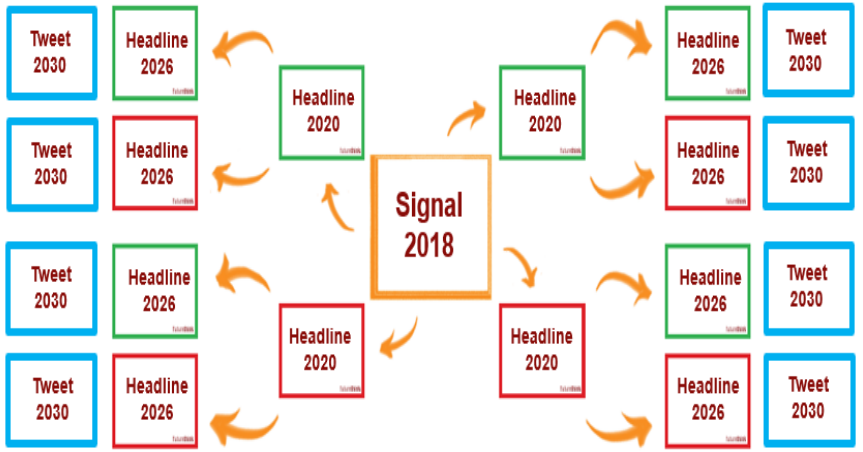
Explore Themes

Framework Forecasting

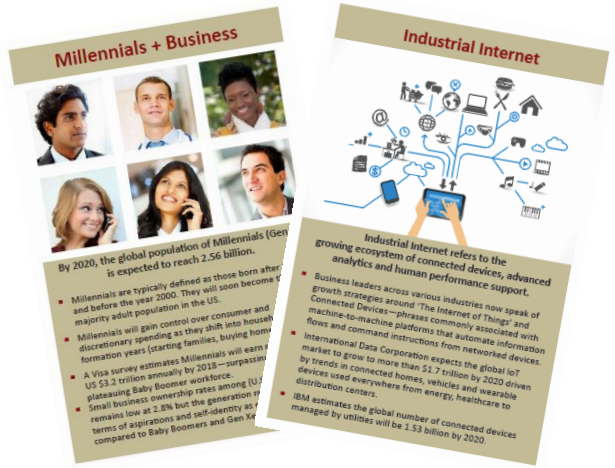
Turning Signals into Stories



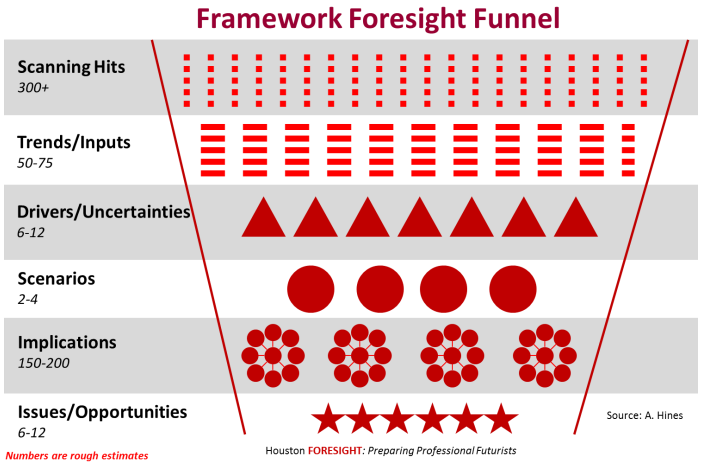
Four Futures



Futures Wheel

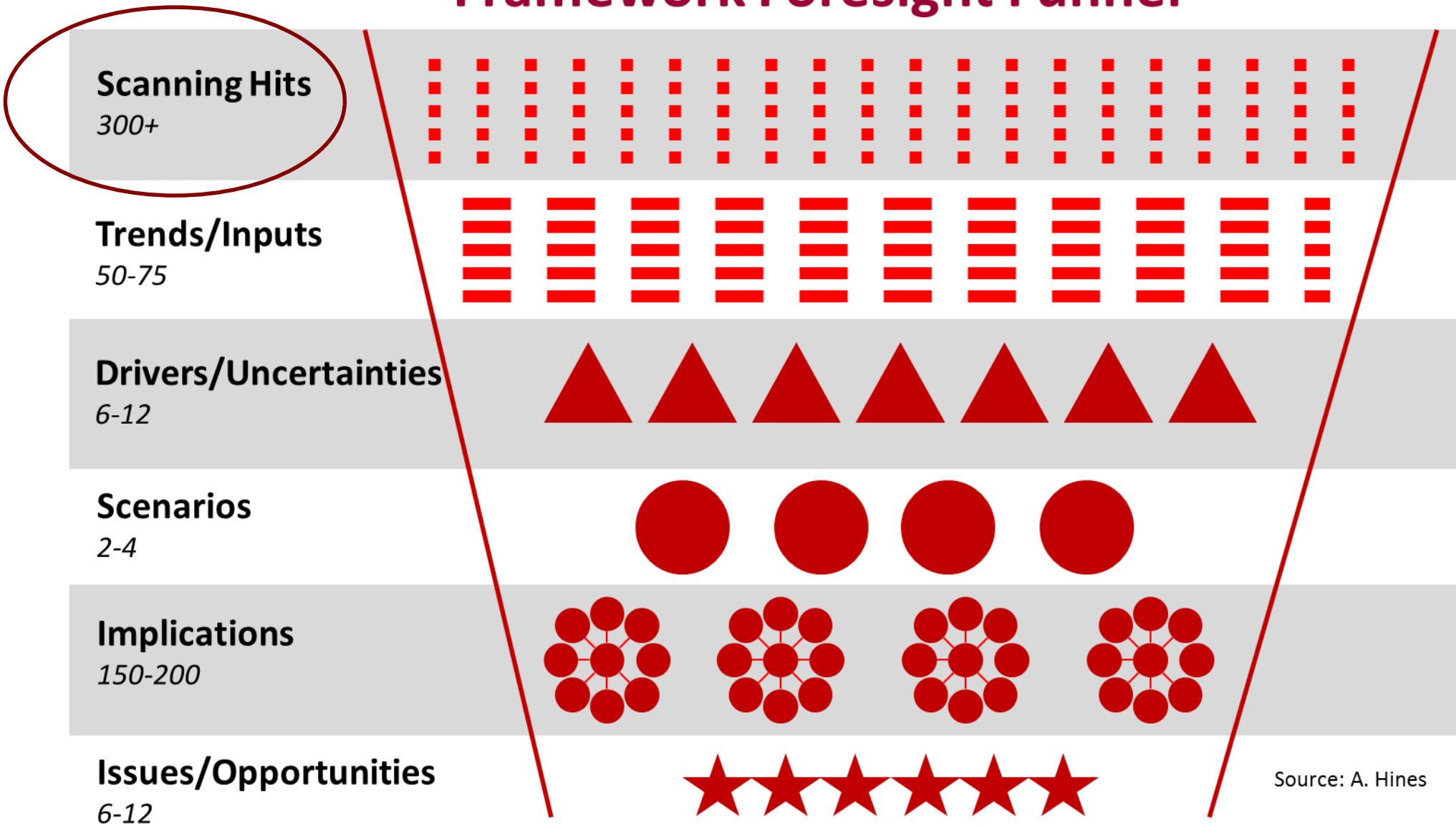


Trend Card Poker



Framework Forecast

Framework Foresight Funnel



Source: A. Hines

Numbers are rough estimates

Houston FORESIGHT: *Preparing Professional Futurists*

Hinesight
For foresight, use Hinesight

ASSOCIATION OF PROFESSIONAL FUTURISTS

Why Build a Habit in Scanning for Signals?

Outcomes & Outputs

Step 1

Information + Inspiration

Step 2

Building Knowledge
(Framework Forecast)

Research Tool:
Develop Framework Forecasts on Key Themes of Change

Contents lists available at SciVerse ScienceDirect

Futures

journal homepage: www.elsevier.com/locate/futures

Framework foresight: Exploring futures the Houston way

Andy Hines *, Peter C. Bishop

Graduate Program in Futures Studies, University of Houston, 4800 Calhoun Road, 110 Cameron Building, Houston, TX 77204-6020, USA

ARTICLE INFO

Article history:
Available online 29 May 2013

Keywords:
Framework Foresight
Foresight method
Forecasting
Scenarios

ABSTRACT

Over the last several years, the University of Houston developed and codified a method for teaching students how to carry out foresight projects. This development represented a philosophical shift from a neutral presentation of methods without particular advocacy for one or the other. The challenge that this neutral approach presented is that each method is somewhat different and especially for those new to foresight, it became challenging to find common ground, distinguish them, or to know when to use one or the other. Our experience is that our initial wariness of promoting a standard method and thus a "one-right-way" of doing foresight proved unfounded. Not only does it not detract from the teaching of other methods, in fact it has made it easier. Framework Foresight was deliberately built to accommodate and incorporate other methods and approaches. It provides a basis of comparison of how various practitioners and methods do the work, enabling them to assess the strengths and weaknesses of each. Framework Foresight thus could be viewed as a meta-method in that it is a modular approach that accommodates a substitution of, or supplementation from, other methods or techniques at various steps. As students became practitioners and used the method in their practice, they have provided useful feedback and have generally reported back good results. Thus, Framework Foresight is offered to the foresight community as a method for carrying out foresight projects

© 2013 Elsevier Ltd. All rights reserved.

Future of _____

- ❑ Define the Domain
- ❑ Key Concepts (Glossary)
- ❑ Timeline / History
- ❑ Conferences
- ❑ Key Stakeholders
- ❑ Key People to Follow
- ❑ Stated Plans
- ❑ Key Figures & Forecasts
- ❑ Trends
- ❑ Uncertainties
- ❑ Ideas (Visionary)
- ❑ Emerging Issues (Policy Questions)

Key Concepts (Glossary)

Generate a list of key concepts needed to understand this domain and gain knowledge. The list may be fundamental concept or very technical ‘in the weeds’ for more advanced learners.
Try to create a List of 20-30 terms

101 Level – Fundamental (Beginner Level)

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

201 Level – Concepts Known within the Domain (Insider Level)

- Text... (Source)
- Text... (Source)
- Text... (Source)
- Text... (Source)

Timeline / History + Potential Events

How has this domain changed over time? List key milestones. Bullet point outline of the domain that has created the current conditions and landscape for stakeholders with particular attention to milestones for industry and recent discontinuities that define the past and current 'eras'.

- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- What happened, By whom, When/Year, (Source)
- Potential Events – Likely milestones
- Potential Events – Likely milestones
- Potential Events – Likely milestones
- Potential Events – Likely milestones

People to Follow

Who are important thought leaders and innovators in this domain? Whom should I follow on Twitter?
You might informally label or group them as thought leaders, writers, evangelists, skeptics, business leaders, policy makers, et al

- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes
- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes
- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes
- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes
- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes
- Person, Organization, Job Title, @Twitter, Website, Noteworthy Notes

Stated Plans & Projects

List and describe publicly stated plans by stakeholders. This might include investments, partnerships, new services, et al. The list might include turnkey, funded, to be funded or aspirational plans. We want to understand stated commitments for the future.

- Plan (General), Stakeholder, Plan, Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan, Place, Investment Level, Goals, et al (Source)
- Plan (General), Stakeholder, Plan, Place, Investment Level, Goals, et al (Source)

Emerging Issues

Emerging Issues are best seen as topics that require a decision in the future.
It is often framed as “Will we … or Will we not… do xyz” (e.g. Will we permit growing of genetically modified wheat?)

- Text... (Source – if applicable)
- Text... (Source – if applicable)
- Text... (Source – if applicable)
- Text... (Source – if applicable)

Uncertainties

Closely related to Emerging Issues. Highlight the uncertainties associated with this domain.
What are the biggest uncertainties? What is unknown today but might have clarity in the future?

- Text... (Source – if applicable)
- Text... (Source – if applicable)
- Text... (Source – if applicable)

BACC Decision:

- ❑ Desirable?
- ❑ Doable?
- ❑ Tools?

Future of _____

- ❑Define the Domain
- ❑Key Concepts (Glossary)
- ❑Timeline / History
- ❑Conferences
- ❑Key Stakeholders
- ❑Key People to Follow
- ❑Stated Plans
- ❑Key Figures & Forecasts
- ❑Trends
- ❑Uncertainties
- ❑Ideas (Visionary)
- ❑Emerging Issues (Policy Questions)