

**BFN Business Futures Network/Futurealities社は、1991年からロンドンに拠点を置く多国籍 多分野のコンサルタント集団。** ワークショップを通して企業の経営戦略、新規事業の創出を支援する。北米、欧州、日本在住のコンサルタントの出身産業、専門分野は、防衛産業、ICT（大手及びベンチャー）、不動産投資、金融、広告業から食品加工まで多岐にわたる。

BFNの創立時が未来の不確実性が高まった1980年代であったことは偶然ではない。特に欧米系の多国籍企業が、フロントランナーであるがゆえに、「未来を予見する」ことの重要性を強く感じた時代だった。

企業や組織は、すでにその方向性が明白になっている変化、通説を起点に将来の経営戦略、既存の戦略の再評価や軌道修正、新たなイノベーション領域を目指したR&D戦略の策定に取り組むことが多い。ある時点で一見明白に見えるトレンドや通説も、さらに吟味をしないと突然の変化に直面するなど想定しない事態の発生時には対応できない恐れがある。特に、その産業のフロントランナーである場合、競合他社の経験、成功、失敗を参考にしながら進むことはできない。一つの決断が倒産さえも招きかけない局面では、不完全な形であっても自らが何らかの方法で未来を予見する能力を持たなければ大きなリスクをはらむ経営戦略を練ることは不可能になっていた。

BFNのWorkshopの目的は非連続的な将来にも考えを巡らせるため議論を幅広い分野で経験を積んだBFNのパートナー・コンサルタント達とクライアント企業の参加者の討議を通して行い、得られた知見を、将来の経営戦略、既存の戦略の再評価や軌道修正、新たなイノベーション領域を目指したR&D戦略の策定、既存の産業区分を超えた新たな市場の創出（Business Innovation）の摸索などを通して、一方でリスクを軽減しながら、可能な限り競合他社に先駆けて新たな成長機会の模索に役立てることである。

### コラボラティブ コンサルティング

クライアントの部署(経営企画、新規事業開発、R&D戦略、M&R戦略など)が目指す目的、テーマに沿って未来を洞察するワークショップを主宰。

クライアント企業社内に未来を予見する能力構築のためのノレッジトランスファー（Scanning Abstractのデータベースを構築するための支援、Scanningワークショップの設計や運営のノウハウ、ビジネスイノベーションを模索するためのプラットフォーム構築を可能にする）。

複数企業が協働する新たなビジネスモデル創出にも支援を行う。

### 新規事業の支援

クライアントからの要請を受け、（Futurealities社として）注力すべきと判断された分野におけるイノベーションの可能性の見極め、競合他社の取り組みなどを具体的に調査し、新規事業と策定するか否か判断に資するアドバイス、策定された新事業の開始に至るまでの事業計画策定の支援を行う。

### 主な顧客

顧客には米国、欧州の多岐にわたる産業の多国籍企業、カナダ、スコットランド、スウェーデン州政府やEU委員会などの公的機関、日本では日系多国籍企業、NISTEP科学技術政策研究所なども含まれる。

### Background:

1979年 米国カリフォルニアのSRI (Stanford Research Institute)のコンサルタントがそれまでの技術を軸にした変化の議論や既存の技術モニタリングや市場予測を超え、市場、社会全体に軸足を置いたビジネスイノベーションの可能性を探る議論に移行するため専門分野を横断する組織で開始したScanning (monitoringではない)を通して未来洞察を試みた活動から始まった。

その後1983年に共同開発者であるGeoff Woodling、Jim Smithが当時のSRI (Stanford Research Institute)の顧客であった多国籍企業を対象に、経営企画部門の役員たちを対象に市場戦略の再評価、危機管理目的で商用化し、欧米の多国籍企業に向けて提供が開始された。商用化を主導した2人 (Woodling, Smith)がSRIからスピノフし、1991年にはGeorge Mallen, 藤原まり

子を加えてBFNを設立。経営企画分野の市場戦略の立案、再評価、危機管理などの経営戦略支援に加え、R&D、イノベーション分野の発見、ビジネスモデル創出などにも支援を拡げ、目的ごとにワークショップを開発し提供を開始。

スウェーデンのコンサルタントグループ、日本の大手広告会社 コンサルティング局との提携を通じて協働するネットワークを広げた。

現在、BFN社はアフリカ・ガーナ出身者を含めた14人のパートナーを中心にプロセスコンサルティングを提供。Futurealities社は、必要性に応じて外部コンサルタントと連携し、プロジェクトや新規事業策定のアドバイスを行う。

#### **顧客**

米国、欧州の多岐にわたる産業の多国籍企業、カナダ、スコットランド、スウェーデン州政府やEU委員会などの公的機関、日本では日系多国籍企業、NISTEP科学技術政策研究所なども含まれる。

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Geoff Woodling

Co – founder Business Futures Network

Professional profile:

A geography scholar of Cambridge University, who later conducted research into organisation management and innovation at London Business School, Geoff's professional interests have concentrated on developing an understanding of the innovation process within companies and the impact of future technology on the spatial development of urban regions.

His early research work in a leading business research firm in London were focussed on transportation, conducting the first forecast of UK port unit load traffic for the PLA and related transport studies, including the first global study of urban automated transit technology adoption. Subsequently he was responsible for a series of studies of the steel industry in northern Europe, examining the potential for investment in a range of new industrial plants and processes, including advising the Swedish Government not to proceed with the Stalwerk 80 plan for Norbotten Jarnverk in Lapland.

Geoff's interest in technology innovation and subsequently led to his joining SRI (Stanford Research Institute) where he was responsible for their Business Intelligence and Technology Monitoring programs in Europe, before joining their innovation management practice. During the time with SRI, he set up the Business Futures Network on behalf of a group of 20 international companies, and this was later spun out into a new company, BFN, with the generous support of the Institute.

Prior to joining SRI, he had conducted a study of the future for the City of London ahead of Big Bang for a leading real estate agency Jones Lang Wootton (JLW), whom he later joined as partner to set up their corporate real estate strategy practice helping organisations adapt to changing operating and work patterns. However after three years with JLW conducting assignments for Apple and ABB among other multinationals, Geoff established a specialist Real Estate Business Strategy practice (REBUS) to serve multinational corporations particularly in Scandinavia. With support from JLW, Geoff extended the futures programme of BFN in Europe. With his cofounders he went on to establish the Business Futures Network globally, first with Jim Smith in Canada and then with Mariko Fujiwara to in Japan.

Over thirty years Geoff has developed the scope of BFN futures programmes and its associated global foresight and innovation management practice, "Futurealities" conducting assignments for companies around the world. With its co-founders in the US and Japan and later partners in Sweden, BFN maintained a continuous global futures scanning programme for over thirty years and until recently had a long term collaboration with Hakuhodo, the second largest advertising agency in Japan, who conducted workshops in Japanese using the BFN model..

The Business Futures Network of multinationals meeting four times a year was the platform for the development of the BFN foresight and innovation consulting business, developing a series of themed futures programmes for clients in Scandinavia, North America and Japan, as well as conducting custom futures projects for many of BFN clients.

In parallel with this futures work, Geoff continued to develop the strategy practice advising public and private sector organisations extensively throughout Scandinavia for almost 30 years. This led at the start of the Millennium, to his being asked to take responsibility for securing and setting up the 3G mobile network in Sweden and Norway for Hutchison/ Wallenberg. Just before Christmas 2000 Hutchison was successful in securing one of the first 3G licences in Sweden, and was followed later by a licence in Denmark. Having successfully recruited the senior management in Sweden, Geoff was asked to guide the establishment of the Hutchison 3G business in Austria, before returning to the UK to lead the commercial innovation role for the new network, ahead of its launch in 2003.

Geoff then returned to more diverse project consulting with BFN and has led a series of corporate futures programmes for clients including one on “futures for the office economy” for his old firm Jones Lang. This work led to a series of assignments to develop a vision for the transformation of the former Royal Aircraft Establishment site at Farnborough Airfield for SEGRO, the leading UK industrial developer. He also acted as business development adviser to Celexa, a real estate investment fund in Scandinavia for more than five years. This work included studies for the EU Framework 7 project on the future for urban mobility, and a successful “Future Cities” bid for a British city in a UK wide competition.

The gradual alignment of his interest in foresight and innovation led to the conduct of a series of new international business studies for Mitsubishi Chemical Holdings and a four year programme with Yokogawa, both global in scope. He is a regular contributor to international seminars on foresight and innovation, having led a futures scanning project for NISTEP also in Japan.

### **Alberto Scarpa – A short profile**

Alberto is a senior independent consultant with a keen interest in all aspects of the built environment and their future.

An Italian civil engineering top-honours graduate, Alberto’s Master thesis in urban design highlighted the first instances of “metropolitan” growth patterns on the outskirts of Rome and the inadequacies of the urban planning instruments available at the time to harness them.

He then worked for Digital Equipment Corporation (DEC), at the time the world’s number-two IT company and pioneer of networked computing. Alberto made his career at DEC in Corporate Real Estate, at a time when the company quickly grew fivefold to a worldwide workforce of over 150,000 and then restructured itself to a third of its former size: he was based in turn in Switzerland, France and the United States, whence he managed complete development projects across Europe and the USA, as well as the world’s first fully networked portfolio of buildings and business services. He was a workplace innovator and, as Director of Property for Europe, Middle East and Africa, he sustained a rapid pace of asset development, management and deployment at the leading edge of high-technology manufacturing, sales and services.

Later, as European Director of Administration, he was also responsible for all nonmanufacturing procurement and coordinated Digital’s re-engineering and cost restructuring efforts across the range of its business activities in Europe. At the time of Digital’s merger with Compaq Computers and later Hewlett-Packard, he declined to stay on with the new company, and chose to move with his family to London, where he has resided since.

In London, Alberto joined Business Futures Network Ltd (BFN), the foresight specialists of which he had formerly been a client, and later co-founded Futurealities, their innovation consultancy. Since 2000, he has taken part in all BFN foresight programmes and in many futures-informed projects at the intersection of mobility, communications, IT, cities and real estate.

Alberto was on secondment for three years to Hutchison Whampoa's telecommunications subsidiaries (H3G), during the launch of 3, the mobile telecom operator. He was interim Property Director in the UK, establishing in record time the headquarters office and the first data centre. He then repeated the performance in Austria, making H3G the first office occupier in the 100-year-old Gasometers that had just been redeveloped by the city of Vienna.

Other recent BFN/Futurealities interesting projects have included: a major study

for re-qualifying a SEGRO business park in Farnborough, which planned the transformation of the old Royal Aircraft Establishment into a visitor attraction at the heart of a new mixed-use quarter for the city; the creation of a commercial telecommunications infrastructure fund for financing projects in developing Commonwealth economies; urban renewal initiatives in Gosport, Portsmouth and Southampton, UK and in Reims, France; international business development assignments for Celexa, a Swedish property fund, and later for Aberdeen Property Investors; and futures-led business innovation projects in diverse fields, such as office development (for Jones Lang LaSalle), large-scale horticulture in developing economies, water services in Africa (both for Mitsubishi Chemical Holdings Corp.) and process automation (for Yokogawa Electric Corp.).

Alberto also served for several years as a Director of Ney Investment BV, a privately owned property investment company with a portfolio of interests in Europe, Russia and the USA, mainly linked to the pharmaceutical industry. He is currently an investor in, and Director of Kaleyde Pharmaceuticals AG, a Swiss-based biotechnology firm developing innovative treatments in the field of ophthalmology.

He maintains an active personal interest in his other favourite subjects: design, philosophy, the arts, and the cultures of China and Japan.

藤原まり子

株)リパブリックフェロウ

神戸で高校を卒業後、ニューヨーク州立大学New Paltz校に進学、その後スタンフォード大学にて文化人類学修士号取得

帰国後の1981年博報堂生活総合研究所の設立準備に参画し、2015年まで34年間客員研究員（フェロウ）を務める、主にエスノグラフィの手法を通して生活者の変化について調査研究、国内外にて発表（欧米、および東欧、バルト諸国、中東、アフリカ、アジア、オセアニアの経済団体および大学で講演）。

1983年から政府省庁の研究会、懇談会の委員を務める。1992年には道の駅懇談会の委員、その他、愛知県、神奈川県、三重県などの地方自治体においても総合計画、地域経済振興策の策定に関わる委員会の委員を務める。近年は国土審議会、情報通信審議会、関税、外国為替等審議会の委員。

1991年からロンドンに拠点を置く多国籍コンサルタント集団 Business Futures Networkのパートナー。Network/Futurealitiesのネットワークを通して世界同時的に社会及びマーケット変化の兆しを早期に察知、未来の変化を洞察しながら、企業や産業におよぼす影響を予見、多国籍企業の市場戦略、イノベーション戦略、新ビジネスモデル構築のコンサルテーションを行う。国内外の市場、新興国市場の開拓戦略（Frugal Innovation）のコンサルテーションに注力。

2015年4月1日より現職、一般社団法人融合研究所研究員を兼務。

博報堂生活総合研究所の出版物に加えて、

◆主な共著

「変わる生活、変わるビジネス」 川口順子編（東洋経済新報社 1999年）

「知識創造のワークスタイル」（東洋経済新報社 2004年）

「未来洞察のための思考法」 鷲田祐一編（勁草書房 2016年）

◆共訳

「ミラーメーカーズ フォックスの広告世相 100年史 I, II」（講談社 1985年）小川彰監訳