

INSIGHT FROM TOFFLER ASSOCIATES

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- Toffler Associates
Engagement Leader

Envisioning Alternate Futures: Preparing Aviation Industries for a New Global Age

FUTURE CHALLENGES

As international travel and transportation become increasingly important to global economics, those nations wishing to be major players on the global business stage, and wishing for their national travel and transportation industries to be competitive with rival providers and destinations, are faced with significant questions: What new competitors are emerging? How will business and leisure travelers' behaviors morph? What security regulations are necessary? What will the role of technology be?

In order to position their country and its industries as global aviation competitors, the Civil Aviation Authority and Transportation Ministry of a key Asian nation enlisted the help of Toffler Associates. The nation's leaders understood the importance of being prepared for a host of new challenges and opportunities in the coming years, and wanted to plan strategically to be out ahead of other nations in the region and around the world.

FUTURE STRATEGIES

The Toffler Associates team began by mining recent research on passenger numbers, cargo flows, and a range of airline and travel trends. Toffler Associates recognized that the main concern the nation faced was how ensure its airports, airlines, and air-travel-related service industries will be relevant in the coming years as aviation routes and channels changed and as they confront issues including:

- Emerging Competitors
- Environmental Concerns
- Political Instability and Terrorism
- Advances in Technology
- Illness and Disease Spread

Toffler Associates then developed a custom strategy for the nation's government and aviation industries by outlining a series of detailed scenarios and identifying what actions (investments, R&D, business moves, policy changes, etc) would produce desired results in each. This method is at the center of Toffler Associates' approach to strategy, enabling clients to better envi-

sion a range of potential market changes in the future and therefore inform critical decisions.

The Toffler Engagement Leader on the project explained: “These scenarios – we call them “alternate futures” – incorporate a high-level of detail, down to envisioning how the demographics could shift, and how people’s leisure-time preferences might change, and how things like that will transform passenger and cargo makeup. This gives the client a much clearer understanding of the many possibilities and avenues for change as they seek to establish their nation and their aviation industries as leaders in global travel and transportation.”

PREPARING FOR THE FUTURE—A NEW DIRECTION

The “alternate future” scenarios fed into a series of interactive planning sessions with high-level leaders and officials. Select areas of focus included:

- **Alternate Business Models** – how to create new models that used market forces to aid the national economy while creating opportunities for aviation
- **New Incentive Structures** – how to stimulate aviation traffic and related spin-off jobs
- **Regulations and Safety** – how to balance regulations and safety with new economic and social dynamics
- **Environmental Concerns** – how to prepare for aviation’s role in an environmental crisis or pandemic outbreak
- **Cultural Shifts** – how the growth and movement of ethnic and religious groups might affect how aviation is conducted

ENVISIONING THE FUTURE, DRIVING ACTION

Toffler Associates’ unique scenario development technique and their use of the scenarios to inform strategy took the client’s planning to a higher level. By going beyond linear projection from historical quantitative data, this nation’s aviation leaders were able not only to consider possibilities they had not conceived of before, but also to strengthen the abilities of the people who will bring those possibilities to fruition. “Our client was able to create a specific strategy for their aviation future. And in the process, we helped to establish a broad network of individuals throughout all levels of the government and industry who need each other’s help and creativity to execute on the strategy but just had not made the right connections.”