

Visioning Tool

A vision is a vivid picture of where you want to be in the future. A clear vision is crucial for developing an effective strategy. To generate collective energy and enthusiasm for your vision, share and refine it with everybody involved with your business.

1. Time Horizon:

5, 10, 25, 50 Years



2. Key Trends

- 1....
- 2....
- 3...
- 4...

3. Industry Vision

What does the industry look like?

4. Business Vision

What does your business look like?

What products / services are you providing? How? How are you adding value? How are you differentiating yourself? How are you shaping the industry? How do you and your employees feel...?

INTERACTION



Visioning Process

1. Decide Time Horizon

2. Identify Key Industry Trends

3. Describe how the industry looks

4. Describe how your business looks
– your **vision**

How to use the visioning tool...

Use the tool to develop a vision for your business that is both compelling and grounded in reality.

First decide a **time horizon** to add focus to your vision – choose 5,10, 25 or 50 years. If you choose 25 years, for example, the purpose of the exercise is to visualise what your company will be like in 25 years time.

The most successful businesses respond to the industries in which they sit. This is why it is crucial to first consider the **key trends** that will define the industry. You may want to consider economic, legal, social and other factors.

Use these trends to build up a **picture of your industry** at your time horizon. You can now articulate your business vision.

Now **visualise your business**, remembering to consider how it is responding to and shaping the industry environment. Your vision will be vivid, energising and grounded in reality.

Visioning Tool - Example

Use this example, based on a fictional consulting company, to provide prompts if you are short of inspiration!

1. Time Horizon:

10 Years 



TIP For a rapidly changing industry, use a shorter **time horizon**; for a more stable industry use a longer one

2. Key Trends

- 1 Increasing reliance on **technology** to communicate information, rise of decentralised business models
- 2 Quickly changing **economic** landscape, increasing need to respond quickly to complicated business situations
- 3 A **social** trend towards entrepreneurialism that sees more and more people starting up their own businesses
- 4 Tighter auditing and **legal** constraints that can shackle large corporations and make them vulnerable to smaller competitors
- 5 More pressure on corporations to offset and minimise their **environmental** impact, big penalties for those who fail
- 6 **Political** parties support small business to drive economic recovery; incentives for individuals to set up own business



TIP

Factors to consider: Technological, environmental, social, political, legal, economic...



TIP

Stakeholders to consider: Customers, competitors, suppliers, employees...

3. Industry Vision

The demand for consulting services amongst SMEs has been steadily growing due to technological and social factors which see more and more people setting up their own businesses.

In particular, SME owners require help with technology, and support for decision making that is becoming increasingly complex due to globalisation and the dynamic economy.

Large corporations can provide these services but suffer from an association with the economic crisis and allegations about adverse environmental impact.

SME owners are therefore looking to small consulting firms to provide help with technology and decision-making support.



TIP

Sum up your vision in the first sentence.

4. Business Vision

To be the number one provider of consulting services to the SME sector and business start-ups; to be recognised for excellence in helping clients understand and surmount the technological challenges of doing business in the 21st century; to be shaping the sector through fostering awareness of and actively applying analytical tools and techniques; to be known in the SME community as open, affordable and accessible - as the 'go to' consultancy.



TIP

The more **people** you can involve in the visioning process, the better. Share the process with your business partners. You can also enlist the help of a facilitator to help you articulate your ideas.



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Your Vision

Use this page to go through the visioning process and describe your vision

1. Time Horizon:

___ Years



2. Key Trends

1...

2...

3...

4...

5...

6..

3. Industry Vision

4. Business Vision

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