



# Ipsos Trends and Foresight

**Prospectus for the  
Futures Framework 2023-26**

June 2023







# About Ipsos Trends and Foresight

**Ipsos Trends and Foresight are a specialised consultancy building on Ipsos' understanding of people to offer applied foresight advisory services**, including scenario planning, horizon scanning, trend spotting and framework building. Our work capitalises on Ipsos's strength in depth: we build on Ipsos' 45+ years' experience understanding Society, Markets and People to advise governments, industry leaders and businesses on understanding emerging trends and plan for an uncertain future. We work with our and others' data to contextualise insight and trends relevant for any organisation into a broader understanding of the changes affecting citizens, consumers and the wider world. We help our clients better understand emergent risks and opportunities, advising them on how to take strategic decisions to make them more resilient and able to deal with the complex challenges of the future.

As a company we have a long pedigree in foresight. As far back as 2006, we led the UK Government's Horizon Scanning Centre Sigma and Delta scans, identifying more than 200 emerging issues based on a horizon scan of future trends in science & technology.

## Our Theory of Change

This model lies at the heart of our thinking. It is a simple framework which we use to inform our rigorous approach to understanding the nature of change.

Using this framing, we look at drivers of change from the "top down", through global macro forces such as climate change, demography – but also from the "bottom up" through new behaviours and innovations. Both directions have impacts on the shifts – in opinions, attitudes and values – we see in society. The model also highlights the importance of the interrelationships and tensions between each level.

Investigating these dynamics helps us to develop, deliver and disseminate trends and foresight and assess how it will impact our clients' current and future organisations.



Figure 1 - Ipsos Theory of Change

## Our expertise across sectors

As a consultancy embedded in a global research firm, we draw on the expertise of one of the biggest organisations in social and market research. One powerful benefit of this is that we utilise the wealth of Ipsos' citizen and consumer data from the past half century, over multiple countries (with an archive of UK-based data going back over half a century). Another is that it means we are networked with a community of experts whom we can call on to help us meet any organisational challenge – from advanced statistical analysis and data science, through to ethnography, semiotics and behavioural science. Finally, our experience across the public and private sector means we take a more holistic approach to our work, recognising that many of the key uncertainties facing the world today are systemic in nature and require wider collaboration to solve.

# Our services

We are data- and method-agnostic. We can work with existing data, insight and frameworks or generate new ones for our clients. We are capable of analysing information from a diversity of sources, from econometric and survey quantitative data through to qualitative findings from interviews with subject matter experts as well as public-facing focus groups and individual signals of change. And we can convene world-leading experts to explore areas of consensus and divergence in new and emerging areas of policy. Whatever the source, our strength is in analysis and bringing insights together to create impactful, thought-provoking outputs.

We apply these learnings through facilitated strategic workshops and sessions to help decision-makers become more resilient to future change and enable them to capitalise on future opportunities. We can align on the issues that need to be monitored to understand whether the trends we identify are changing over time and how clients can respond. In other words: we collaborate with you to paint pictures of what might happen in the future, apply it to your organisation and put it to practical use through onboarding and actionable deliverables.

We have highlighted our expertise across the six service areas specified in the Futures Framework below:

## Horizon Scanning and driver analysis in policy areas

Building an understanding of emerging issues for an organisation or policy areas, and the drivers that lie behind them, are important steps towards greater resilience. To conduct an effective horizon scan it is important to set a broad scope across a diversity of evidence types. Ipsos has access to long-running datasets that can help us familiarise ourselves with how the world is and how it is changing – including over 40 years of UK political and social trends data through its Issues Index and Political Monitor, as well as the global picture from our Ipsos Global Trends survey<sup>1</sup> and Global Advisor omnibus series. We can also project trends into the future to highlight potential growth and challenge areas.

Our capabilities include carrying out rapid evidence reviews, horizon scans and driver analysis drawing upon frameworks such as PESTLE+ and the ethnographic futures framework VERGE; conducting expert interviews and using the Delphi method to build consensus across groups; and exploring the dynamics of policy areas or domains using systems and driver mapping and analysis. We deploy these techniques to develop a comprehensive view of what is happening and why across a broad range of sectors and explore the implications of future change for a range of stakeholders.

## Scenario building to describe what the future might be like

Creating plausible yet provocative scenarios of what the future might be like is vital for any organisation with long-term targets or perspectives. With an understanding of potential futures, organisations can conduct backcasting to understand the short-, medium- and long-term decisions and strategies that can help them navigate towards the future which is preferable. This work lies at the heart of our capabilities. Building on driver analysis we explore possible futures to uncover the greatest impacts and uncertainties of the future. Our team are experienced in scenario building, visioning and roadmapping, and we use

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<sup>1</sup> <https://www.ipsosglobaltrends.com/>

innovative and creative techniques to enrich scenarios and bring the future to life, especially for public dialogues. We have also developed capabilities in forecasting and developing leading indicators; we work closely with our data science team who can produce forecasts and numerical projections that can speak to senior audiences.

We often draw on knowledge from bespoke expert panels to gain a broad and deep perspective on different possible futures and we are also able to identify new sources of expertise in emerging policy areas. Ipsos' recognised and trusted brand is a powerful enabler for us, allowing us the opportunity to speak with the most senior stakeholders: for instance we regularly interview Members of Parliament (alongside devolved administration Government and Assembly members) for our MP Survey. Our ability to engage with and gather the opinions of senior decision-makers helps to shed light on the numerous possible shapes the future could take. By speaking to people who are immersed in different areas of expertise, we can harness their diverse viewpoints and specialisms to build three-dimensional scenarios.

We work with you to build vivid future worlds, described in robust, evidence-based detail, resulting in co-created nuanced and tangible visions of the future, alongside creative visual understanding. We regularly enrich our foresight projects with illustrations, visualisations and infographics created by our own in-house design studio. We can also develop monitoring frameworks to keep scenarios alive and top of mind in your organisation.

## Strategic policy planning

We work with clients across Government to develop and test strategies, policies and decisions based on unique data and insights into public policy from our evaluation and research experience; applying scientific methods to strategy and policy development; and through our deep experience of policymaking. Our services are designed for public policymakers and delivered by a team led by former senior leaders from central government, the NHS and think tanks. We understand how policy is made, both the formal policy cycles and the messy reality, and have direct experience of working with Ministers and senior officials on strategy and policy development. We support policy planning through:

- **Policy Analysis:** we help clients understand the issues and define what needs to change. We review the existing evidence through rapid literature reviews, evidence scans and use of our archive of research and evaluation data; we map policy ecosystems and processes to understand the incentives that can effect change; and we help clients set priorities and identify opportunities and challenges.
- **Shaping strategy and policies:** we help clients to define their high level-strategy and policy approach. We develop options and ideas enabling clients to engage decision-makers as they develop policy; we gather expert stakeholder views, and explore consensus, through qualitative and quantitative methods such as Delphi; and we develop high-level strategy and policy through methods drawn from our research and evaluation work, such as Theories of Change, to provide structure and underpinning logic to strategy development.

## Capacity building

Ipsos has a long track record in developing futures capabilities within government, stretching back to our work in the mid-2000s with the Horizon Scanning Centre (part of what was then the Office for Science and Innovation). Our team contains experienced trainers and facilitators who have developed and delivered bespoke training to enhance organisational futures capabilities within Ipsos and for clients. Recently we have experienced an increase in interest from clients looking to embed futures approaches

in their organisations, from both the private and public sector. We have created training resources to help some organisations with “building a futures mindset”, including practical exercises covering approaches such as horizon scanning, scenario building, signal gathering, driver mapping and analysis, and trend building – and have delivered this training to their staff. We are also taking a more strategic approach to capacity building; for instance in a new project we building a foundational understanding of foresight in a client’s policy area, to inform the development of their foresight capabilities.

## Data Science and analytics

Our team of data scientists, data strategists and data analysts can combine advanced data modelling techniques with consulting experience to answer bespoke organisational questions, conduct economic appraisals and technology assessment work for clients to aid future strategy and planning.

We provide insights from market and opportunity sizing to scenario modelling to segmentation forecasting to uncover actionable and valuable insights. Our in-house social analytics platform, Ipsos Synthesio, can also be used to analyse social intelligence and other unstructured data sources to provide new insights and understanding.

## Participatory Futures

Understanding public expectations is an important stage for futures research in public sector organisations. We have developed a new approach to including the public in discussions of the future, using systems thinking to move beyond deliberation and public dialogue. We can generate a range of plausible and challenging future policy contexts which take uncertainty into account and are able to identify the core elements of scenarios that will interest public stakeholders as well as policy and subject matter experts and bring these to the public in imaginative and inspiring ways.

One of Ipsos’ strongest abilities is our power to convene stakeholders, ranging from vulnerable audiences and members of the public through to world-leading academics and thinkers. Here the benefits of Ipsos’ breadth are clear – by spanning many areas of human life we have access to experts in many different arenas and have a track record of bringing people together to share expertise and experiences. We are skilled in generating new scenarios from depth interviews with experts as part of a literature review or horizon scanning project, through to large-scale Delphi studies on areas of emerging science.

We then convene publics and stakeholders together to explore the issues and trade-offs, in deliberation with experts and policymakers. This unique approach makes deliberative democracy more robust and future focussed.

# Our core team



## **Billie Ing: Global Head of Trends and Foresight**

Billie is the Global Head of Trends and Foresight. She brings more than 14 years of experience working across Ipsos, on private and public sector, qual, quant and ethnographic research, and more recently developing, building and delivering Ipsos' approach to early innovation consultancy. Billie led the development and activation of Ipsos Global Trends 2023.



## **Dr Mark Matthews, Head of Science Policy and National Security**

Dr Mark Matthews is Head of Science Policy and National Security at Ipsos UK. He has a background in academia, policy/strategy consulting and think-tanks with a long-standing specialisation in science and innovation policy work – including dual-use (civil-national security) aspects. He has been a member of the BEIS Expert Peer Review Group on Evaluation since 2018 and was appointed to the EPSRC Strategic Advisory Team (SAT) for Capital and Infrastructure in late 2021.



## **Mike Lawrie, Head of Strategy & Advisory**

Mike has 15 years of consultancy, evaluation and research experience. He has designed and delivered complex policy and programme evaluations across policy areas, but with a focus on healthcare over the past 10 years. He has worked on both the consultancy and the client side, and therefore offers an in-depth understanding of the policy making process, the role of evaluation and evidence, and how to use analytical thinking early in projects to maximise the quality and insight of the end output.



## **Reema Patel, Head of Deliberative Engagement**

Reema Patel is Head of Deliberative Engagement at Ipsos. Her area of expertise is largely situated in designing deliberative public engagement processes with members of the public on future-facing issues. This includes the Future of Flight public dialogue working with Innovate UK; and a public dialogue on Net Zero Futures, working with GO-Science. Both have had substantial impact on policy, with the dialogue on the Future of Flight informing the allocation of UKRI social science funding.



## **Nick Chiarelli: UK Trends and Foresight Practice Lead**

Nick is a professional Trends Specialist with over 30 years' experience. Nick has held leadership positions in several specialist trends teams including Iconoculture, Foresight Factory and UNLIMITED. Nick holds the MRS Diploma and was co-author of the "Best Case Study" paper which looked at the role of trends in charitable fundraising.



**Nathan Brandsen, Director Strategy & Advisory**

Nathan specialises in bringing together multi-disciplinary teams to develop evidence-based strategies informed by the political context. As a former Senior Civil Servant in the Department of International Trade and the Health Security Agency, he has built and led policy and analytical teams to advise Ministers and senior officials on high-profile strategies and policies.

**Mike Clemence: Engagement Manager**

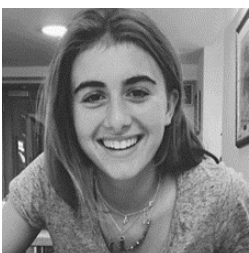
Mike has over ten years' experience working across Ipsos UK helping public and private sector clients understand changing public values and behaviours. He is skilled in using horizon scanning, PESTLE techniques, scenario building and managing Delphi survey studies in topics areas like public health. He is also the speech writer for the Ipsos Global CEO Ben Page.

**Antonia Lopez: Consultant**

Antonia has experience working on researching public values, attitudes and trends across the world. She is skilled in applying strategic foresight techniques including horizon scanning and scenario building in strategic planning and is confident working with both qualitative and quantitative research methodologies.

**Xiaohan Yi: Associate Consultant**

Xiaohan works with clients in public sector using horizon scan technique to uncover drivers of change for governmental bodies. Xiaohan is experienced in trends development, and foresight methods such as using PESTLE+ framework and confident at articulating its implication for clients.

**Iona Kininmonth: Graduate Analyst**

Iona has a keen interest in the health sector, especially issues surrounding the future of health-tech and the ethical issues surrounding this. Since starting her career with Ipsos, Iona has worked on researching signals for trends, as well as PESTLE analysis in health such as for the European Centre for Disease Prevention.

Feel free to contact us: our email is [trendsandforesightUK@ipsos.com](mailto:trendsandforesightUK@ipsos.com)



# Our standards and accreditations

Ipsos' standards and accreditations provide our clients with the peace of mind that they can always depend on us to deliver reliable, sustainable findings. Our focus on quality and continuous improvement means we have embedded a "right first time" approach throughout our organisation.



## ISO 20252

This is the international market research specific standard that supersedes BS 7911/MRQSA and incorporates IQCS (Interviewer Quality Control Scheme). It covers the five stages of a Market Research project. Ipsos was the first company in the world to gain this accreditation.



## Market Research Society (MRS) Company Partnership

By being an MRS Company Partner, Ipsos endorses and supports the core MRS brand values of professionalism, research excellence and business effectiveness, and commits to comply with the MRS Code of Conduct throughout the organisation. We were the first company to sign up to the requirements and self-regulation of the MRS Code. More than 350 companies have followed our lead.



## ISO 9001

This is the international general company standard with a focus on continual improvement through quality management systems. In 1994, we became one of the early adopters of the ISO 9001 business standard.



## ISO 27001

This is the international standard for information security, designed to ensure the selection of adequate and proportionate security controls. Ipsos was the first research company in the UK to be awarded this in August 2008.



## The UK General Data Protection Regulation (GDPR) and the UK Data Protection Act (DPA) 2018

Ipsos is required to comply with the UK GDPR and the UK DPA. It covers the processing of personal data and the protection of privacy.



## HMG Cyber Essentials

This is a government-backed scheme and a key deliverable of the UK's National Cyber Security Programme. Ipsos was assessment-validated for Cyber Essentials certification in 2016. Cyber Essentials defines a set of controls which, when properly implemented, provide organisations with basic protection from the most prevalent forms of threat coming from the internet.



## Fair Data

Ipsos is signed up as a "Fair Data" company, agreeing to adhere to 10 core principles. The principles support and complement other standards such as ISOs, and the requirements of Data Protection legislation.

# For more information

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