




# DESIGN FOR FUTURE

**A playbook to understand today's challenges  
and design tomorrow's opportunities.**

**cba**



Design for Future playbook is a guide for company leaders and managers, who have not lost hope in this exceptionally complex and delicate period. We have recorded their needs and their provocative questions, themes on which we are working today, so that this material can provide help.

The playbook will help determine the priorities and identify certain solutions for the phases that you are preparing to face. You can choose the needs that you feel are closest to your own requirements, and concentrate on one phase at a time, completing this playbook on your own, with your team, or with us.

**Let's play!**

# MY PRIORITIES

Which are the needs that you feel are most urgent today?

If you could choose four options, which of these 9 needs would you select?

Which is your highest priority? Think about this question and then look through the playbook in order to find more details.

☐ I have to recalibrate the tone and content of our communications in order to stay close to consumers.

☐ I need to bring the brand's values and essence into focus, in order to create clearer and more powerful communications.

☐ I need to define the brand identity more clearly, and its impact on the world.

## 1. RETHINKING RELATIONS WITH CONSUMERS

☐ Consumers have new needs. I need to recalibrate the products/services offered and move into new market areas.

☐ I have to redesign the concept of my brand and my products in order to enter a new channel.

☐ I need to make the products/services that I offer smarter and more direct, and improve the digital experience.

## 2. MEETING NEW NEEDS

☐ I have to review my value propositions in order to meet new market challenges.

☐ I have to imagine new scenarios for the sale and/or use of the services.

☐ I have to rethink my business model in order to project my brand into the future scenario.

## 3. PREPARING FOR FUTURE SCENARIOS

# RETHINKING RELATIONS WITH CONSUMERS



Digital entertainment is one of the few “escapes” that consumers can allow themselves today.

Fear and a sense of oppression are real feelings for many people during lockdown.

Dealing with all the information available online can be a full-time job.

Information and entertainment are now available to all, the distance between entertainer and spectator has been radically reduced.

The responses most frequently mentioned by brands have been care and generosity.

The role of companies within society is a subject in which interest is increasing at an unprecedented rate.



# KEY INSIGHTS

How have your consumer's needs changed?

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Today, which are the relevant messages for reassuring/entertaining/educating your consumers?

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Which are your guiding values today?

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Which are the tangible proofs of your values? Which of these can be useful for today's consumers?

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What is the deeper role that you have in society?

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What would you like your brand to be remembered for? What is the impact that you would like to leave on the world?

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# MEETING NEW NEEDS



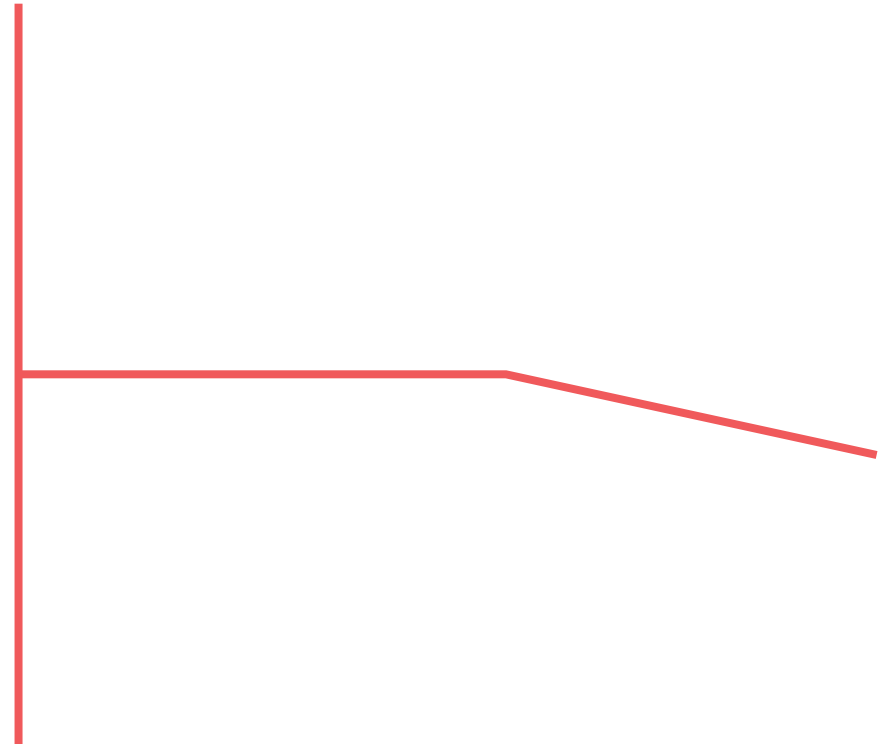
Certain moments of consumption that previously took place outside the home have now been brought inside, by consumers themselves.

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Some sales channels (large-scale distribution, local stores, e-commerce) have played a key role within people's lives during the emergency.

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The digital experience is expanding in order to offer new services. The humanity of the offline channel has to be translated to the online dimension.



# KEY INSIGHTS



Which will be your consumers' new moments of consumption?

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Which products/services could you envisage to play a role at these new moments?

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Which sales channels are accessible to your consumers?

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How can your brand concept incorporate the characteristics of the new sales channel?

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What is the potential across the digital channel?

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How can the digital experience be given more humanity, bringing it closer to the consumer?

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# **PREPARING** FOR FUTURE SCENARIOS



We can expect new phases in the near future:

- 1- the “post-lockdown” stage, without a vaccine, and with gatherings banned
- 2- the “post-vaccine” stage, when not everyone will be completely immune
- 3- the “new normal”, when certain forms of behaviour will have become habitual for consumers.

Every phase will introduce a number of different possible scenarios.

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The offline and online channels will be ever more closely linked. It will be necessary to reformulate the customer experience in order to meet the new needs according to the scenarios.

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The pandemic will change most business models, prioritising some levers and radically modifying others. Those who adapt will survive.



# KEY INSIGHTS

Which are the scenarios that will emerge after lockdown and as part of the new normal?

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What form will the value proposition take according to the new scenarios that appear?

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Which new needs will emerge for consumers in the new scenarios?

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Which new touchpoints will have to be put into operation to make the difference offline and online?

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Which new skills will you need to count in the new scenarios?

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How will your partner network change, which new resources will you need, how are your principal activities changing?

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The conversation continues on **cba-design.it** with more detailed information, case studies and our own point of view, providing answers on the key questions for each phase of this playbook.

These questions are based on conversations and virtual meetings with company leaders and managers at the head of companies in areas such as FMCG, large-scale distribution, retail and the service industries.

Are they your questions as well? Do you need someone with whom to discuss these themes?

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