

Strategy in an Uncertain Future

Nick Bruse, Tony Inglis

La Trobe University

Tony Inglis is an experienced strategic and operational executive that has worked across private, public and tertiary education sectors. Through his career spanning the last 2 decades, Tony has proven capacity to develop and implement strategy, effect change and deliver outcomes in complex environments. Tony has worked for organisations including Fairfax Media, the Victorian Department of Primary Industries, UNSW and most recently LaTrobe University as their Executive Director of Strategic Initiatives.

Tony is passionate about strategy and has developed expertise across: business and operational plan development; business case development, resourcing and implementation; change management design and implementation; and mentoring executives and managers through transition.

Nick Bruse is the Principal of Thinc Beyond a leading advisory firm that provides strategic facilitation and consulting services to future-proof organisations and projects.

Nick is highly experienced in Strategic Facilitation, Team Engagement, Business Model Innovation and Venture Development. In recent years he has focused his passion and understanding of organisations, entrepreneurship, technology, business on helping organisations develop implementable strategy. Working at a strategic or hands on level he has facilitated and advised business leaders for much of his career.

Nicks ability to provide advice stems from his skills at introducing a blend of innovation management, business model regeneration, and customer empathy and alignment to future proof organisations. Nick has led initiatives in the government, private and not-for-profit sector.

Strategy cannot be developed in a vacuum, rather it needs to respond to a strategic context.

The Tertiary Education sector is reaching a point of inflexion in its 800 year old business model. Now, it must face changes from its previously stable funding model, alongside dealing with removed restrictions from demand and the possibility of more price elasticity. Furthermore, the ubiquitous nature of information and "knowledge" is reshaping what current students see as the definition and experience of "learning", only amplified with rampant new technologies entering the education sector to cater for the new generation of students.

For many organisations the questions that these changes raise remain unanswered. In some cases, the questions themselves remain unidentified.

This presentation deals with strategic planning in an uncertain environment. It showcases different strategic planning tools and approaches to deal with disruptive change in an institution, business or sector's planning framework, including environmental scanning, Megatrends and business model innovation.

Whilst trying to imagine a future in uncertainty can be incredibly challenging, the nature of the process can prove also to be empowering as a range of strong, previously unexplored value propositions can emerge, creating opportunity for a more prosperous future.

This thinking will be demonstrated with reference to a medium to long term infrastructure planning exercise conducted at La Trobe University and how this process, which must necessarily have a long term planning horizon, responded to the increasing uncertainty of our future.