

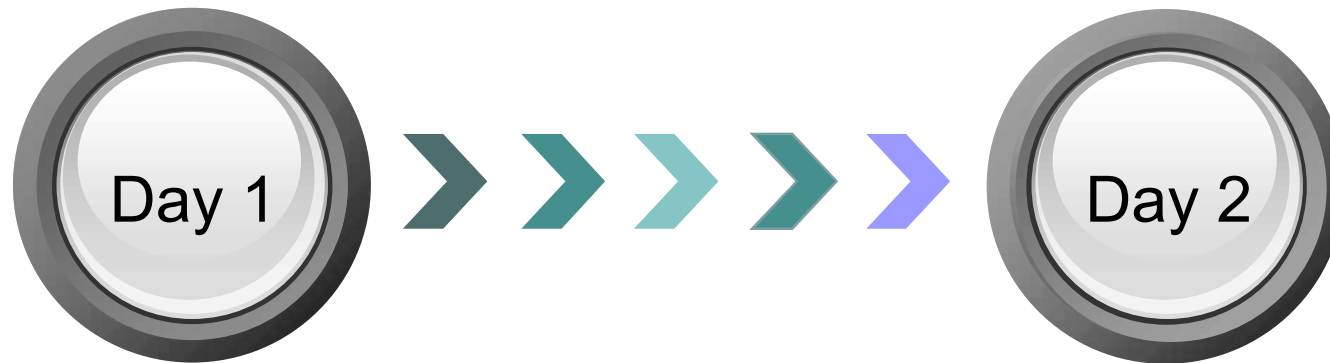


Nos Aruba 2025

September 2008



Agenda



- The NOS Aruba 2025 programme
- Scenario planning Refresh
- Discussing the winds of change
- Build scenarios
- Scenario implications
- Presentations

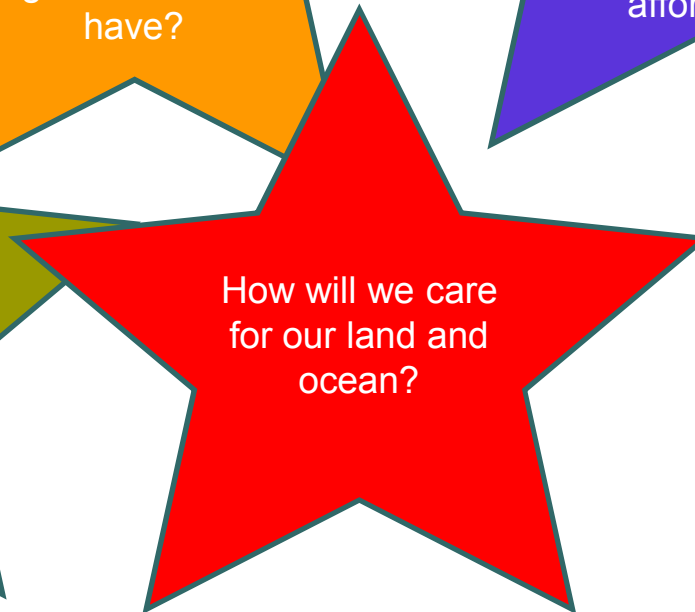
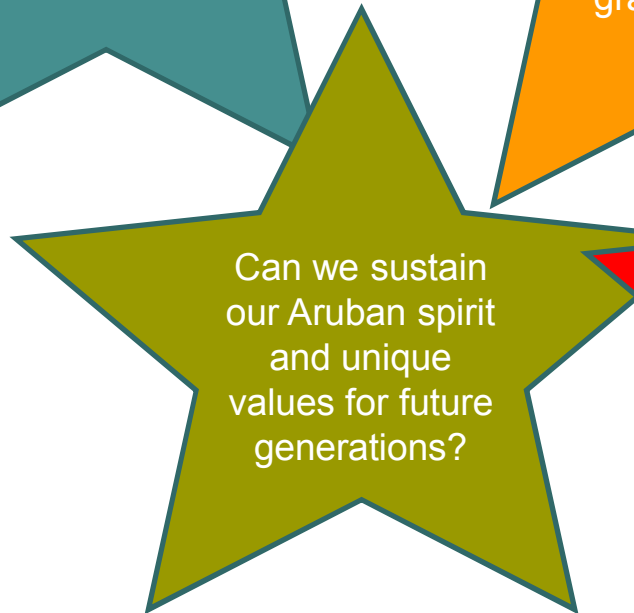
- Identifying opportunities
- Setting goals for Aruba
- Identifying the strategic resources required
- Presentations
- Next steps

Overview of the day



- ❖ Welcome
- ❖ Introductions
- ❖ How this workshop fits within “Nos Aruba 2025”
- ❖ Decision making under uncertainty refresh
- ❖ Building scenarios

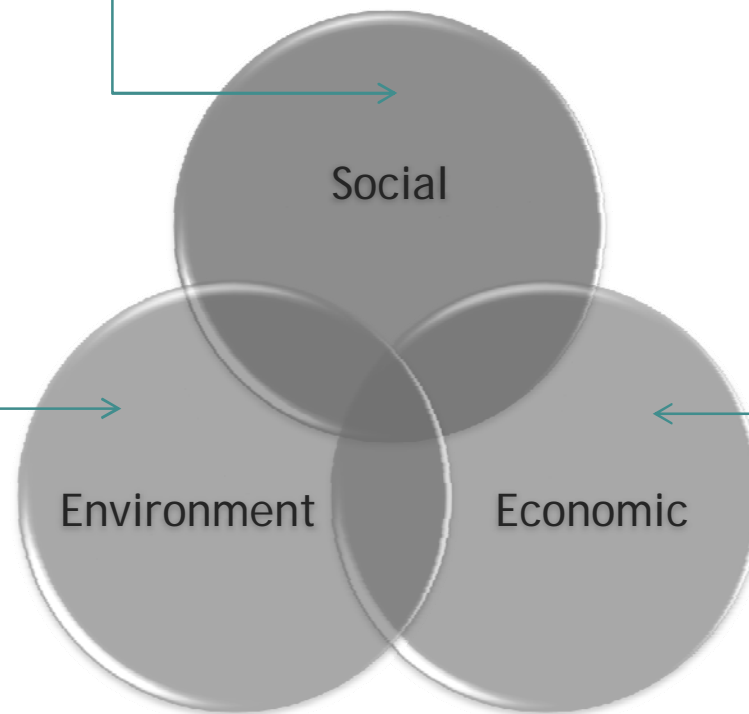
Aruba 2025.....



Meet the needs of the present without compromising the ability of future generations to meet their own needs



- ❖ A Sustainable Aruba that is developing for the **Benefit** of all people and stakeholders of Aruba and that has a **Future** for our children and our grandchildren which will make them **Proud** to be Arubans.



Guiding Principles of sustainability

(SDS Short Story newsletter April 2008)



- ❖ We integrate economic, social, community and environmental priorities.
- ❖ We respect and live within the natural resources and limits of our island.
- ❖ We must achieve a diversified and dynamic economy (beyond tourism).
- ❖ We honour the host culture and values.
- ❖ We make decisions based on meeting the present needs without compromising the needs of future generations.
- ❖ Everyone – individuals, families, communities, businesses and government – has accountability for achieving a sustainable Aruba.

“We share an awesome responsibility, you and I, a responsibility that transcends this time and this place.”

Opportunities are.....



- ❖ An opportunity creates a diversified and competitive economy which expands the necessary strategic resources to meaningfully live, work and play in Aruba in a sustainable way

- ❖ Meets the sustainability guidelines
 - Integrate economic, social, community and environmental priorities.
 - Respect and live within the natural resources and limits of our island.
 - Honours the host culture and values.
 - Everyone – individuals, families, communities, businesses and government – has a responsibility for achieving a sustainable Aruba.

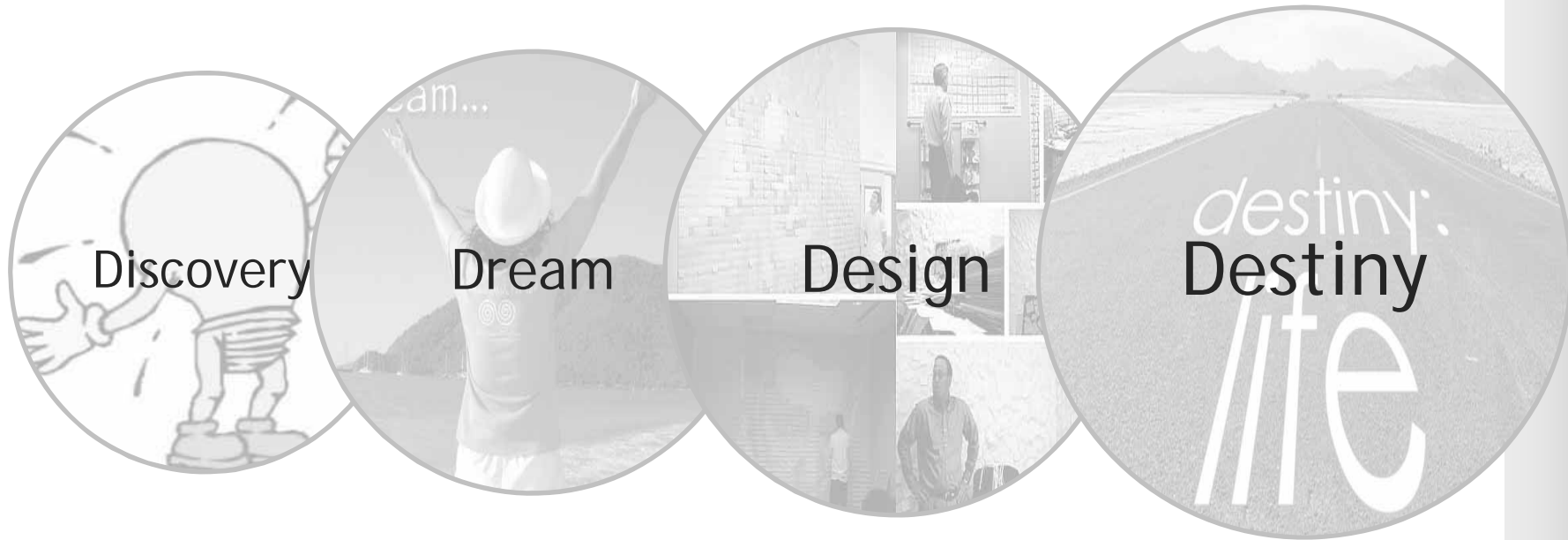
Controlling our destiny.....



"Direction comes only from an awareness of future opportunities and future needs and a willingness to step forward and address that future - as difficult and as overwhelming as that may sometimes be."

Nos Aruba 2025

The approach has 4 phases



Discovery of the
Positive Core

Dream of the
desired future

Design of the ways
this can be brought
about

Destiny - Building
the plan to achieve
this future

The SOAR Framework



| | | |
|---------------------|---|---|
| Strategic Inquiry | S trengths | O pportunities |
| | What are our greatest assets? | What are the best possible opportunities? |
| Appreciative Intent | A spirations | R esources |
| | Who do we want to be, and what is our preferred future? | What strategic resources will make our aspirations a reality? |

Nos Aruba 2025 activities next week



Scenarios

Raw list of opportunities

A Aspirations for Aruba

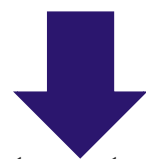
B

C

n

Robust building blocks for Agendas

| A | B | C | n |
|---|---|---|---|
| S | S | S | S |
| T | T | T | T |
| E | E | E | E |
| E | E | E | E |
| P | P | P | P |



Volunteer to elaborate Aspirations

Post - workshop →

From scenarios to options

Process overview (continued)



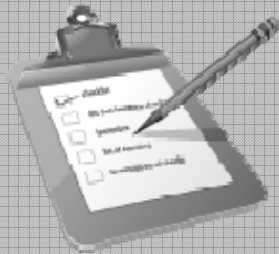
Add detail to
Aruba Aspirations

Plenary
session

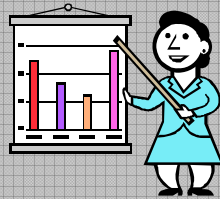
Public integration
event

Strategic planning
workshop

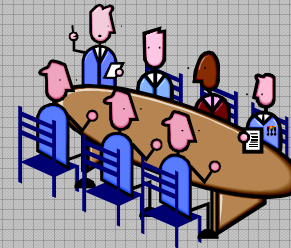
Aspiration
Statement



Initial Aspirations
Prioritised

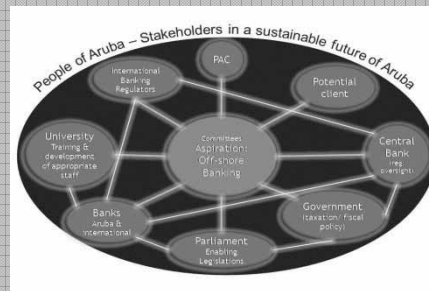


Committees



Iterations of
NISP through
Design &
Destiny

NISP



Strategic Resources



Tangible Resources

- Cash
- Fixed Assets - such as plant, buildings etc



Intangible Resources

- Relationships - can be individual or corporate
- Human Capital - knowledge and skills that are owned and controlled by individuals
- Corporate Capital - knowledge and skills that are shared and are controlled without reference to a single person's expertise



Natural Advantages

- Environmental factors such as location; wind; tide; water; mineral, oil or gas deposits; etc that can be exploited to benefit the sustainable development of the economy - can be permanent or temporary as a result of Forces acting on strategic environment

A Route Map to the Future.....



"We are building a roadmap that indicates how we may reach our vision for 2025; it will allow for uncertainty along the way as to exactly which roads we will follow in response to a changing world"



**Abo dicidi awe
nos Aruba di
mañan**



Scenario Based Planning

Alternative Futures for *Aruba*

Overview day 1




Scenario planning refresh

Discussing the winds of change

Scenario matrix and blueprint

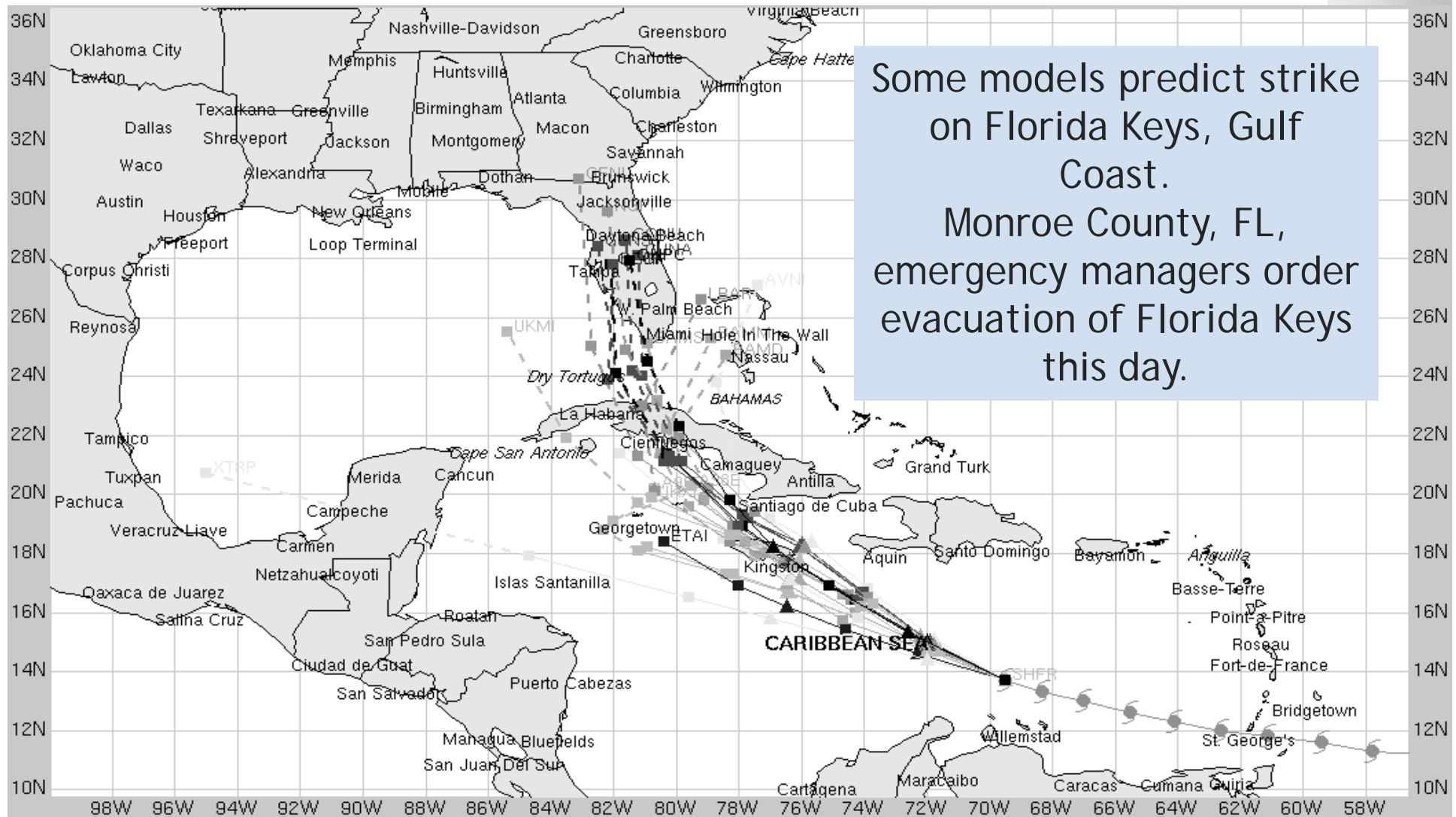
Scenario detail

Presentations



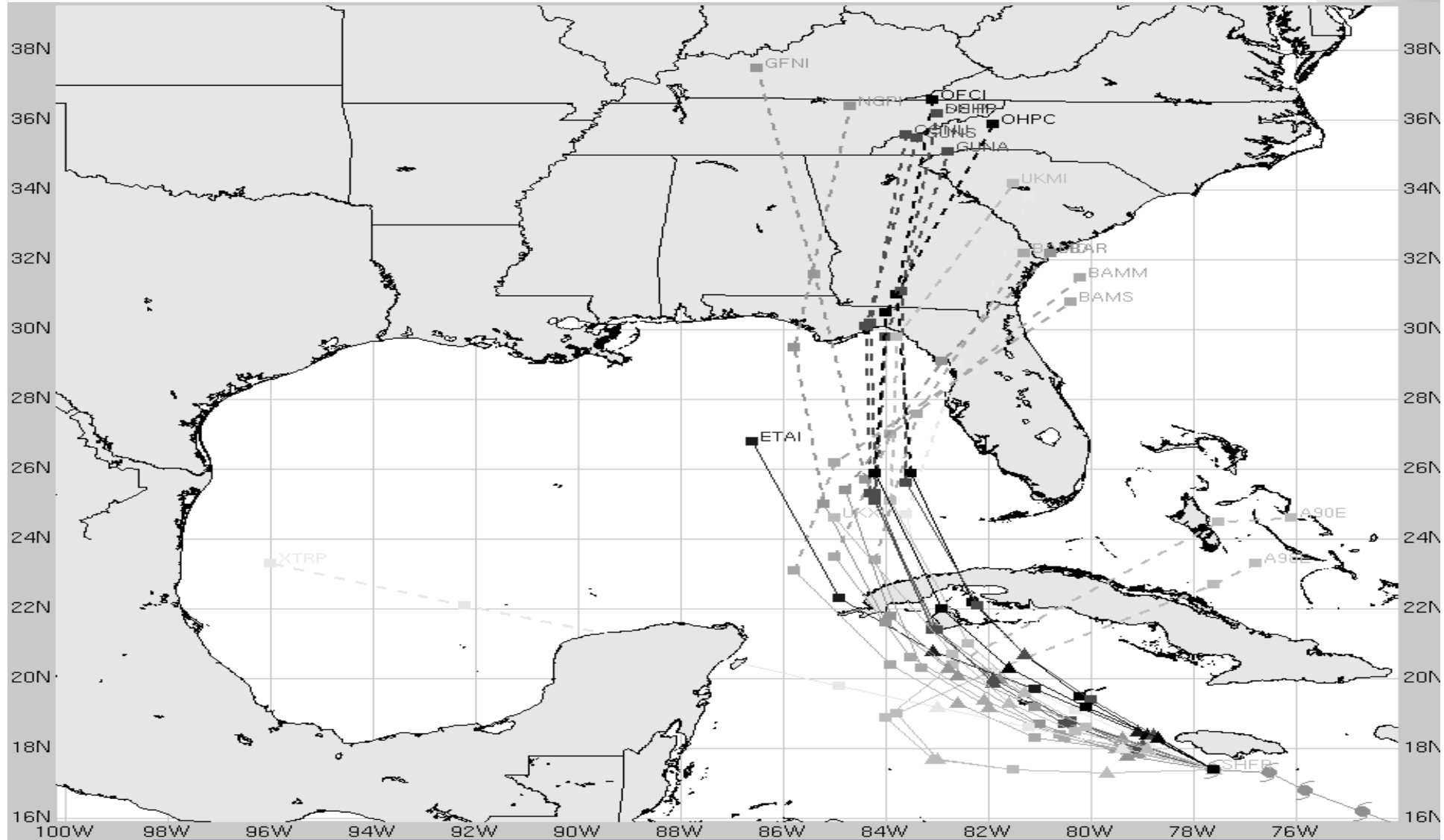
Decision making under **uncertainty**
refresh

Hurricane Ivan model spread - 7 days before landfall (9 Sep 04)



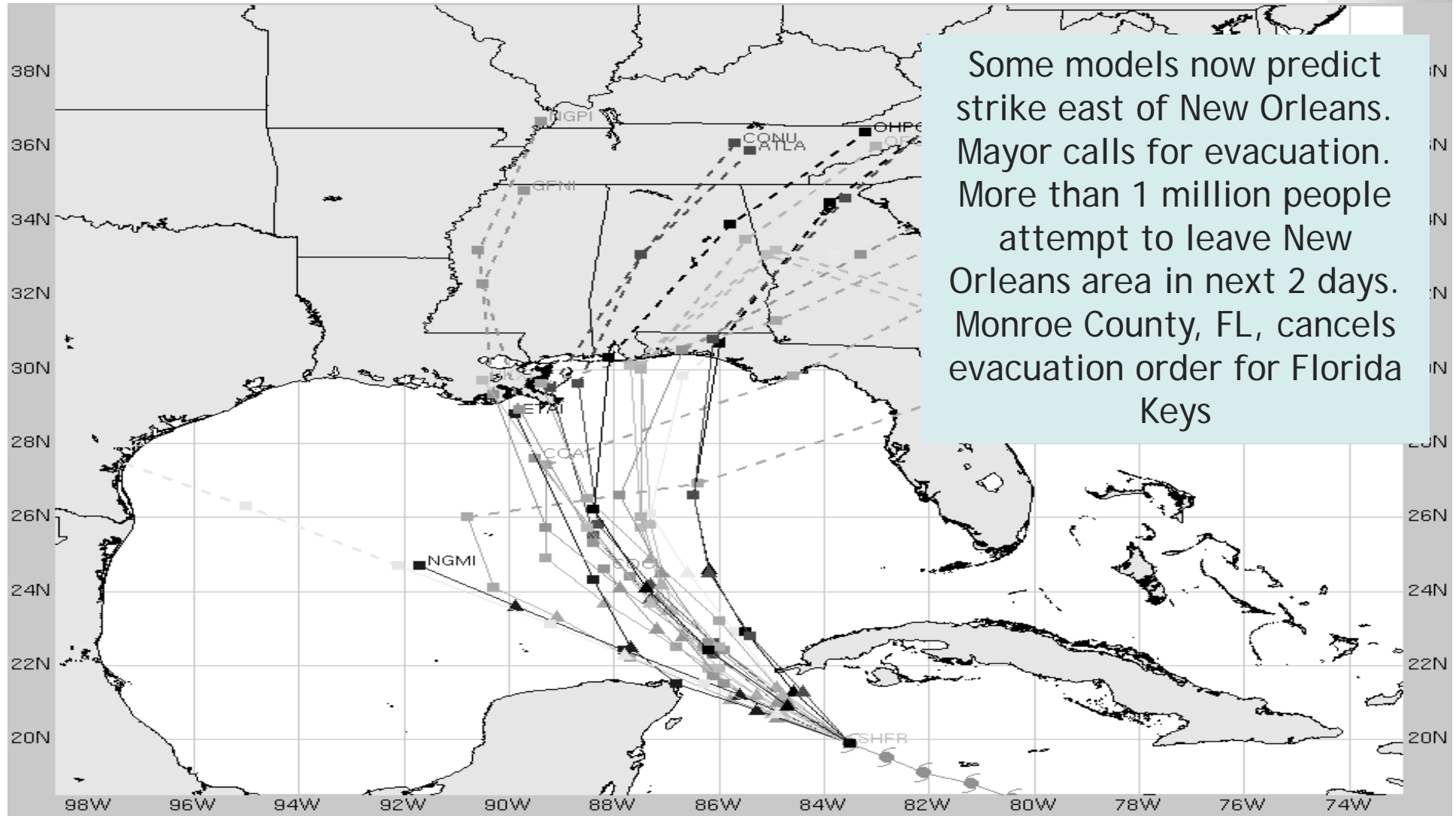
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Hurricane Ivan model spread - 5 days before landfall (11 Sep 04)



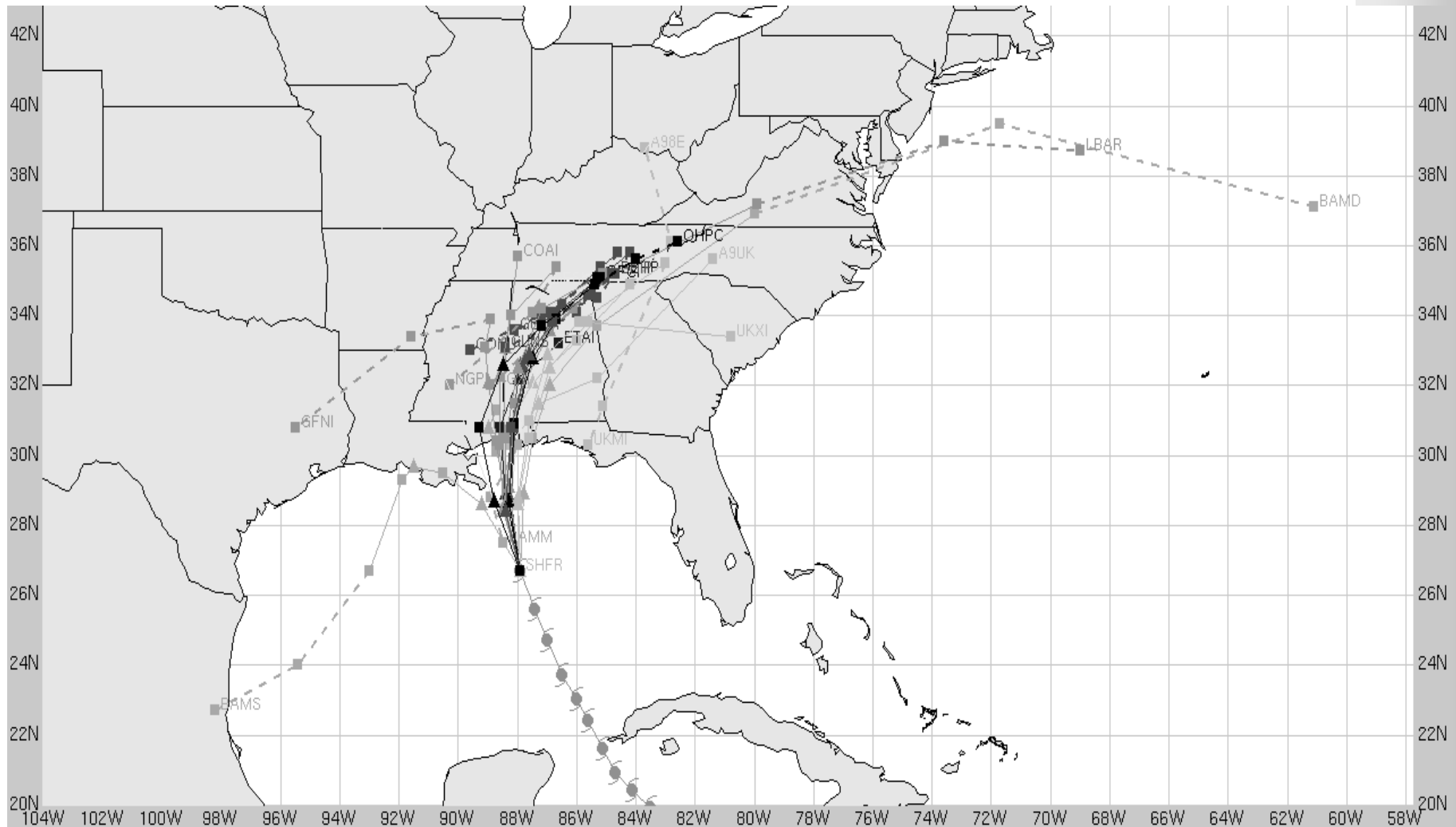
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Hurricane Ivan model spread - 3 days before landfall (13 Sep 04)



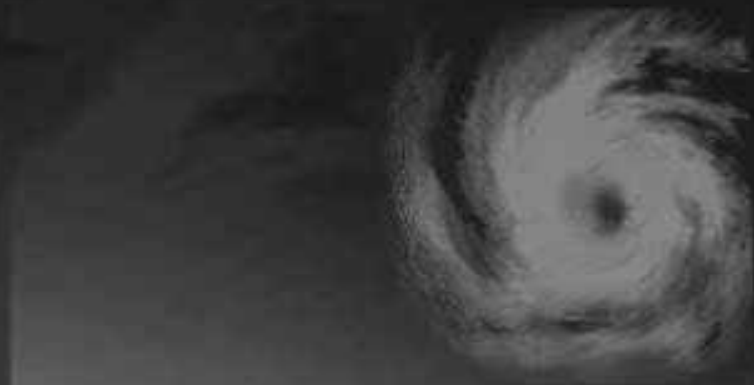
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Hurricane Ivan model spread - 1 day before landfall (15 Sep 04)



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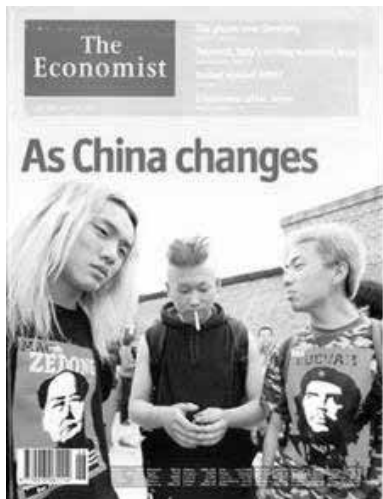
Hurricane Ivan - actual path



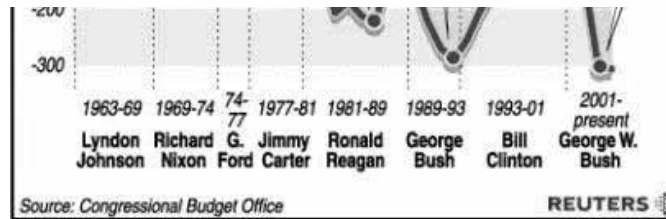
HURRICANE IVAN

Were officials wise to order evacuations?

More uncertainty in the World



DEREGULATION

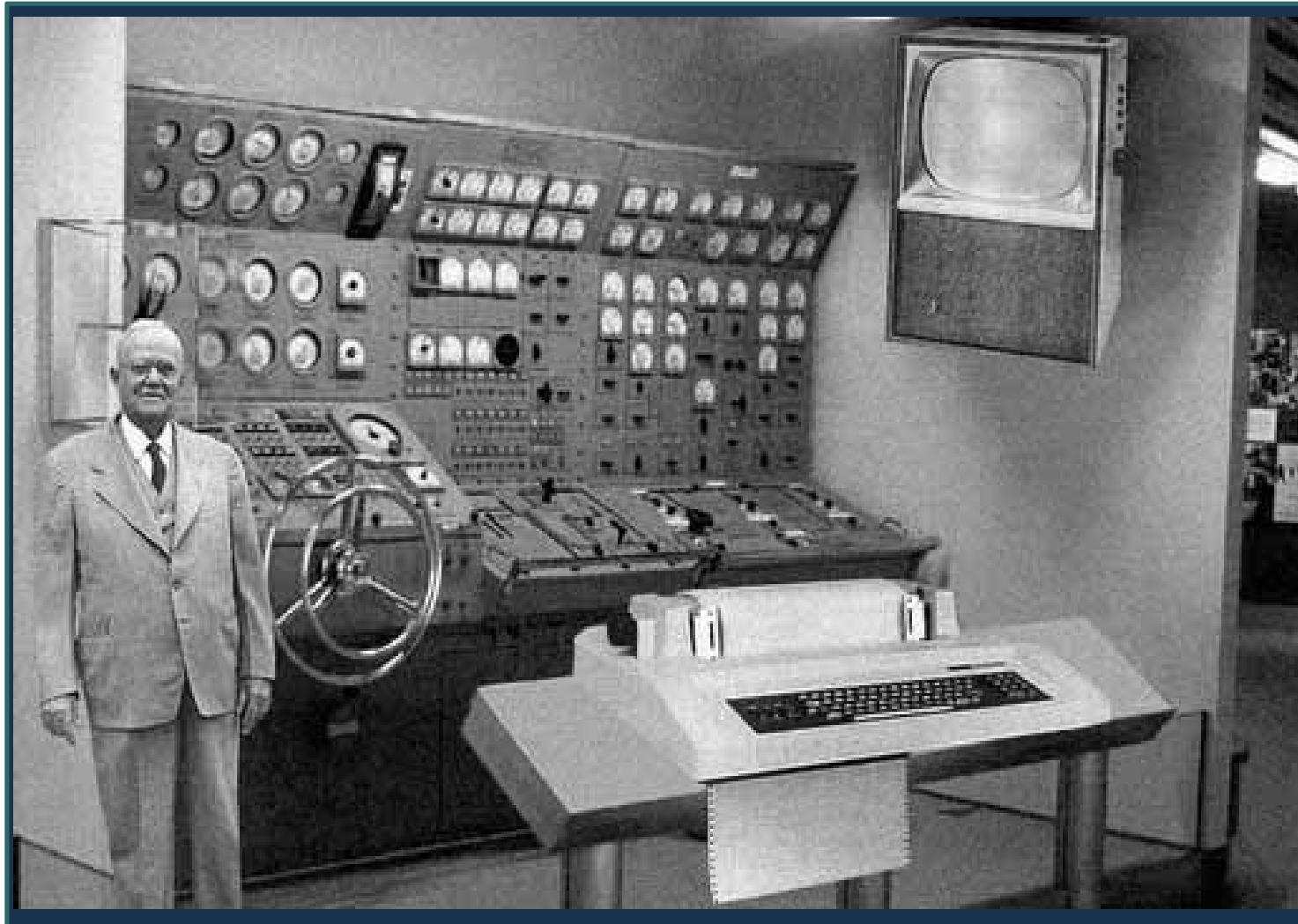


January 15

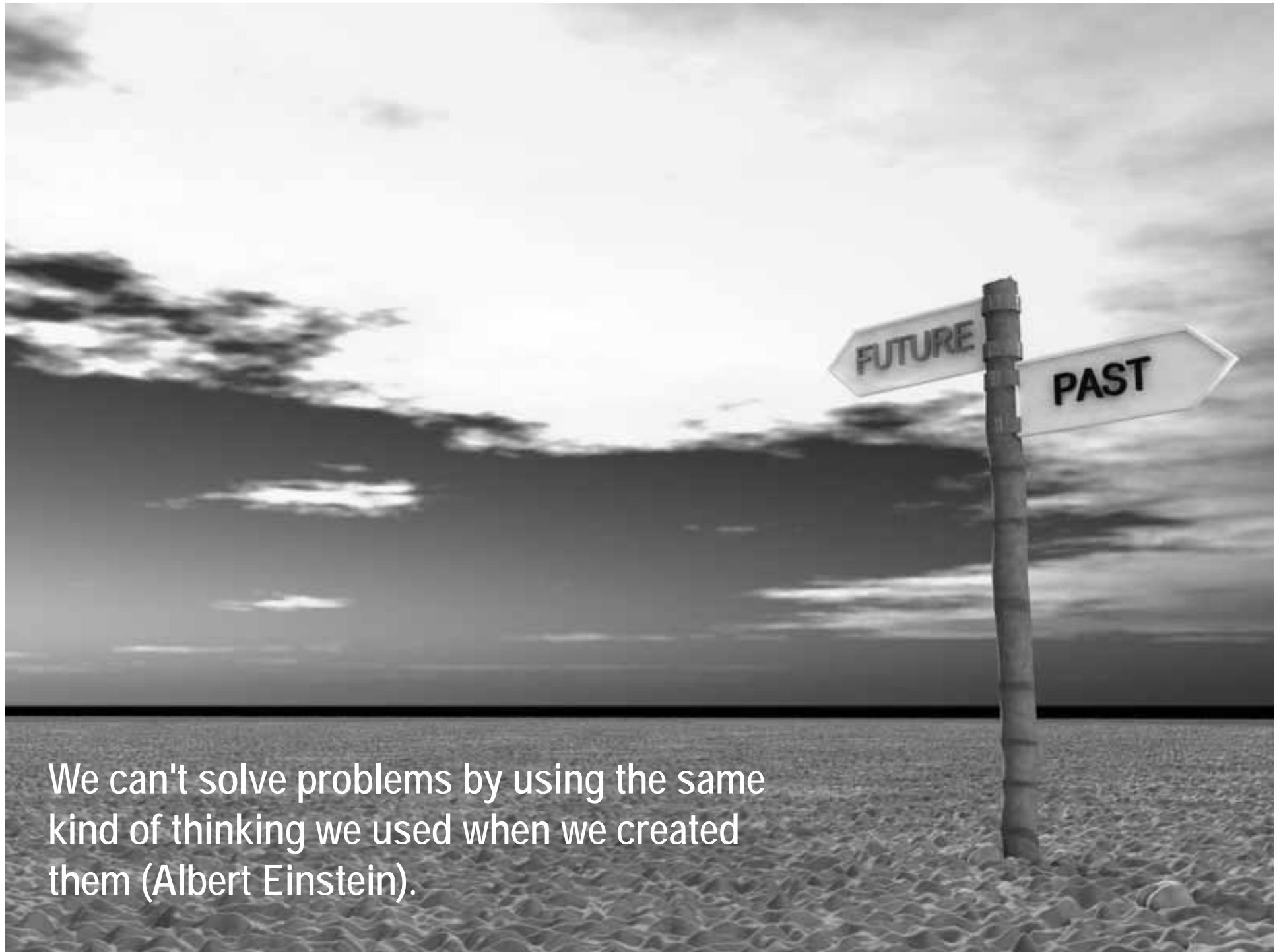


* Source: Europe 500 – WSJ.com & FT.com

We can't predict the future....



Scientists from RAND Corp. have created this model in 1954 to illustrate how small a home computer could look like in the year 2004!




We can't solve problems by using the same kind of thinking we used when we created them (Albert Einstein).



Tradition

Just Because You've Always Done It That Way Doesn't Mean It's Not
Incredibly Risky.



Most importantly, it's about being ready for the future rather than waiting for it to bite you...

Reframe Uncertainty as Positive



Great fortunes are made when the canon balls are falling in the harbor, not when the violins play in the ballroom.

--Nathan Rothschild, 19th Century Banker

The only 'risk' which leads to a profit is unique uncertainty.

--Frank Knight, Univ. of Chicago
Economist, 1921

Chance favors only the prepared mind.

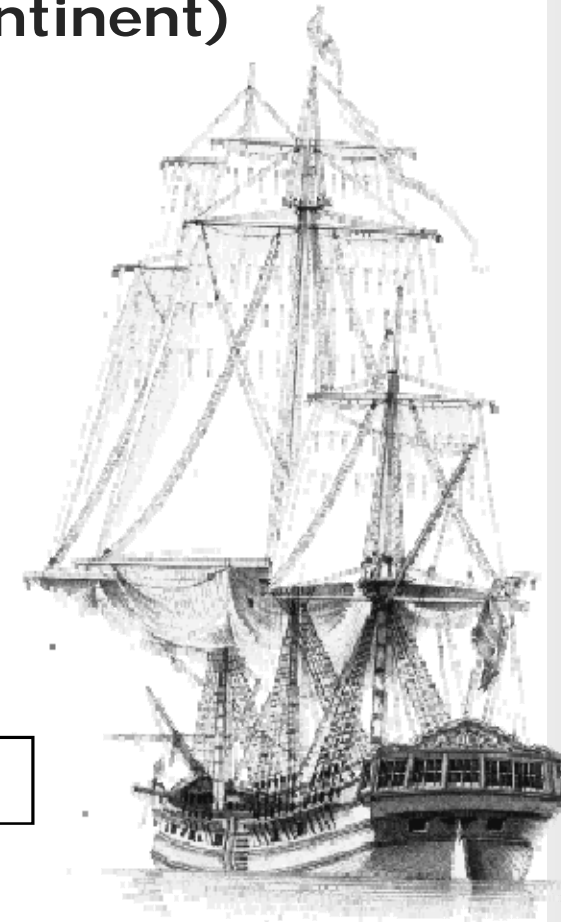
--Louis Pasteur, French Scientist

“Sailing into the unknown”



James Cook was told, “You are to proceed to the Southward in order to make discovery of the terra australis incognita.” (the unknown continent)

- ❖ Trip initiated by the Royal Society
- ❖ Royal Admiralty wanted Cook to sail from the South pole to the North Pole and all the Pacific in search of a unknown southern continent
- ❖ Cook had to prepare for a trip to a land no one has documented, experienced, or even seen



How do you prepare for the unknown?



How many times does the team in the white jerseys pass the ball to each other?

Why Do Scenario Planning?

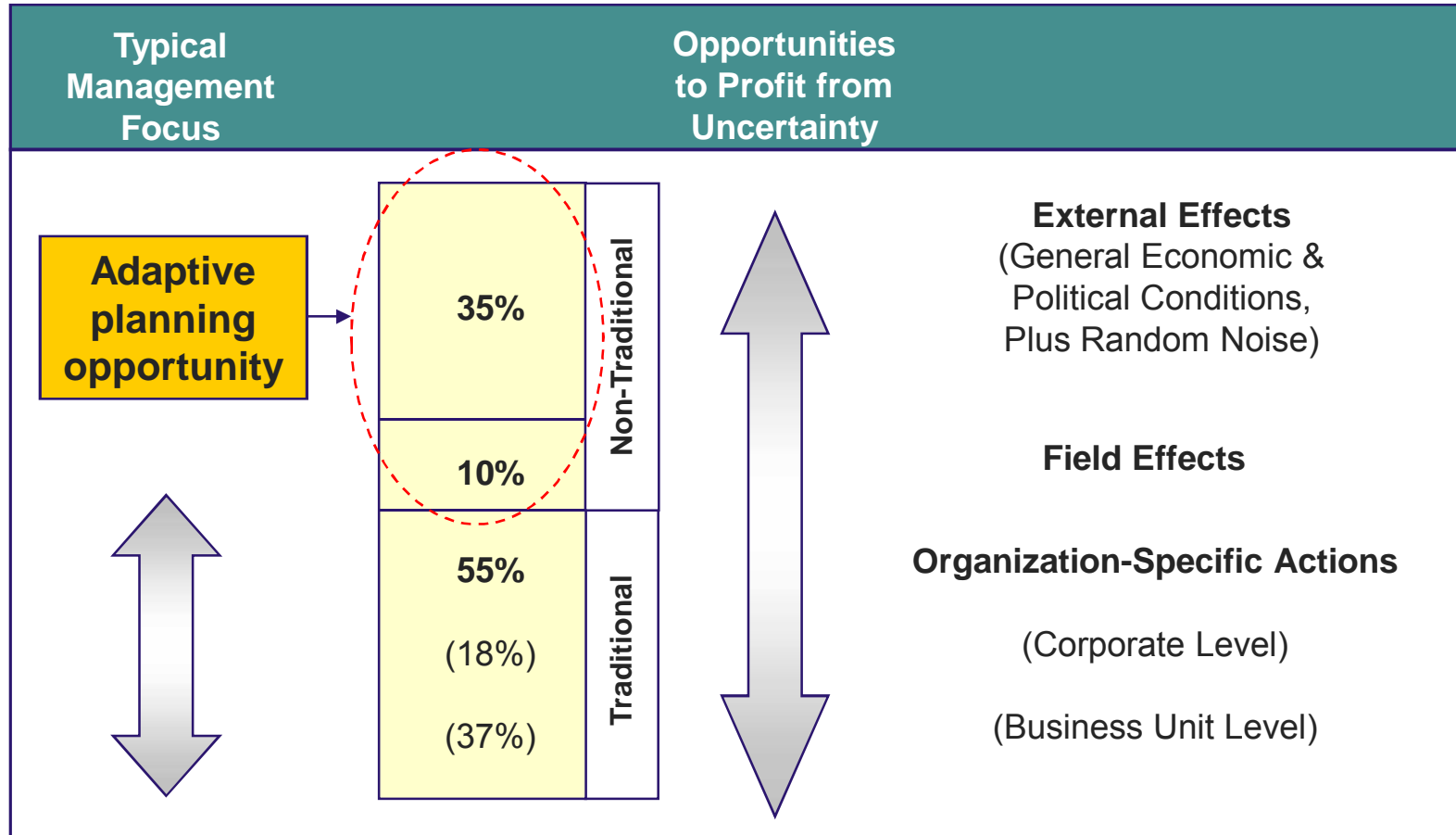


Winners Often Become Losers

Need for Fresh Perspectives

To Benefit from Uncertainty

Half the Business Is Left to Fate



The percentages refer to how much of the variance in return on assets is due, on average, to various influences. The data reflect over 100 US manufacturing firms consisting of at least two strategic business units covering 160 industries.

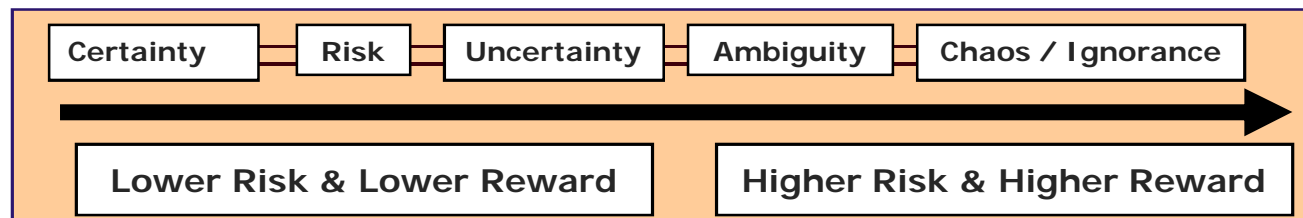
Source: Jaime Roquebert et al, *Strategic Management Journal*, Vol. 17 (8), 1996.

We Must Change our Tools and Focus



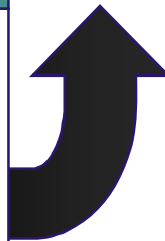
Newer Tools

Influence diagrams
Scenario planning
Real options analysis
Hedging / Derivatives
Total risk management
Dynamic monitoring
Systems dynamic modeling
Learning models / Simulation



Traditional Tools

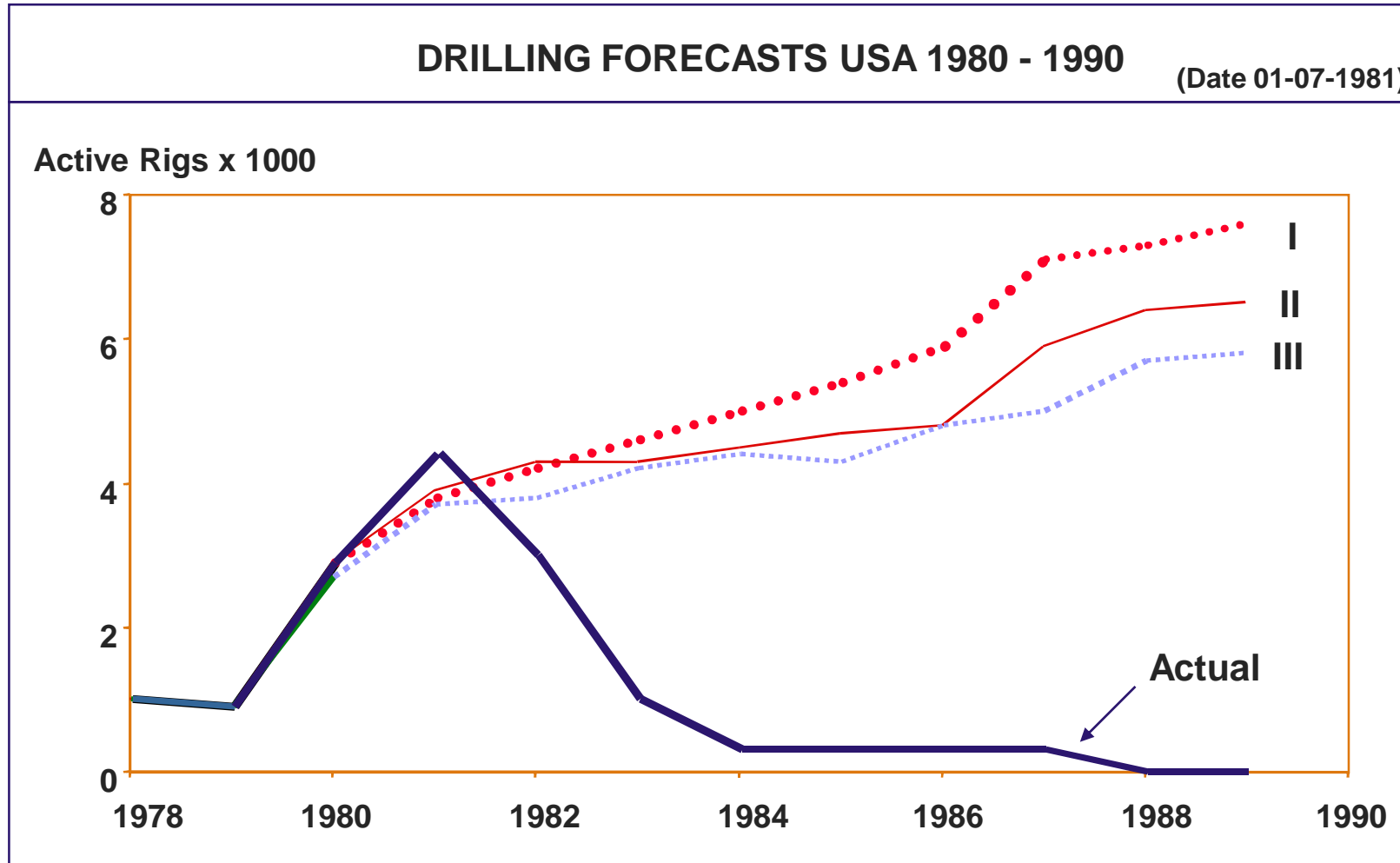
Extrapolative forecasting
Net Present Value analysis
Decision trees
Bayesian updating
Expected utility theory
Monte Carlo simulation
Portfolio optimization
Stochastic modeling
Insurance Safety programs





Developing Scenarios

Scenarios versus Forecasts



Halliburton

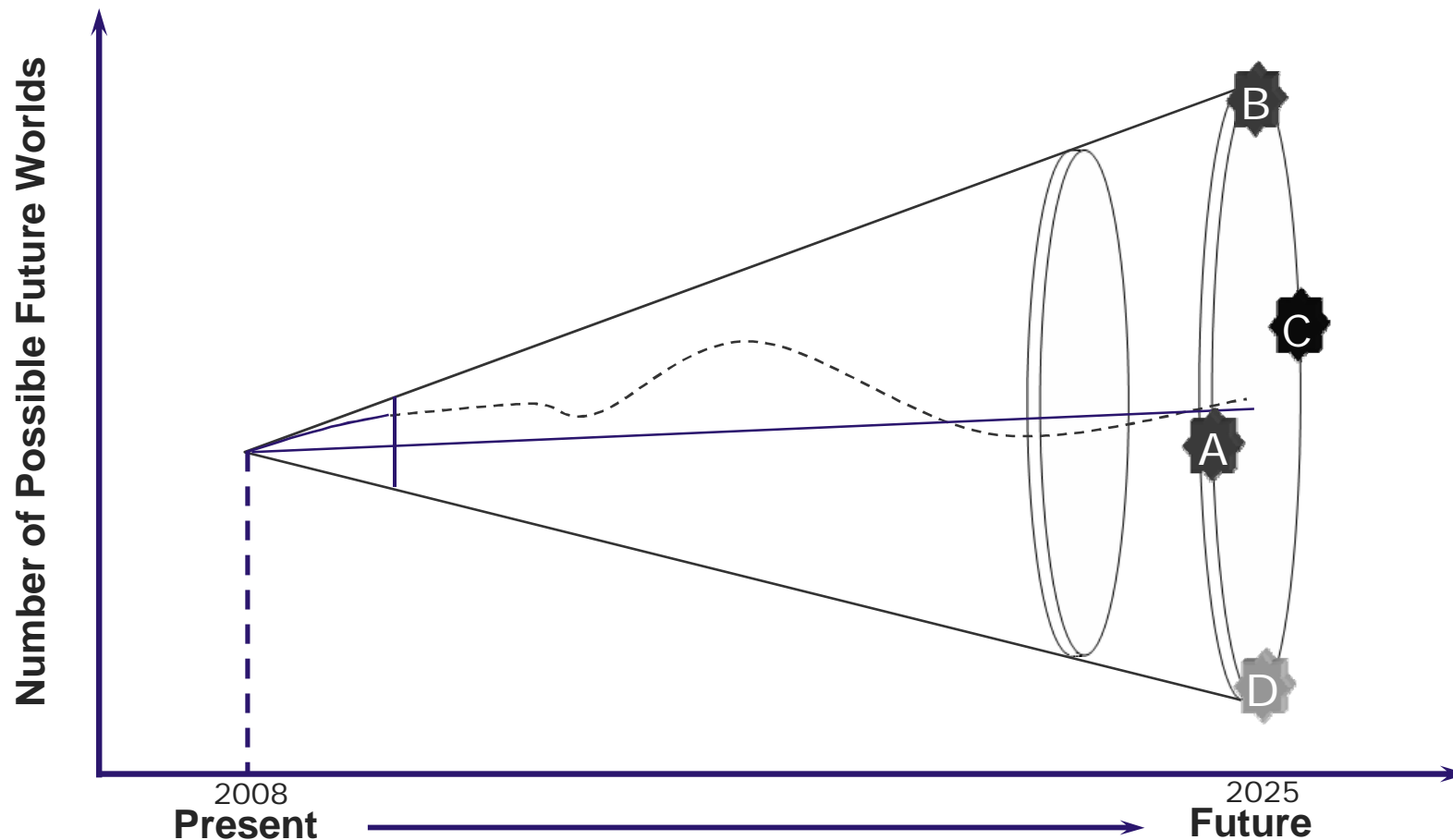


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Scenarios Bound The Future



Instead of forecasting, when one follows a trend and adds estimated deviations, scenario planning presents a cone of possible "futures"

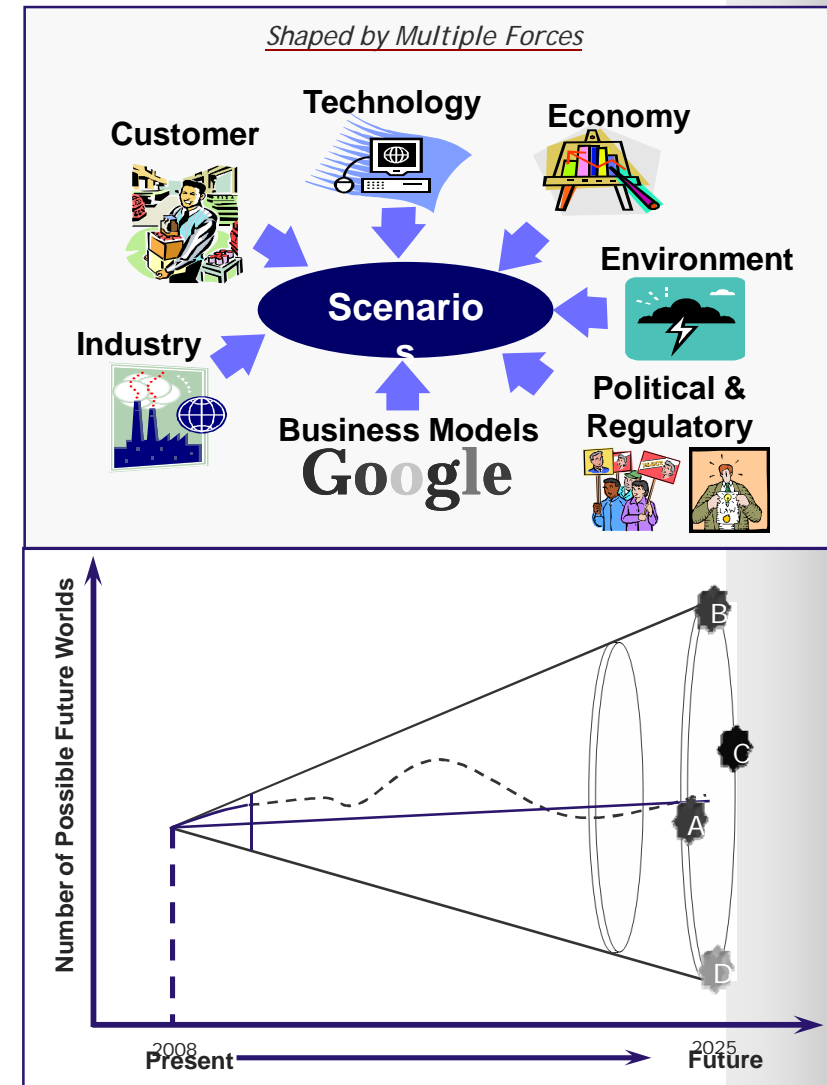


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What Are Scenarios



- ❖ Scenarios bound the realm of future possibilities
- ❖ Scenarios are shaped by multiple types of forces
 - Social
 - Technology
 - Economy
 - Ecological
 - Political
- ❖ Scenarios draw attention to possibilities we may otherwise not have taken seriously
- ❖ Scenarios create “memories of the future”, allowing us to recognize “weak signals” as the future unfolds



Scenario Construction - The Mechanics



Identify “the winds of change” for Aruba

Build the scenario 2x2 and blueprint

Develop the scenario themes

Create newspaper headlines and the major scenario highlights

Identify the behavior of key stakeholders

Timeframe: 17 years into the future (2025)

Scope: Aruba within a Global Context

Scenario Scope



- ❖ We want to create scenarios for
 - The opportunities for a sustainable Aruba in 2025
- ❖ The scope of the scenarios is defined by the “building blocks” of a sustainable society. What is needed in terms of
 - Society or social infrastructure
 - Technology and innovation
 - Economy and economic infrastructure
 - Environment and environmental management
 - Political and legislative support
- ❖ What should be the time frame for analysis?
 - Look at scenarios 17 years out
 - Year 2025
- ❖ What should be the geographical scope?
 - Aruba in the context of the regional and global economies

Criteria for Good Scenarios



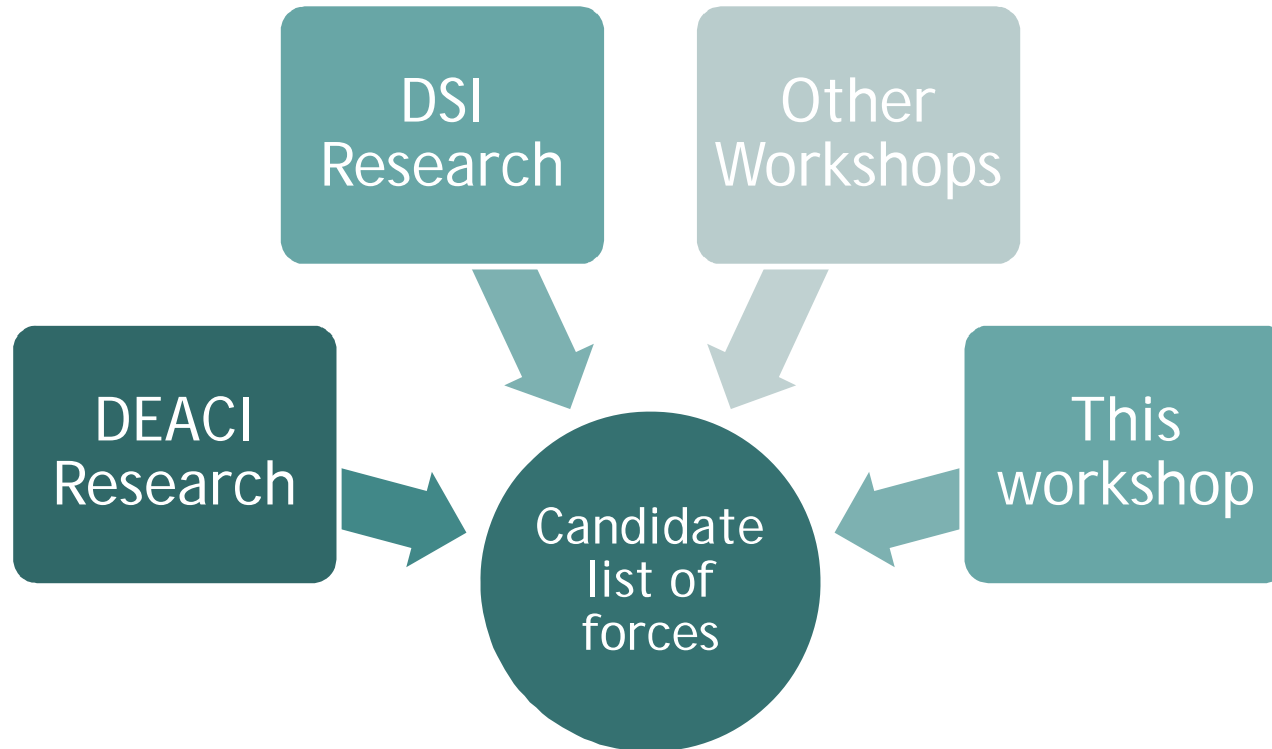
- ❖ Cover a wide range of possibilities
- ❖ Represent diverse views
- ❖ Good balance of trends and key uncertainties
- ❖ Consistent
- ❖ Indicate pathways
- ❖ Connect with concerns (either confirming or challenging them)
- ❖ Stimulate search for resource opportunities



future

Identifying the “winds of change”

Winds of Change inputs



Winds of Change refer to a wide range of forces that can put things off their current course



| | Social | Technological | Economic | Environmental | Political |
|----------|---|--|--|--|---|
| Global | <ul style="list-style-type: none"> • Perceptions • Values • Responsibilities | <ul style="list-style-type: none"> • Innovation | <ul style="list-style-type: none"> • Development | <ul style="list-style-type: none"> • Climate change • Perception and response | <ul style="list-style-type: none"> • Dominance |
| Regional | <ul style="list-style-type: none"> • Perceptions • Values • Responsibilities | <ul style="list-style-type: none"> • Investments | <ul style="list-style-type: none"> • Development and dominance • Commodity prices | <ul style="list-style-type: none"> • Efficiency and sharing | <ul style="list-style-type: none"> • Relationships |
| Local | <ul style="list-style-type: none"> • Community well being • Access to jobs, facilities and services • Culture and values | <ul style="list-style-type: none"> • Applications • R&D (leadership) • Availability | <ul style="list-style-type: none"> • Economic Indicators • Economic Growth • Business diversity • Affordability • Import/Export balance | <ul style="list-style-type: none"> • Natural resource use • Alternative energy • Environmental management | <ul style="list-style-type: none"> • Leadership • Policies • Tax systems |

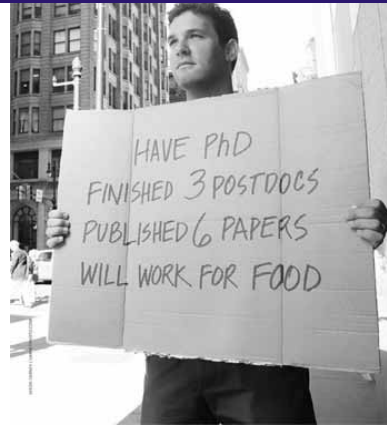
Social "winds of change"



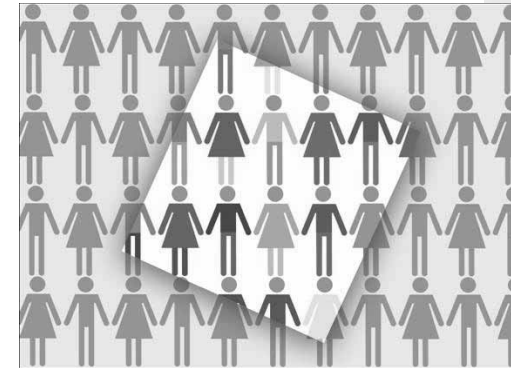
Meeting aspirations of young Arubans



Job availability



Social Inclusion



Sense of Personal Security



Cultural Heritage/Values



Health Care/Healthy living



Technological “winds of change”



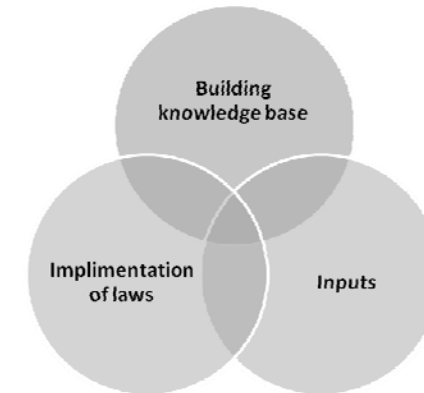
Green Technology



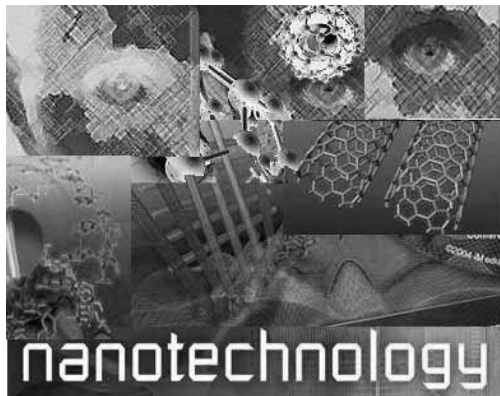
Alternative transport



Information/knowledge



Nano Technology



Communication



Virtual Tourism



Economic "winds of change"



Movement of goods



Energy security



Commodity prices



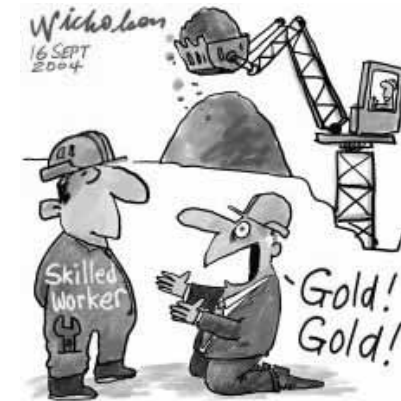
Neighbouring Economies



Globalisation



Skilled workers



Ecological "winds of change"



| Building/Land use | Climate Change | Air Pollution |
|-------------------|----------------|-----------------------------|
| | | |
| Rising Sea levels | Wild-life | Protection of bio-diversity |
| | | |

Political "winds of change"



Budget Cutbacks



International Subsidies



Future Leaders



Dutch Government



EU



Future tax systems



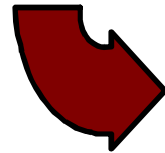
Scenario Construction - The Mechanics



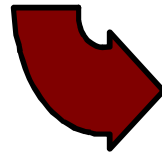
Identify dominant forces and determine trends and uncertainties



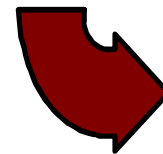
Build the scenario matrix and blueprint



Develop the scenario themes



Create newspaper headlines and the major scenario highlights



Identify the behavior of key stakeholders

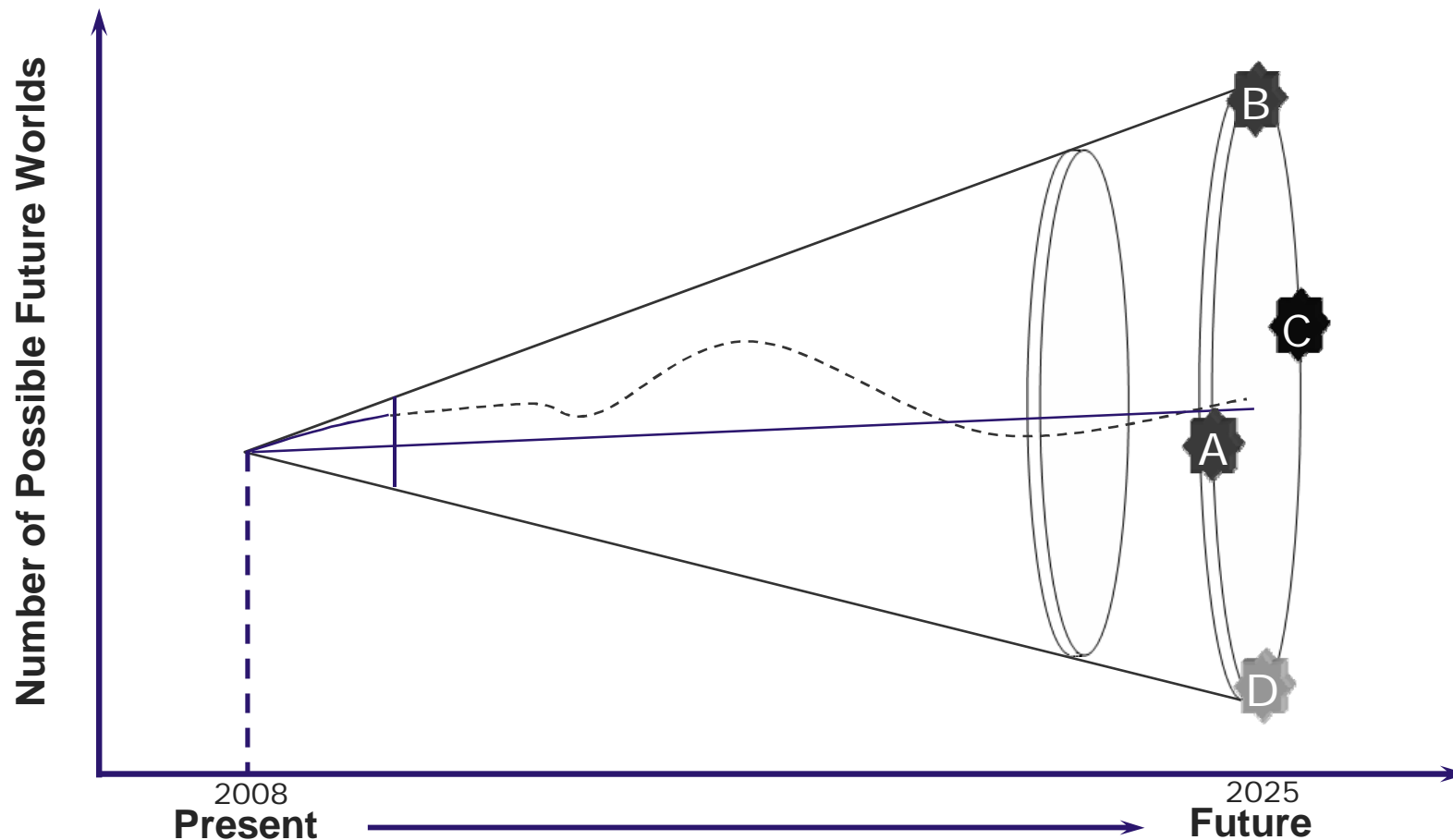
Timeframe: 17 years into the future (2025)

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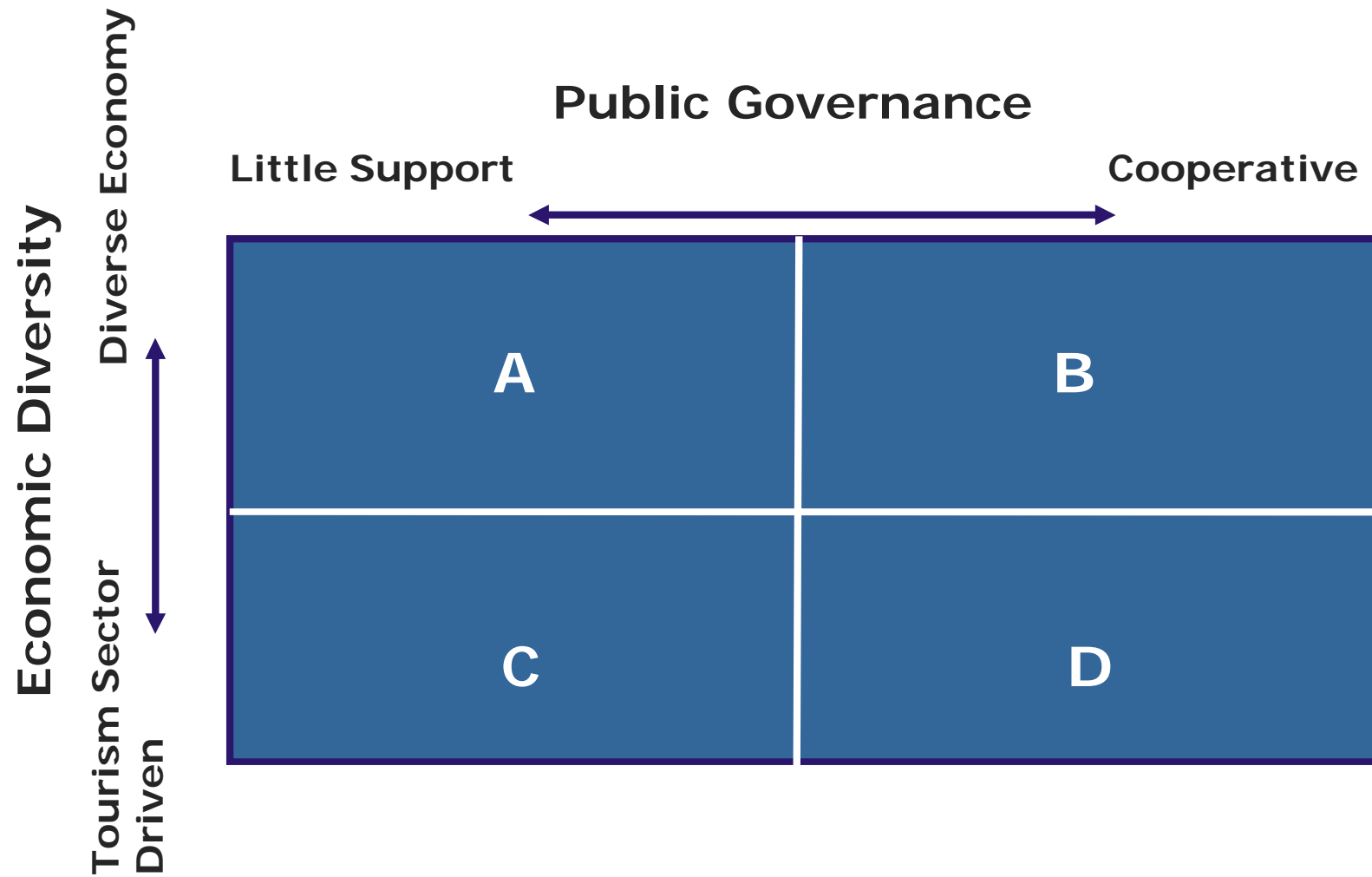


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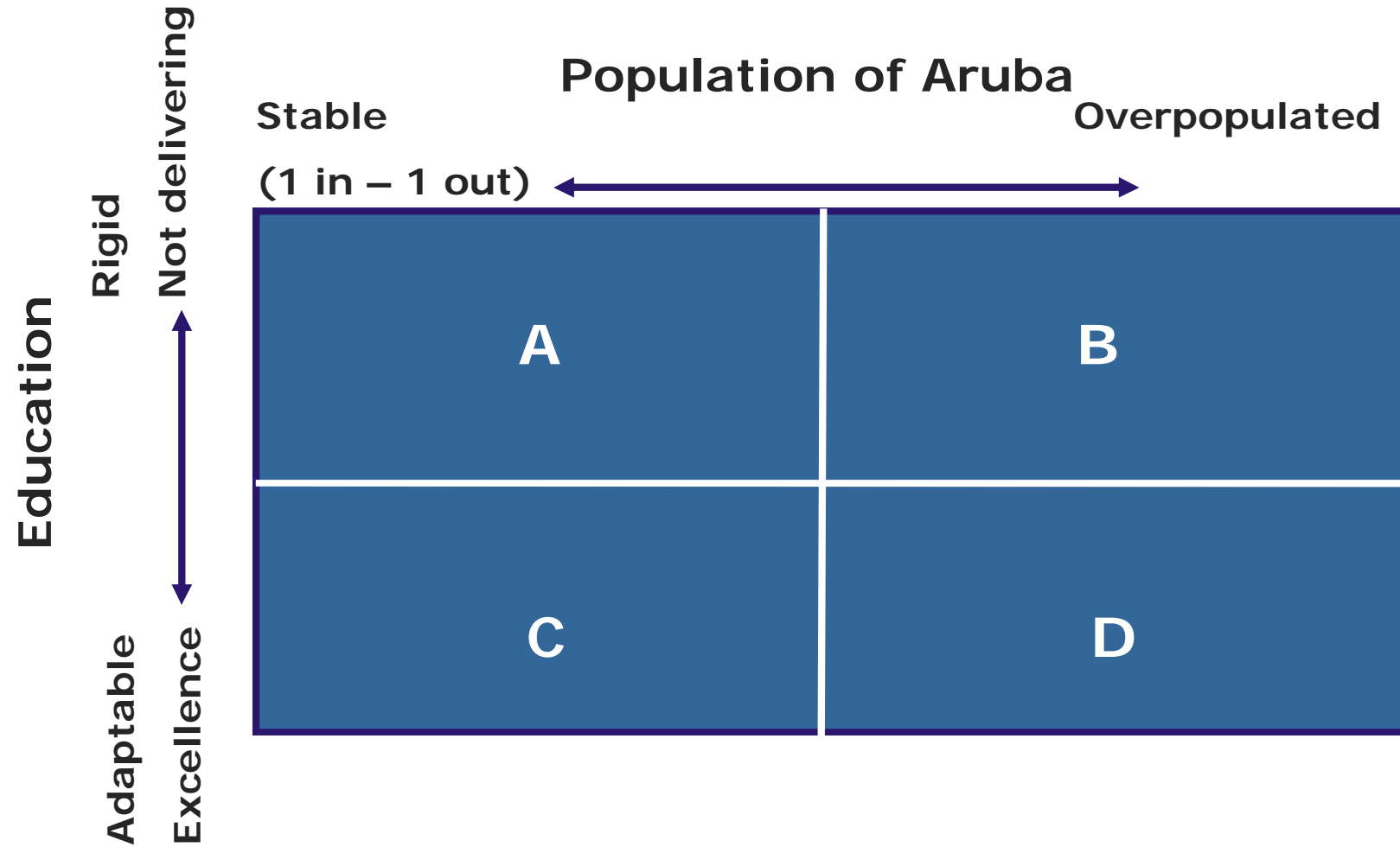


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Matrix Group 1



Matrix Group 2





Everyone has a story to tell.

What is the story?



Template: Scenario Snapshot



In 2025 we live in an Aruba that looks like...

Define the end state

The key events that happened between now and 2025 are:

What are some of the headlines that may appear between now and 2025 (how does your scenario unfold)

Aruba is doing well in 2025 because:

Define how Aruba changed (STEEP)

Uncertainties and extremes



| Uncertainty | Extreme A | Extreme B |
|---|---------------------------------------|--|
| How will governance develop? | No Support | Collective |
| How economically diverse will Aruba be? | Tourism Sector Driven | Diverse Economy |
| To what extent can leadership develop on Aruba to drive change? | No change | Enlightened leadership |
| How will energy prices change? | Low | High |
| To what extent Aruba will be able to develop its education system? (educational excellence) | Mediocre Education | Excellent Education |
| How is education going to effect the quality of actors in Aruba's economy? | No effect | Significant effect |
| How will global tourism change and impact Aruba? | Tourism Demand \neq Aruban Product | Tourism demand perfectly fits Aruban Product |
| What will the long term impact on tourism be? | No ecological effect | Positive ecological effect |
| What will the impact of over-population on the island be? | Negative social consequences | Positive Social Consequences |
| The extent to which Aruba will be politically conscious on the environment? | No policy steps regarding environment | Policy is proactive |
| To what extent will Arubans and its visitors feel safe and secure? | Unsafe | Very Safe |
| What will be the dominant source of energy on Aruba? | Non-renewable Energy | Renewable Energy |
| To what extent will Aruba able to preserve its nature? | No wildlife | Wildlife everywhere |
| To what extent are basic provided for (healthcare, social housing, etc) | Basic needs not provided for | Basic needs are taken care of |

Uncertainties and extremes



| Uncertainty | Extreme A | Extreme B |
|--|---|--|
| What is the state of the Education system in Aruba | Adaptable to the future Educational excellence | Rigid – not flexible Doesn't meet Aruba's needs |
| Population of Aruba | Stable (1 in – 1 out) | Overpopulated |
| Good governance | Transparency, Accountability, Strong leadership | Not accountable, Poor leaderships |
| Re-use/efficiency | High re-use of land, materials Good recycling programs | Lots of new buildings and little recycling |
| Energy source/security in Aruba | Independent using lots of renewables | Highly dependent on oil from other countries |
| Social inclusion | Highly integrated society and harmony | Segregated society and racism |
| Conservation of natural resources | Green thinking Preserved natural assets | No green conscious Rapid use of natural assets |
| Relationship with Holland | Strong ties | Isolated |
| Sense of safety and security | Feel safe | Feel unsafe at home or in public |
| National pride | Proud to be Aruban | Don't care |
| Impact of Global Tourism | Positive | Negative |
| Zoning | Good zoning | Poor zoning |

Blueprint Scenario



| Uncertainty | State | Explanation |
|--|-------|-------------|
| What is the state of the Education system in Aruba | | |
| Population of Aruba | | |
| Good governance | | |
| Re-use/efficiency | | |
| Energy source/security in Aruba | | |
| Social inclusion | | |
| Conservation of natural resources | | |
| Relationship with Holland | | |
| Sense of safety and security | | |
| National pride | | |
| Impact of Global Tourism | | |
| Zoning | | |

Blueprint Scenario



| Uncertainty | State | Explanation |
|---|-------|-------------|
| How will governance develop? | | |
| How economically diverse will Aruba be? | | |
| To what extent can leadership develop on Aruba to drive change? | | |
| How will energy prices change? | | |
| To what extent Aruba will be able to develop its education system? (educational excellence) | | |
| How is education going to effect the quality of actors in Aruba's economy? | | |
| How will global tourism change and impact Aruba? | | |
| What will the long term impact on tourism be? | | |
| What will the impact of over-population on the island be? | | |
| The extent to which Aruba will be political conscious on the environment? | | |
| To what extent will Arubans and its visitors feel safe and secure? | | |
| What will be the dominant source of energy on Aruba? | | |
| To what extent will Aruba able to preserve its nature? | | |
| To what extent are basic provided for (healthcare, social housing, etc) | | |

Scenario Construction - The Mechanics



Identify dominant forces and determine trends and uncertainties

Build the scenario matrix and blueprint

Develop the scenario themes

Create newspaper headlines and the major scenario highlights

Identify the behavior of key stakeholders

Timeframe: 17 years into the future (2025)

Scope: Aruba within a Global Context

Scenario themes



- ❖ For this module, we will remain scenario groups.
 - **Define the situation in your scenario regarding the following themes:**
 1. **Economy and sector theme:**
 1. Economic health
 2. Leading/lagging industries (diversification)
 3. Technology development
 4. Energy supply
 5. Transport
 6. Agriculture and food
 7. Natural resources
 2. **Social theme:**
 1. Local vs. regional development
 2. Education
 3. Healthcare
 4. Welfare
 5. Social values
 6. Employment and income levels
 3. **Environmental theme:**
 1. Climate change
 2. Building and land use
 3. Wild life
 4. Waste management
 5. Environmental management
 4. **Political theme:**
 1. Relationship with neighbours
 2. Role of policy
 3. Governance structure
 4. Financing tools (taxes, subsidies etc.)

Give your Scenario a title



| | |
|-------------------------------------|--|
| Scenario Title | |
| Sub Title (if applicable) | |
| Explanation of Title | |

Leading industries in your scenario



- ❖ From an economic point of view, what are the leading industries in your scenario and why?

Day 2

Opportunities for Aruba



“Imagination is more powerful than knowledge.”

Albert Einstein

Overview day 2



Identify the core opportunities

Selecting top opportunities per scenario

Developing the opportunity wheel

Presentations

Next Steps

The SOAR Framework



| | | |
|---------------------|---|---|
| Strategic Inquiry | S trengths | O pportunities |
| | What are our greatest assets? | What are the best possible opportunities? |
| Appreciative Intent | A spirations | R esources |
| | Who do we want to be, and what is our preferred future? | What strategic resources will make our aspirations a reality? |

Opportunities are.....



- ❖ An opportunity creates a diversified and/or specialized and competitive economy which expands the necessary cash flow to meaningfully live, work and play in Aruba in a sustainable way
- ❖ Opportunities need to meet the sustainability principles
 - Integrate economic, social, community and environmental priorities.
 - Respect and live within the natural resources and limits of our island.
 - Honours the host culture and values.
 - Everyone has a responsibility for achieving a sustainable Aruba.



Brainstorm opportunities



ARUBA



Selecting 2 opportunities to take forward



- ❖ We select an opportunity based on the following criteria:
 1. The extent to which the opportunity builds on current strengths
 2. The extent to which the opportunity takes the guiding principles into account
 3. The attractiveness of the opportunity in your scenario (i.e. cash flow, risk mitigation)
 4. Most importantly how passionate are you about it!

- ❖ We integrate economic, social, community and environmental priorities.
- ❖ We respect and live within the natural resources and limits of our island.
- ❖ We must achieve a diversified and dynamic economy (beyond tourism).
- ❖ We honour the host culture and values.
- ❖ We make decisions based on meeting the present needs without compromising the needs of future generations.
- ❖ Everyone – individuals, families, communities, businesses and government – has accountability for achieving a sustainable Aruba.

Read the example of Hawaii



The year is 2050 and Hawai'i is a sustainable community.

Living responsibly and within our own means is top-of-mind for all individuals and organizations. We learn about the virtues and values of a sustainable Hawai'i. As a result, our goals of economic prosperity, social and community well-being, and environmental stewardship are in balance and achieved.

Our Kanaka Maoli culture and island values are perpetuated. We have a vibrant, clean, locally based and diversified economy that supports a living wage for island residents. Workforce development affords economic and career opportunities for our children. Our land, water and natural resources are used responsibly, and are replenished and preserved for future generations.

We respect and live within the natural resources and limits of our islands. In 2050, the energy we use is clean, renewable and produced mostly in Hawai'i. Much of the food we consume is produced locally. We minimize waste by recycling. We are a strong and healthy community with access to affordable housing, transportation and health care. Our public education system prepares our people for productive, meaningful and fulfilling lives.

We no longer measure economic vitality solely by statistics such as the number of building permits issued or by tax revenue, but by much more balanced sustainability indicators that guide the actions of the public and private sectors. Every year, these indicators tell us how we are doing, and guide future action.

In 2050, Hawai'i is where our hopes and aspirations as individuals, families and as a community are realized now and in the future.



Detailing the opportunity



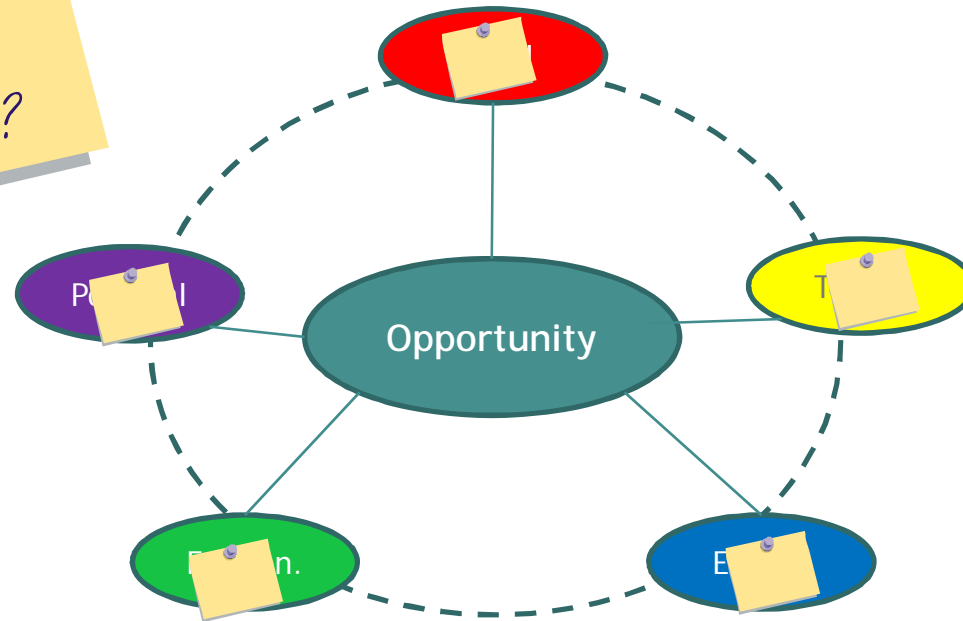
ARUBA



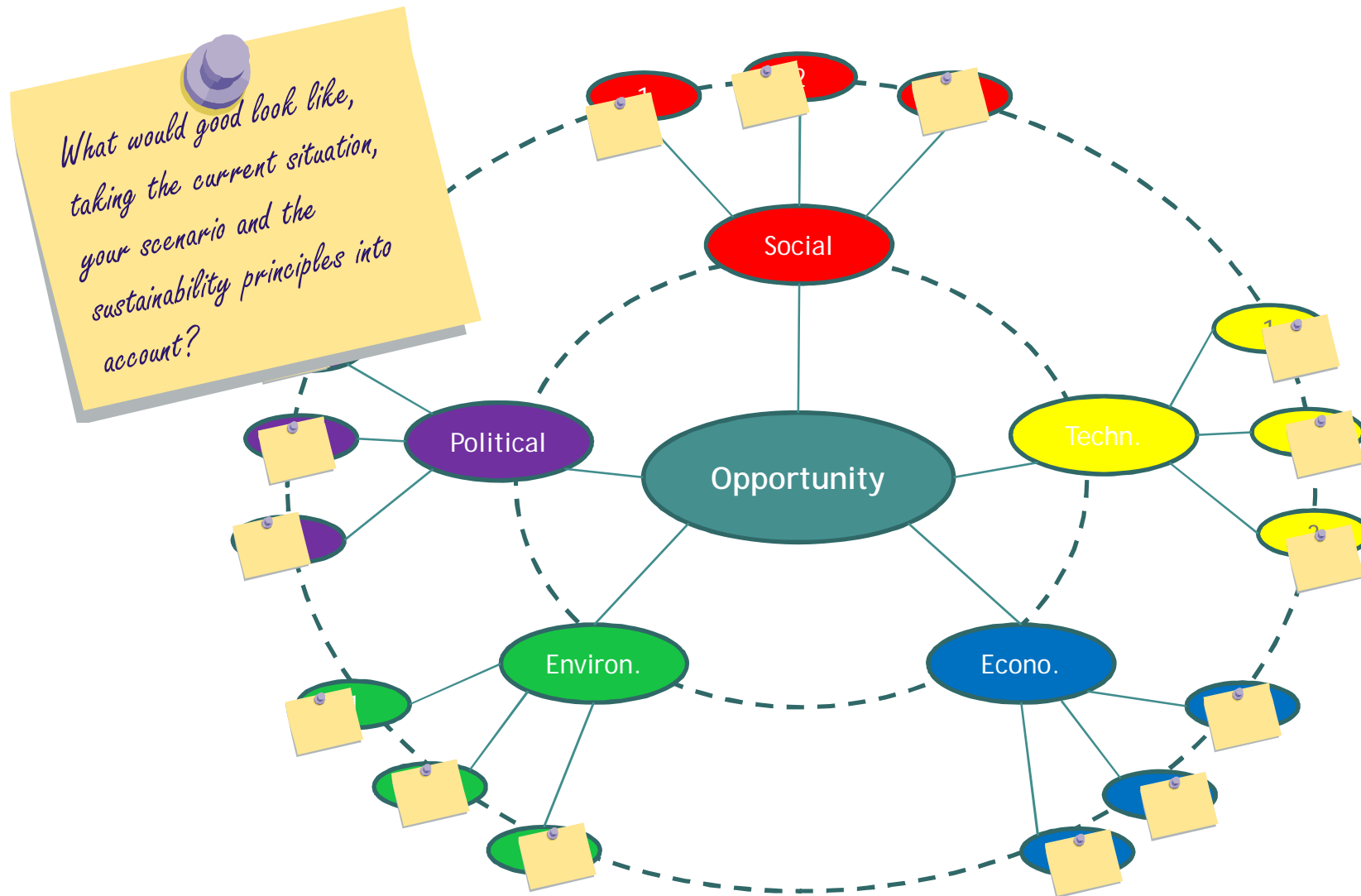
Introduction to the opportunity wheel



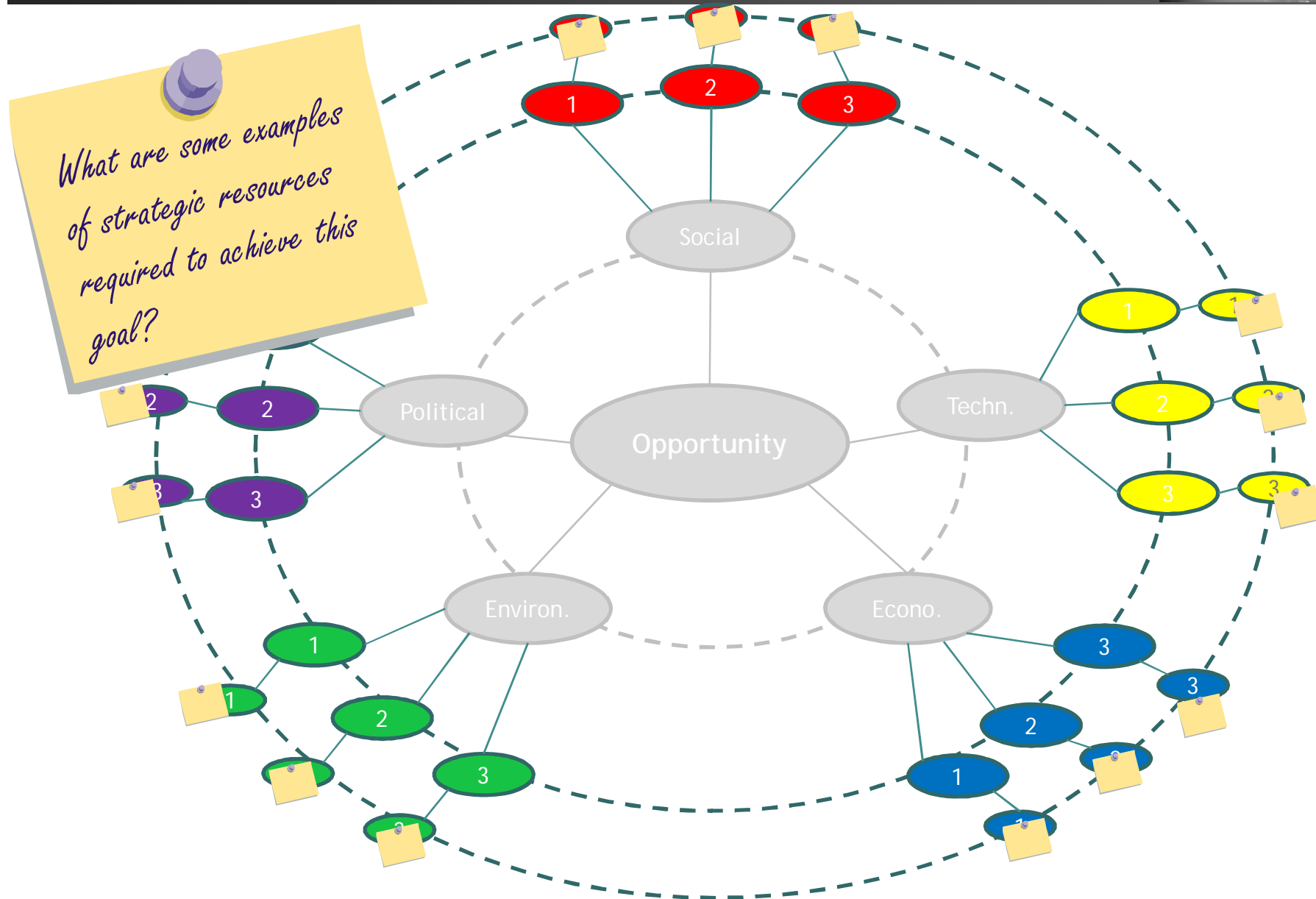
What are the key pre-conditions for this opportunity from a STEEP point of view?



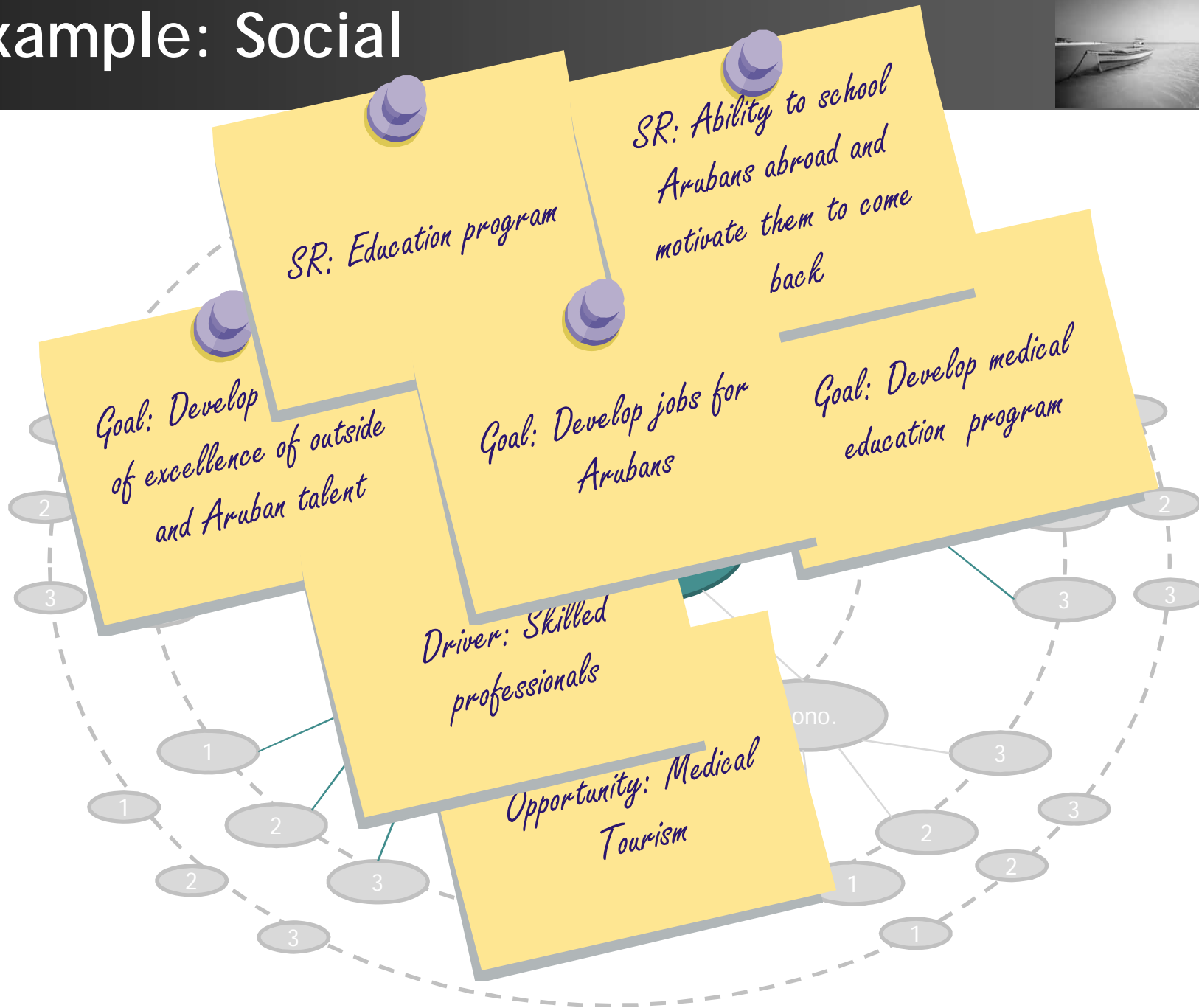
Introduction to the opportunity wheel



Introduction to the opportunity wheel



Example: Social



Example: Technology



Guiding Principles of sustainability

(SDS Short Story newsletter April 2008)



- ❖ We integrate economic, social, community and environmental priorities.
- ❖ We respect and live within the natural resources and limits of our island.
- ❖ We must achieve a diversified and dynamic economy (beyond tourism).
- ❖ We honour the host culture and values.
- ❖ We make decisions based on meeting the present needs without compromising the needs of future generations.
- ❖ Everyone – individuals, families, communities, businesses and government – has accountability for achieving a sustainable Aruba.

“We share an awesome responsibility, you and I, a responsibility that transcends this time and this place.”

Strategic Resources



Tangible Resources

- Cash
- Fixed Assets - such as plant, buildings etc



Intangible Resources

- Relationships - can be individual or corporate
- Human Capital - knowledge and skills that are owned and controlled by individuals
- Corporate Capital - knowledge and skills that are shared and are controlled without reference to a single person's expertise



Natural Advantages

- Environmental factors such as location; wind; tide; water; mineral, oil or gas deposits; etc that can be exploited to benefit the sustainable development of the economy - can be permanent or temporary as a result of Forces acting on strategic environment

The strengths framework questions



Raise

What strengths does Aruba have today and should be **raised well above** the today's standard in your scenario?

Create

What strengths should be **created** that Aruba has never offered in your scenario?

Reduce

What strengths does Aruba have today and should be **reduced well below** current standard in your scenario?

Abandon

What strengths does Aruba have to today and should be **eliminated** in your scenario?

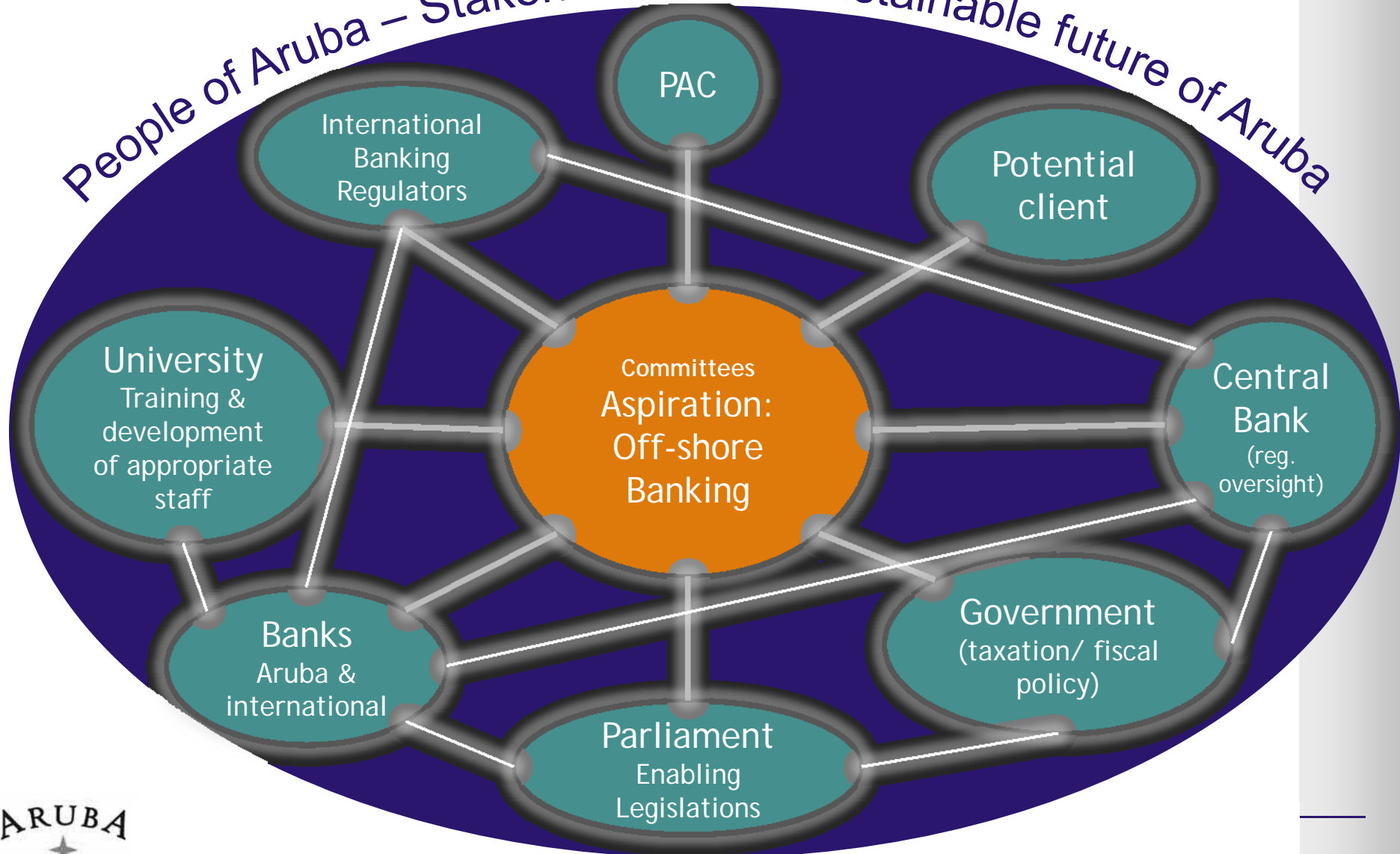
Design



Social architecture



People of Aruba – Stakeholders in a sustainable future of Aruba



The power of the social architecture



Once the strategic focus or dream is articulated (usually consisting of three things in our model-- a vision of a better *world*, a powerful purpose, and a compelling statement of strategic intent) attention turns to the creation of the ideal organization, the social architecture or actual design of the system in relation to the world it is part. What we have found is that the sequencing is crucial, moving first through in-depth work on Dream before Design, followed with back and forth iterations.

In Zimbabwe we recently worked with a partner organization of Save the Children. It was fascinating to observe how easy it was to re-design the organization in terms of structures and systems once broad agreement was reached on a powerful Dream. The articulation of the image of the future was simple: "Every person in Zimbabwe shall have access to clean water within five years". The critical design shift, demanded by the large dream, was to a new form of organization based on a network of alliances or partnerships, not bureaucracy's self-sufficient hierarchy. When inspired by a great dream *we have yet to find an organization that did not feel compelled to design something very new and very necessary*

Source: "A Positive Revolution in Change: Appreciative Inquiry" by David L. Cooperrider and Diana Whitney, Draft dated August 2001

Destiny



Nos Aruba 2025 activities next week



Scenarios

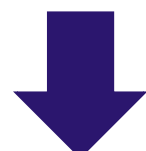
Raw list of opportunities

- A
- B
- C
- n

Robust building blocks for Agendas

| A | B | C | n |
|---|---|---|---|
| S | S | S | S |
| T | T | T | T |
| E | E | E | E |
| E | E | E | E |
| P | P | P | P |

Aspirations for Aruba



Volunteer to elaborate Aspirations

Post - workshop →

From scenarios to options

Process overview (continued)



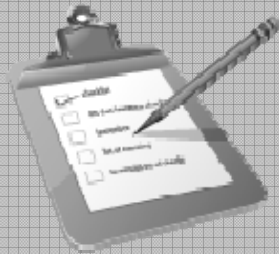
Add detail to
Aruba Aspirations

Plenary
session

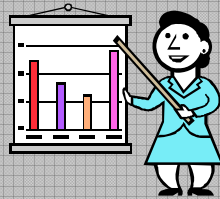
Public integration
event

Strategic planning
workshop

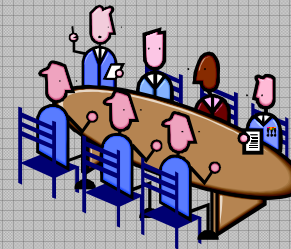
Aspiration
Statement



Initial Aspirations
Prioritised

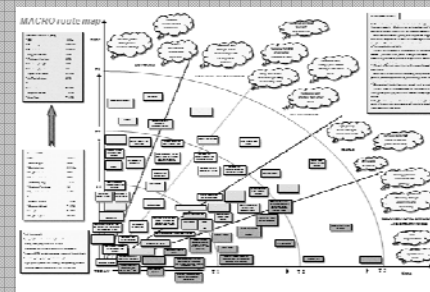
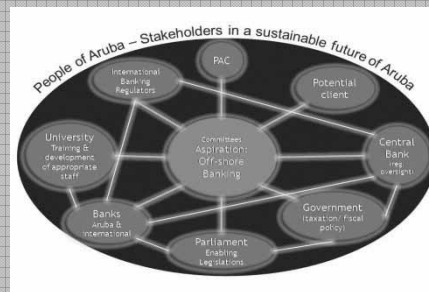


Committees



Iterations of
NISP through
Design &
Destiny

NISP



THANK
You!