

VMI Beyond Line of Sight™ “BLOS”

Philosophy: *“The future is already here – it’s just not evenly distributed”*

By William Gibson, Science Fiction Writer

The Challenge: Corporate strategists have long sought a means to gain insights into the future and to leverage these insights into a differential advantage in the market place.

While falling out of favor due to lack of tangible results, Scenario and Contingency planning continues to be part of many corporate annual planning rituals. Scenario planning attempts to create possible, but highly improbable futures. Contingency planning describes the response the company should take, if one of these improbable alternative futures actually comes about. The challenge here is that the process is very expensive in terms of time, resources and budget dollars, while producing very little in the area of actionable results.

Objective: To bring the future to the present in a tangible and actionable way based on the facts not guesses.

“For some, a trend is in the present. For others, it’s in the past, while for the rest, it is their future.”...VMI

Beyond Line of Sight application Example:

For some strange reason when people experience a trend they tend to believe that they are the first people on the face of the earth to experience it. Once observed, the first reaction is to wait in denial until the trend’s impact becomes overwhelming and can no longer be ignored. At this point any first mover opportunities have been lost and the typical response is to follow actions taken by competitors who are successfully leveraging the trend. This behavior leads to a catalogue of “me too” products and ultimately places the company at risk.



The Beyond Line of Sight tool was created to give companies the vision to see and understand the future while providing the evidence necessary for sound and supportable business decisions. Beyond Line of Sight is based on the premise that trends evolve and migrate. Meaning any trend, no matter how new it may seem to the observer, has likely been around for a long period of time in other industries or markets and it is just now migrating into the observer’s field of view.

Identify cross-industry trends that could affect our business future

emerging trends in the client’s home market and the second being the identification of trends in adjacent markets that have yet to migrate into the home market.

Typically, Beyond Line of Sight is applied at two levels. The first being the identification of early



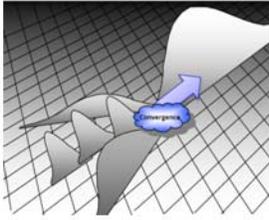
Monitor emerging trends in technologies and business models

Developing early stage trends in the client’s home market provides the opportunity to be a fast follower, while identifying trends in adjacent markets represent the opportunity to be the visionary disruptor and introducer of a trend into the home market.

For more information, please contact:

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**Lead the way to
create a convergence
for market disruption**

Once a trend has been identified, Beyond Line of Sight then searches out industries and markets where the trend is established and is working its way through evolution. The evolution of the trend is chronicled and analyzed with examples of how companies successfully leveraged the trend in their industry. Armed with this information the client can make solid, defensible and yet visionary business decisions as to the way forward. **More importantly, the client can build upon convergence of technologies and ideas that have occurred in other industries, and use those insights to potentially disrupt their own.**