



FOOD FUTURES LAB

INSTITUTE FOR THE FUTURE

The global food system is reaching human and planetary limits. Chronic disease, rampant food waste, and environmental degradation are creating unprecedented constraints. However, over the next decade, entrepreneurs, farmers, chefs, and eaters will seize new opportunities to respond to these challenges.

IFTF's Food Futures Lab identifies and catalyzes the innovations that have the potential to reinvent our global food system. Positioned at the center of Silicon Valley, California's agricultural powerhouses, and the Bay Area's dynamic food culture, we are embedded in an epicenter of food innovation and have ties to other innovation hubs in Europe, Latin America, and Asia. From this ideal location, we seek to understand the motivations, drivers, and impacts of food innovation, and to align the minds and resources shaping the future of food. We impart a shared understanding of how to take the long-term view—one that encompasses multiple scales, uncertainties, and radically different possibilities for the future of food.

We invite you to join us as we collaboratively forecast the future of food. When you become a member of the Food Futures Lab, we help you make sense of emerging technologies, social behaviors, and scientific breakthroughs that will transform the global food system—and we help you take action toward a more resilient, equitable, and delicious future of food.

THE IFTF FOOD FUTURES LAB:

- › **MAPS** new technologies, social behaviors, and scientific breakthroughs that will transform the global food system.
- › **IMMERSES** stakeholders in possible futures through maps, scenarios, and artifacts from the future.
- › **BRIDGES** community initiatives, leading-edge innovators, and large organizations for robust research and collaboration.
- › **DEVELOPS FORESIGHT** based on research and futures thinking methodologies.
- › **CONVENES** multi-stakeholder exchanges and facilitates creative thinking about the future of food.
- › **CATALYZES** action to make the future today.

2015 RESEARCH AGENDA

EPICENTERS OF FOOD INNOVATION

From the Bay Area in California to Lima, Peru to Emilia-Romagna, Italy, different regions around the world are epicenters of food innovation. Each epicenter in our global food system, with its unique entrepreneurial and food culture, competes and collaborates globally to shape the future of food. Collectively, these epicenters of food innovation are making the future of food across five distinct food experiences: production, distribution, manufacturing, shopping, and eating.

In 2015, IFTF's Food Futures Lab will embark on a multi-year journey exploring epicenters of food innovation to map the innovations that give local food culture global influence.

- How do local food and innovation cultures impact and drive global food innovation?
- How is the fusion of food with data mining and analytics driving breakthroughs in design introducing entirely new categories of food experience?
- How might high-resolution microbiology across the entire food web fundamentally change risk factors and interventions across scales?
- What is the relationship between local artisans and the culinary arts with the future of food innovation?
- How might we leverage food system constraints to reshape diets and tastes?

As we search the globe for answers to these and other questions, we'll identify the critical technologies, social innovations, and market opportunities shaping agriculture, food distribution, manufacturing, retail, and eating experiences.

WHY JOIN IN 2015?

Join us as we convene today's pioneers in food production start-ups, DIY and synthetic biology movements, social entrepreneurship, and systems thinking to surface fresh perspectives on reinventing the food system. Come along as we develop foresight and draw insights to help members identify strategic opportunities and challenges. Specifically, 2015 deliverables include:

- **Global forecast perspectives** that explore the landscape of food innovation emanating from epicenters of food innovation across five food experiences and forecasts.
- **Curated innovation immersion at the World's Fair—Expo Milano 2015: Feeding the Planet, Energy for Life**—with IFTF researchers and tools to help identify disruptive innovations and gather insights for your industry and strategic goals (June 2015).
- **Collaborative forecasting workshop in Reggio Emilia** to engage with IFTF's futures thinking methodologies and imagine long-term forces shaping the future of food (June 2015).
- **Strategic foresight retreat** at IFTF's Gallery for the Future in Palo Alto, California to immerse in the forecast perspectives and facilitate engaging your industry expertise with the local food innovation community (November 2015).
- **Quarterly updates from IFTF** on the latest disruptive signals in the global food system.
- **Private access to past IFTF** food futures research.

Source: Kate Davis for Institute for the Future





LATEST RESEARCH

IFTF's Food Futures Lab undertook a yearlong exploration into the ways that emerging technologies and sciences are reshaping the global food web. We created *Seeds of Disruption: How Technology is Remaking the Future of Food*, a forecast map and set of four perspectives and Artifacts from the Future, to tell the story of how emerging information technology will reshape the food system and our food experience across production, distribution, manufacturing, shopping, and eating.

See more at: www.iftf.org/foodfutures

CUSTOM FORESIGHT PROJECTS

The Food Futures Lab also offers custom implementations of IFTF's Foresight to Insight to Action process. This work can be tailored to fit the needs of your organization and add value to your strategic planning, new product development, and innovation efforts. Examples include:

- › **CUSTOM MAP OF THE DECADE:** Working together with your internal teams, we develop a map that serves as a basis for identifying core competencies, strategic advantages, and potential new opportunities for your organization.
- › **CUSTOM FORECAST MEMO:** Considering the trends of the next three to five years, we identify five key issues for your leadership group to discuss and use to develop strategies for the next year. We present these forecasts to your leadership team in an executive workshop and a written memo.
- › **STRATEGIC OPPORTUNITY MAPPING:** We work together with you to produce a graphic map of the big-market opportunity areas for your company, by combining your internal perceptions of capabilities, positional strengths, and market directions with our foresights to identify potential new markets, products, or services, and outline a plan for next steps.
- › **IMMERSIVE LEARNING EXPERIENCES:** We believe individuals develop tacit insights into complex problems and emerging phenomena by fully engaging in immersive learning experiences that include both content and context. Drawing on our extensive network of leading-edge thinkers and innovators, our immersive experiences include expert workshops and in-field experiences with start-ups, university labs, and research facilities.
- › **GLOBAL ENGAGEMENT:** Using our Foresight Engine platform and our global network, we can help you activate a collaborative conversation about a future your organization cares about, from food security to nutrition, and synthesize the results into an actionable strategic plan.
- › **OTHER CUSTOM RESEARCH PIECES:** We frequently work together with clients to produce other customized research to meet their needs.



MEMBERSHIP BENEFITS

When you join the IFTF Food Futures Lab, you will be able to:

- › **IMMERSE YOURSELF** in epicenters of food innovation.
- › **ANTICIPATE OPPORTUNITIES** for innovative strategies, new products, and new service offerings.
- › **BUILD FORESIGHT CAPABILITIES** by collaboratively forecasting with IFTF's network.
- › **EXPAND YOUR NETWORK** by engaging with global innovators, experts, and industry leaders.
- › **REDUCE UNCERTAINTY** by focusing on the most urgent futures and opportunities.
- › **MAP STRATEGIES** by gaining an "outside-in" perspective of emerging behaviors and possibilities for food markets.

PARTIAL LIST OF CURRENT AND PAST SPONSORS:

AB InBev	Institute of Food Technologists
Beam Global Spirits	Kellogg's
Big Heart Pet Brands	McDonald's
Campbell's	Nestle
Future Food Institute	Newman's Own Foundation
John Deere	PepsiCo
General Mills	Sanitarium Health and Well-being
Givaudan	Syngenta
Green Mountain Coffee Roasters	The University of Modena and Reggio Emilia: UNIMORE
Hershey's	

BECOME A MEMBER TODAY

For more information about joining IFTF's Food Futures Lab, contact:
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For more about our special projects and how to collaborate with us, contact:
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FOOD LAB TEAM



Dawn Alva
Business Development



Rebecca Chesney
Research + Special Projects Manager



Ben Hamamoto
Research Manager



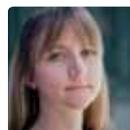
Bradley Kreit
Research Director



Miriam Lueck Avery
Research Director



Rod Falcon
Program Director



Meagan Jensen
Lab Administrator



Sarah Smith
Research + Design Manager

ABOUT THE INSTITUTE FOR THE FUTURE

The Institute for the Future is an independent, nonprofit strategic research group with 47 years of forecasting experience. Our mission is to help organizations, communities, and individuals think systematically about the future. As part of our work, we explore the tensions and possibilities of food futures—from everyday food habits and choices, to the dynamics of global food markets, to the complex environmental issues of food production. We pioneer tools and methods for building future foresight and insight to drive action today. IFTF is based in Palo Alto, California, USA.

