

Digoshen Recommends

STRATEGIC INTELLIGENCE BRIEFING

Generated for Team Digoshen on 11 October 2026

Contents

3	Executive summary
4	1 Insights and trends
4	1.1 Current perspectives
8	2 Strategic context
8	2.1 AI and Cybersecurity
9	2.2 AI-Enhanced Counselling
9	2.3 From Generating to Acting
10	2.4 AI and the Future of Work
10	2.5 Social Innovation
11	2.6 Enterprise and Emerging Risks
11	2.7 Digital and Sustainable Transformation of Industries
12	2.8 Speed of Change
12	2.9 New Ways to Make, Do and Buy
13	2.10 Sustainability Reporting and Assurance
14	2.11 Stakeholder Engagement and Cultivating Trust
14	2.12 Values, Ethics, and Integrity
15	2.13 Technology Innovation
15	2.14 The Digital Enterprise
17	References
18	About Strategic Intelligence
21	Contributors
21	Acknowledgements

Disclaimer

This document is published by the World Economic Forum as a contribution to an insight area. The findings, interpretations and conclusions expressed herein are the result of a collaborative process facilitated and endorsed by the World Economic Forum but whose results do not necessarily represent the views of the World Economic Forum, nor the entirety of its Members, Partners or other stakeholders. Portions of this document have been machine generated and/or machine translated.

© 2026 World Economic Forum. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system.

Executive summary



Explore the interactive version
online

Digoshen Recommends Intelligence Map - insights and perspectives curated by Digoshen via World Economic Forum Strategic insights and contextual intelligence.

The key issues shaping and influencing Digoshen Recommends are as follows:

AI and Cybersecurity

AI is reshaping risk, accelerating both offence and defence

AI-Enhanced Counselling

Providing support even during a shortage of available mental health professionals

From Generating to Acting

AI models that generate text and media are transforming creativity while raising new challenges

AI and the Future of Work

How exactly will artificial intelligence impact jobs?

Social Innovation

Profit is not the only source of inspiration for innovators

Enterprise and Emerging Risks

Effective risk management is central to both legacy and emerging corporate governance models

Digital and Sustainable Transformation of Industries

The pandemic has accelerated both digital immersion and a digital transformation gap

Speed of Change

As the velocity and magnitude of global disruptions intensify, traditional strategic foresight horizons may undergo a fundamental compression

New Ways to Make, Do and Buy

Virtual and augmented reality are helping to improve quality in innovative new ways

Sustainability Reporting and Assurance

Regulations are becoming more important to increase the consistency and reliability of sustainability information

Stakeholder Engagement and Cultivating Trust

Building trust is an interactive endeavour based on honest dialogue and genuine efforts to address issues

Values, Ethics, and Integrity

Good faith efforts to do no harm and reduce negative externalities are necessary

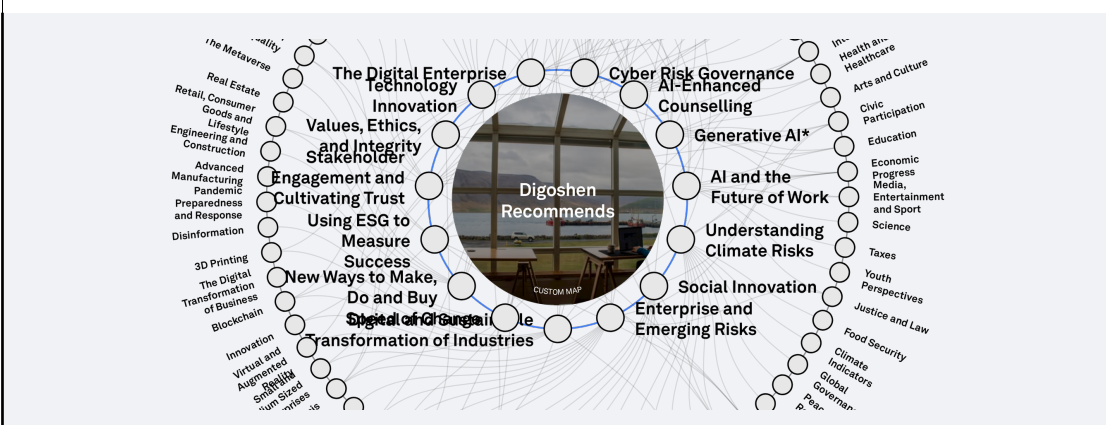
Technology Innovation

The promise of emerging technologies is matched by a need to manage related uncertainty

The Digital Enterprise

Becoming 'digital at the core' can potentially create more sustainable value

Below is an excerpt from the transformation map for Digoshen Recommends, with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.



In the following sections, we give a comprehensive summary of the latest **Insights and Trends** shaping the topic, a look at potential **Forecasts and Scenarios** based on current and emerging trends, and an overview of the **Strategic Context**.

1

Insights and trends

A synthesis of the most recent expert analysis.

1.1 Current perspectives



Kellogg School of Management
Is This a Job for a Human or AI?

08 October 2026

AI's integration in workplaces demands careful delegation of tasks based on human versus AI strengths. Humans excel in authentic relationship-building, empathy, moral accountability, and adaptability—areas where AI falls short. The HUMAN framework offers five criteria for leaders: Humanizing (requiring a genuine human touch), Unscripted (needing spontaneous judgment), Moral (decisions requiring human accountability), Adaptive (adjusting beliefs based on new perspectives), and maintaining trust. While AI can handle data-driven tasks, roles involving empathy, improvisation, and responsibility are best suited for humans.



Social Europe
Voters Want AI Regulated for Jobs, Not Just Safety

08 October 2026

Voters across 11 advanced economies broadly support independent oversight and regulation of generative AI, with approval ranging from 60% to over 80%. Public concern focuses not only on AI safety but significantly on the economic impact, particularly job displacement. Demand for strict regulation is strongest when AI-induced job losses do not yield extra corporate profits but decreases if new jobs are created alongside. Political ideology influences preferences, with left-leaning individuals generally favoring stricter rules, yet employment scenarios shape views across the spectrum. The findings highlight public interest in regulating AI's labor market effects as much as its existential risks, suggesting a political opening for labor-focused AI regulation.



IESE
Engaging with shareholders helps mitigate the impact of a crisis

08 October 2026

Engaging in active dialogue with major shareholders helps companies mitigate the negative financial impact of environmental or social controversies. Research shows that when investors maintain communication during a crisis, it signals confidence to the market, lessening declines in company valuations. This effect is strongest with influential institutional investors discussing ESG issues, even if the crisis remains unresolved. Such engagement does not inherently improve performance but serves as a "soothing whisper" that reassures other investors and reduces perceived risk. Proactively involving shareholders after controversies can preserve long-term financial health by fostering trust and market confidence.



LSE Business Review
Is your phone listening to you? "We must be more mindful of the kinds of companies we engage with"

08 October 2026

Tech companies collect extensive personal data not only to improve their products but also to target advertising and sell information to data brokers, sometimes including sensitive details about individuals' vulnerabilities. Smartphones may not be actively listening to conversations, but firms use various inferred data, raising trust concerns. Sharing personal data affects not just individuals but also their families and communities. Although data collection began as an accidental byproduct of digital services, it has become a central business model, particularly for companies like Google, which monetize user access rather than just data.

Alternative payment models beyond data-sharing are possible and worth pursuing in democratic societies.



Project Syndicate

Global Financial Reform that Centers African Women

08 October 2026

Gender equality often suffers during global upheavals, but current disruptions in the multilateral financial order present an opportunity to reform debt architecture to benefit African women. African countries face high debt interest payments that limit spending on essential services like education and health, disproportionately increasing women's unpaid domestic and care work. The IMF–World Bank Annual Meetings and the UN Framework Convention on International Tax Cooperation negotiations provide platforms to advocate for reforms, including integrating social reproduction costs into debt sustainability analyses and addressing capital flight through fairer tax rules. African initiatives, such as Kenya's National Care Policy and the African Union's Common African Position on Debt, offer models for feminist economic governance that prioritizes public services and women's labor.



The Conversation

Some climate tipping points are being studied far more than others – new research

09 October 2026

Research on Earth's climate tipping points—critical thresholds leading to abrupt changes in systems like ice sheets, rainforests, and ocean currents—has grown unevenly. The Greenland Ice Sheet dominates the literature, while others like abrupt boreal permafrost thaw or the North Atlantic subpolar gyre are far less studied, despite having similarly low warming thresholds (~1.5–1.8°C). Only a small fraction (8.1%) of studies focus on risk-relevant dynamics such as abruptness and irreversibility. This uneven attention highlights gaps in understanding important tipping behaviors, suggesting the need for increased research in less-studied areas to better inform climate risk assessments before these tipping points are reached.



GovLab - Living Library

Data Commons as Infrastructure for Indigenous-Led AI

08 October 2026

Indigenous communities seek not only representation in AI but also the ability to shape, govern, and benefit from it, especially amid AI's growing influence in education, public services, and culture. AI offers potential for Indigenous language revitalization, cultural transmission, and economic

opportunities, but risks perpetuating data extraction and misinformation without inclusive data governance. Addressing this requires new approaches to data commons, infrastructure, and investment to ensure AI respects Indigenous values and knowledge, preventing harm and enabling community empowerment.



World Economic Forum

What does leadership in the age of AI look like in practice?

09 October 2026

Leadership in the age of AI demands balancing machine-generated insights with human judgment, accountability, and oversight. As AI systems grow more capable in analysis, decision-making, and task execution, leaders must define clear boundaries for AI use, ensuring responsible governance and assessing real-world consequences. AI literacy becomes essential not only for technologists but also for policy-makers and executives to question AI outputs effectively. Preparing future leaders involves fostering adaptability, problem-finding, human-centric soft skills, and intellectual agility. The UAE's National Experts Program exemplifies practical AI leadership development by integrating AI knowledge with sector-specific challenges and national priorities.



The Conversation (Spanish)

El terremoto de la IA, explicado para entenderlo

08 October 2026

La inteligencia artificial (IA) está transformando radicalmente las matemáticas y la sociedad, con una inversión global que supera los 1,6 billones de dólares. La IA ha avanzado rápidamente, resolviendo problemas matemáticos complejos, lo que genera debate sobre el futuro de las matemáticas como disciplina humana. Más allá de esto, la IA amenaza con desplazar a los humanos en múltiples profesiones cognitivas, reduciendo las ventajas comparativas humanas y generando riesgos de desempleo masivo y pérdida de poder económico y político. En este contexto, trabajos en sectores relacionales podrían mantenerse, pero tendrán menos influencia en la economía y la política que actividades controladas por IA, planteando desafíos sociales profundos.

[Try translating with Google](#)



Asian Development Bank

Cross-border Digital Payments in Asia: Retail Connectivity, Wholesale Settlement, and Implications for Trade

08 October 2026

Digital payments are increasingly vital to Asia's infrastructure, supporting trade, tourism, remittances, and financial integration. The region's cross-border payment systems are evolving into a

multilayered architecture where multiple platforms coexist. Enhancing connectivity between payment systems and digital identity services can boost digital trade and address SME trade-finance gaps. Modernizing wholesale payment systems will improve the speed and transparency of large-value transactions, complementing existing correspondent banking. Policymakers should strengthen legal and institutional frameworks by recognizing electronic trade documents and promoting interoperable data standards.



Project Syndicate

The Next Era of Reform Must Be About Capability

07 October 2026

Economic development should be assessed by a country's capacity to set priorities, respond to challenges, and shape its future, not merely by financial metrics. Major global crises have underscored the need for resilience combined with genuine agency, allowing countries to maintain autonomy despite external shocks. The Bridgetown Initiative exemplifies efforts to create a more responsive financial system and enhance long-term financing tools, especially for small states facing continuous uncertainty. Building development capability involves strengthening institutions, expertise, competitive firms, and the ability to manage complex projects and crises. Sustainable progress depends on embedding knowledge institutionally and fostering skilled leadership, ensuring that development is driven by enduring capacity rather than temporary resources.



GovLab - Living Library

AI and Political Freedom: The Risk to Democracy and How to Respond

07 October 2026

American democracy faces significant challenges as AI increasingly permeates online life, impacting political stability and institutions. Matthew Botvinick highlights how AI threatens democracy by enabling authoritarian tactics through misinformation, deepfakes, mass unemployment, and politicized surveillance. He emphasizes the need to strengthen democratic institutions and innovate citizen engagement to safeguard political freedom amid these risks. Botvinick calls for a proactive response to prevent democratic erosion in the face of advancing AI technologies.



Oliver Wyman

10 questions on agentic AI for financial services boards

08 October 2026

Agentic AI transforms financial services risk governance by enabling autonomous, multi-step decision-making that traditional controls struggle to oversee. Unlike conventional automation, agentic AI

crosses traditional risk silos—credit, fraud, market, conduct—simultaneously, increasing complexity and creating governance gaps. Key risks include autonomy risk (complex decision chains), adversarial risk (targeted attacks on AI), correlation risk (similar AI responses amplifying market instability), and detection lag (delayed discovery of AI-driven issues). Institutions must designate clear accountability for AI risks and shift from manual oversight to continuous AI-enabled monitoring to manage real-time risks effectively. Boards should prioritize mapping AI's impact on material financial and operational decisions for robust governance.



The Conversation

A biologist queries whether AI 'borrowed' his work to make major discovery – an expert explains the rules

08 October 2026

Anthropic's AI system Claude identified a novel family of enzymes called array-associated reverse transcriptases (ARTs) in bacteriophages, viruses that infect bacteria. This discovery highlights AI's potential role in biological research. However, computational biologist Mario Rodríguez Mestre questioned whether Claude's finding was truly independent or influenced by unpublished research he shared with the AI. Anthropic denies using user data for model training or that its team accessed such data. The enzymes, related to reverse transcriptases that convert RNA into DNA, were previously identified, but Anthropic characterized a larger system involving repeated DNA sequences producing small RNAs. While promising, the discovery requires further validation and peer review. Ethical AI use in research demands careful data handling, transparency, and adherence to institutional guidelines.



LSE Business Review

Is your phone listening to you? "Everything is organised around the assumption that you will give up this data."

07 October 2026

Nick Couldry highlights how modern economies rely on extracting data from everyday activities such as education, workplace surveillance, and fitness apps, where user information is collected and often shared with third parties. Cookies and other tracking technologies facilitate extensive data gathering, which is then linked across databases to create detailed personal profiles. While personalized ads rely on such targeting, there are significant long-term risks, especially concerning sensitive health data, which can affect insurance and employment opportunities. Despite these risks, people continue using these technologies because systems are designed around default data sharing, and users rarely change settings due to complexity or indifference.



World Economic Forum

Why cybersecurity and physical autonomous AI must be governed together

09 October 2026

Autonomous AI systems like humanoid robots, self-driving vehicles, and drones are merging software and physical risks, dissolving traditional lines between cybersecurity and safety. These AI systems perceive, decide, and act in the physical world, making errors or attacks potentially harmful before human intervention. Humanoid robots in industry and healthcare, autonomous vehicles in

road transport, and drones in delivery and military use illustrate advancing applications but also highlight governance challenges including safety certification, remote connectivity vulnerabilities, traffic coordination, and airspace management. Effective governance must integrate security and safety from design through deployment, clearly defining operational boundaries and human responsibility to manage this convergence of cyber and physical risks.

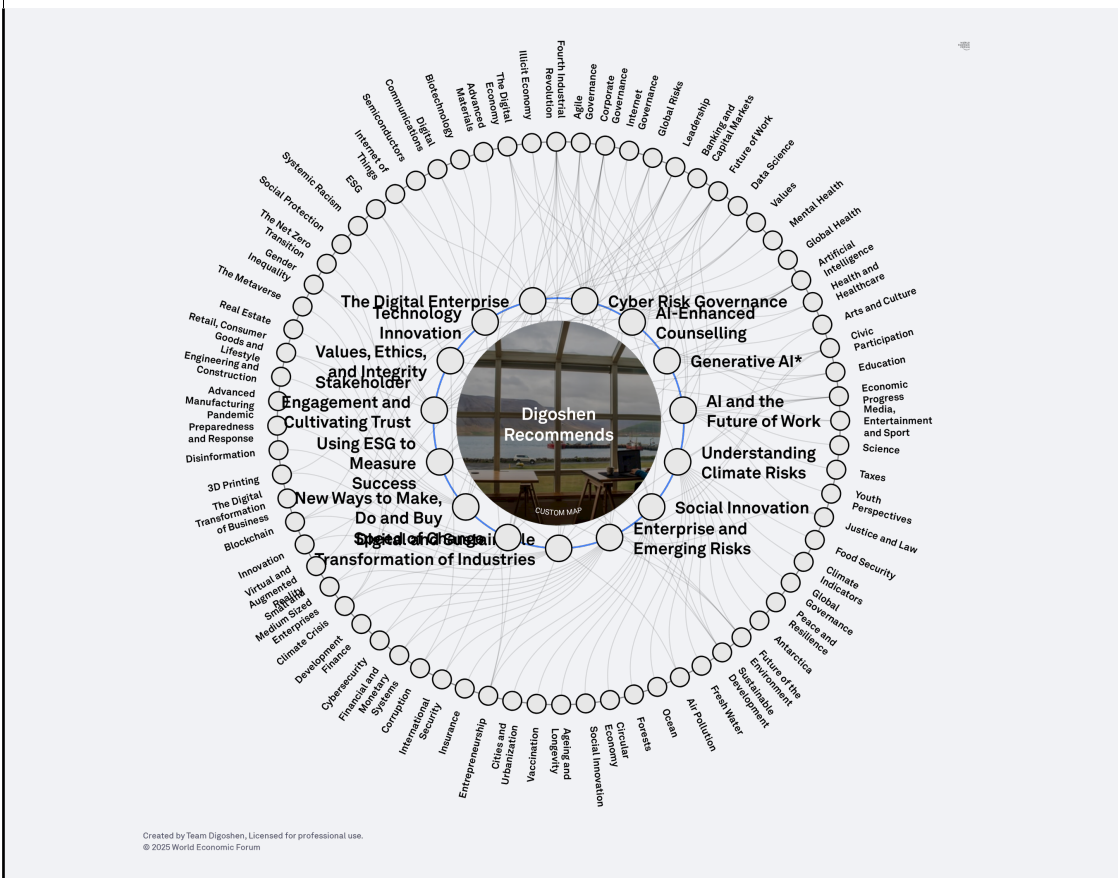
2

Strategic context

The key issues shaping Digoshen Recommends.

The following key issues represent the most strategic trends shaping the topic of Digoshen Recommends. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

FIGURE 1 Transformation map for Digoshen Recommends



2.1 AI and Cybersecurity

AI is reshaping risk, accelerating both offence and defence

Artificial intelligence is set to be the single biggest force reshaping cybersecurity in the years to come, with 94% of organizations surveyed in the Forum's Global Cybersecurity Outlook 2026 identifying it as the most significant driver of change. The rapid integration of AI systems is expanding the digital attack surface, introducing new weaknesses that existing security tools were never designed to manage. Defenders are also increasingly using AI to strengthen protection – from spotting phishing attempts and unusual network behaviour to speeding up incident response and automating time-consuming analysis. At the same time, attackers are also adopting AI, using it to scale their operations, generate more convincing scams and target

victims with greater precision. This dual-use dynamic means AI is both a powerful defensive tool and a force multiplier for cybercrime. As a result, organizations are moving away from purely reactive security models and towards more proactive approaches, while reassessing how governance, oversight and accountability should evolve alongside AI adoption.

This shift is being driven by growing concern over AI-related risks. In the Global Cybersecurity Outlook 2026 survey, 87% of respondents identified AI vulnerabilities as the fastest-growing cyber risk, with data leaks linked to generative AI now ranking as the top concern for the year ahead (34%), ahead of the advancement of adversarial capabilities (29%). Awareness is beginning to translate into action: the share of organizations that assess the security of their AI tools has nearly doubled in one year, rising from 37% in 2025 to 64% in 2026. More organizations are also moving beyond one-off checks, with 40% conducting periodic reviews before deploying AI systems. Still, gaps remain. Around one-third of organizations report having no process at all to validate AI security, even as adoption accelerates. Poorly governed AI can introduce new risks – from misconfigurations and biased decisions to over-reliance on automation or exposure to manipulation – particularly as AI agents proliferate and take on more autonomous roles. The message is clear: AI can significantly strengthen cybersecurity, but only if it is deployed with strong guardrails, security-by-design practices and continuous monitoring that keep human judgement firmly in the loop. Striking the right balance between innovation and control will be critical to ensuring AI enhances, rather than undermines, digital resilience.

Related topics: [Global Risks](#), [The Digital Economy](#), [Corporate Governance](#), [Agile Governance](#), [Illicit Economy](#), [Artificial Intelligence](#)

2.2 AI-Enhanced Counselling

Providing support even during a shortage of available mental health professionals

Artificial intelligence-enhanced personal counselling can take the form of chatbots, virtual assistants, or mobile apps - and can provide services ranging from screening, to intervention, to ongoing support. A key advantage of AI-enhanced personal counselling is its ability to quickly analyse large amounts of data about a client's medical and mental health history, symptoms, and behaviours - and to generate personalized interventions based on that information. Large language models, particularly those that are clinically specialized, enable the creation of therapist avatars that can maintain relatively sophisticated discussions with millions of users simultaneously. That can be particularly helpful in situations where there is a shortage of available mental health professionals. By providing anonymous, non-judgmental support, AI-enhanced counselling may particularly appeal to people who might not otherwise seek out such services. To treat patients safely and effectively, however, the underlying AI must be thoroughly trained to accurately identify mental health issues and provide appropriate support. With robust guardrails and regulations in place, AI-enhanced counselling can help address a growing mental health crisis, particularly in traditionally underserved areas and among traditionally wary populations.

Related topics: [Global Health](#), [Mental Health](#), [Artificial Intelligence](#), [The Digital Economy](#)

2.3 From Generating to Acting

AI models that generate text and media are transforming creativity while raising new challenges

Generative AI refers to algorithms that can create novel content – from writing human-like text to producing images, music or even software code – based on their training data. While AI has steadily advanced for years, generative AI exploded into public awareness in 2022–2023 through user-friendly tools. Notably, OpenAI's chatbot ChatGPT reached 100 million users just two months after its launch, a record adoption rate. By 2026, generative AI has moved firmly from experimentation to operational deployment across industries. Agentic AI systems – capable of completing multi-step tasks, browsing the web, writing and executing code, and managing workflows autonomously – have become the dominant paradigm, with estimates that 40% of enterprise applications will embed task-specific AI agents by the end of 2026. The question facing organizations is no longer whether to adopt generative AI but how to govern it responsibly.

The economic and social impact of generative AI is increasingly quantifiable. The Forum's Future of Jobs Report 2025 found that AI and information processing will affect 86% of businesses by 2030, and that human-only work tasks – which stood at 47% of all tasks in 2025 – are projected to fall to roughly 33% by 2030 as human-machine collaboration spreads. Entire industries, from media and marketing to law and

software development, are being reshaped. Yet the rise of generative AI also presents other challenges. These systems sometimes produce incorrect or fabricated information ("AI hallucinations"), raising reliability concerns. Questions of copyright and intellectual property have prompted legal challenges in multiple jurisdictions. In response, policy-makers and AI developers are seeking guardrails – from better model transparency to content labelling – to ensure generative AI is used responsibly.

Related topics: [Future of Work](#), [Civic Participation](#), [Technological Revolutions](#), [Education and Skills](#), [Economic Growth](#)

2.4 AI and the Future of Work

How exactly will artificial intelligence impact jobs?

There has been a great deal of speculation and debate about the impact of artificial intelligence on the future of work - particularly in terms of the toll it will take on available jobs. Some argue it will eliminate a significant number, and will predominantly impact low-skilled workers in ways that exacerbate existing inequality. Others believe AI could create new job opportunities, by adding nuances to existing work and making it more creative. Generative AI is particularly likely to transform the workplace; its ability to create new and seemingly original content can automate tasks ranging from editorial processes to the design of scientific experiments and software coding. Companies can potentially ease the impacts of AI integration in the workplace by developing programs to support employees during a transition period - such as retraining. To increase worker trust in AI systems, diverse teams of developers and data scientists must try to create systems using fair and unbiased training data. And policy-makers at multiple levels must set ethical, fair standards for the use of AI in the workplace.

Related topics: [Justice and Law](#), [Future of Work](#), [Science](#), [Taxes](#), [Corporate Governance](#), [Youth Perspectives](#), [Economic Growth](#), [Education and Skills](#), [Agile Governance](#)

2.5 Social Innovation

Profit is not the only source of inspiration for innovators

Examples of social innovation are all around us; they include everything from kindergartens and hospices to Wikipedia, Kahn Academy, and microfinance (small loans made to entrepreneurs in the developing world who do not have access to traditional financing). Social innovation is often defined as innovation that aims to tackle both social problems and the means used to address those problems. This can take the form of new products, services, initiatives, business models, or simply novel approaches to accessing public goods - often achieved by creatively re-combining already-existing elements. The field has developed rapidly in recent years, according to a 2022 report published by the Academy of Management, as new sources of funding, public policies, academic research, and networks emerge. The everyday work of social innovation typically happens within social enterprises (organizations working to solve social problems using market-based approaches), charities, non-governmental organizations, social movements, or patient groups. Universities, large companies, and governments also play roles, particularly in terms of validating ideas; results have included the construction of public playgrounds and the commercialization of community-developed, open-source software.

One notable development in the realm of social innovation is the deployment of pay-as-you-go (PAYG) technology. This enables companies to cater to people living in relative poverty, by accepting small individual payments for key services. As with prepaid phone services, customers can buy small and therefore more affordable amounts of credit. Solar energy companies like Angaza and affordable water organizations like eWater Services use PAYG technology to reach customers that might otherwise be denied such services. However, a lack of immediate commercial incentives can make it difficult to raise the capital needed to support such social innovation. As a result, organizations continue to experiment with frugal innovation - to make potentially scarce resources stretch further. One example of this is the M-Pesa mobile phone-based payment and micro-financing service, which has been deployed in countries in Africa, Asia, and Europe to facilitate banking services without requiring access to an actual bank. Due to their limited funding, social enterprises often adopt hybrid for-profit and non-profit legal structures - enabling organizations like Sanergy in Africa to supplement revenue with philanthropic donations.

Related topics: [Cities and Urbanization](#), [Parity and Inclusion](#), [Future of Work](#), [Sustainable Development](#), [Circular Economy](#), [Entrepreneurship](#), [Social Innovation](#), [Agile Governance](#), [Longevity Economy](#), [Civic](#)

2.6 Enterprise and Emerging Risks

Effective risk management is central to both legacy and emerging corporate governance models

Historically, risk identification and mitigation at companies has tended to focus on addressing direct threats to a company's market value. These include preventable, internal issues (such as those related to the health and safety of employees, or to their potential involvement in bribery or fraud), where the goal is typically to get as close as possible to eliminating them entirely. However, companies must also consider strategic, external risks - such as shifting competitive and social dynamics, which can both pose threats and create new opportunities. Companies tend to struggle with managing contemporary, complex, emerging risks. This is due not least to the fact that current dynamics like climate disruption, geopolitical fragmentation, social unrest, rising inequality, polarization, and political dysfunction can accelerate and reinforce one other (some have defined this as an era of "polycrisis"). Building resilience requires greater rigour when it comes to risk identification, monitoring, and remediation. Many companies now recognize that the societal and environmental impact of a business are at the root of that business's risk - and that the ways in which these risks emerge is unpredictable, non-linear, and intertwined.

The need to mitigate risk presents organizations with a range of cross-functional and inter-temporal challenges. Risks often first manifest within particular teams or regions that do not have any internal responsibility for managing the risk in question, and this has several implications. The first is that businesses need to exercise a more practical curiosity about the impacts that they are having on particular stakeholders and on the wider public, and they need to make good-faith efforts to reduce negative externalities while increasing positive ones. The second is that risk identification and mitigation efforts need to encompass and align with organizational efforts to identify material environmental, social, and governance (ESG) issues through a "double materiality" lens of ESG and financial matters - while clearly differentiating the risks and opportunities each present. The identification of material ESG issues should then become a constant, dynamic exercise of considering the inside-out and outside-in risk and opportunity dimensions of corporate performance. The third is that a clearer understanding of risks can inform strategic capital allocation, and the establishment of ethical guardrails and principles.

Related topics: [Corruption](#), [Small and Medium-Sized Enterprises](#), [Illicit Economy](#), [Development Finance](#), [Justice and Law](#), [Climate Crisis](#), [Civic Participation](#), [Global Risks](#), [Drivers of War](#), [Financial and Monetary Systems](#), [Cybersecurity](#)

2.7 Digital and Sustainable Transformation of Industries

The pandemic has accelerated both digital immersion and a digital transformation gap

COVID-19 catapulted organizations everywhere into the digital-first world. Greater access to connectivity and digital services had already been reshaping industries, business models, and supply chains; the pandemic accelerated these trends, requiring organizations of all types to rely more heavily on digital operations and business models to create new value and experiences. But while some organizations are making progress on their digital transformation goals, others have not. The pandemic widened this digital transformation gap; as some speed ahead, others struggle to survive, let alone thrive. Without a comprehensive government approach to digitally equipping an economy, including sustainable investment in connectivity infrastructure and services, inequalities widen. A complete and responsible digital transformation of industries requires careful consideration of digital infrastructure investments and related policies, to enable a transition across an entire economy - in ways that benefit society as a whole, and not just now but for years to come.

Governments have an opportunity to make step changes in terms of technological advancement across industries and in their own operations, through sound policy and investments in digital skills and infrastructure. Research shows that digital transformation could help reduce emissions in hard-to-abate sectors by as much as 20% by 2050. In addition, the World Bank estimates that the digital economy is equivalent to 15.5% of global GDP, having grown two-and-a-half times faster than global GDP over the past 15 years. Low productivity and scaled back growth, coupled with an inability to fully (and responsibly) benefit from technologies such as cloud computing, 5G, artificial intelligence, and high-performance computing will

lead to a deteriorating quality of essential services - and block the transition to a more advanced economy. Interoperability will be vital for ensuring information exchange, and enabling collaboration.

Priorities for collaboration:

- Encourage a cross-sector, public-private dialogue on value creation to design new frameworks around sustainable investments in connectivity infrastructure and services.

- Stimulate growth through digitally enabled collaboration models that enable transformation of industries.

Related topics: [Blockchain](#), [Entrepreneurship](#), [Corporate Governance](#), [Virtual and Augmented Reality](#), [Innovation](#), [Future of Leadership](#), [Economic Growth](#), [Artificial Intelligence](#), [The Digital Transformation of Business](#)

2.8 Speed of Change

As the velocity and magnitude of global disruptions intensify, traditional strategic foresight horizons may undergo a fundamental compression

In strategic foresight practice, the 10-year horizon has traditionally served as a foundational timeframe that offers sufficient distance to envision substantial change, while remaining within actionable planning parameters. However, a succession of global systemic shocks - the 2008 financial crisis, the COVID-19 pandemic, intensifying climate disasters, rapid geopolitical realignments, and the explosive emergence of generative AI - has created a widespread perception of accelerating change that challenges this conventional temporal framework. While scholars debate whether the actual pace of change has fundamentally accelerated, or whether we are experiencing a period of concentrated disruption, the psychological impact of these cascading global events has transformed how organizations approach future-planning. Simply put, it feels to many leaders that the future is happening faster. This acceleration phenomenon creates a paradox for strategic foresight practitioners. While long-term thinking remains vital for addressing systemic challenges like climate change, organizations require more immediate guidance for navigating near-term disruptions. This has catalysed the emergence of "rapid foresight" methodologies, which compress traditional scenario planning into shorter cycles, enabled by real-time data analytics and AI-augmented modelling tools.

The implications of this are profound. Strategic foresight must evolve from periodic planning exercises to continuous sensing and adaptation processes. Organizations are shifting toward hybrid approaches that maintain long-range vision, while developing heightened capacity for detecting and responding to immediate signals of change. This new paradigm demands more agile foresight frameworks that can bridge both immediate disruptions, and longer-term transformations. Agile strategic foresight requires organizations to develop and continuously practice three essential capacities for future-readiness: Detecting changes on the horizon that may pose threats or opportunities; Responding by analysing the strategic implications of future changes; and Adapting to thrive in future-fast environments. Organizations can also adapt to faster futures by building different orders of readiness, at three different scales. Market Scale: How will the emerging future impact our portfolio of products, services, and experiences? Organizational Scale: How will the emerging future impact our organization? Systems Scale: How will the emerging future impact the larger systems we rely on? Organizations can build resilience for faster futures by deliberately stacking these different orders of preparedness, rather than limiting focus to any single dimension.

Authors: Rod Falcon and Jane McGonigal, IFTF

Related topics: [Climate Crisis](#), [Drivers of War](#), [Disinformation](#), [Agile Governance](#), [Global Risks](#), [Financial and Monetary Systems](#), [Pandemic Preparedness and Response](#), [Artificial Intelligence](#), [Future of Leadership](#)

2.9 New Ways to Make, Do and Buy

Virtual and augmented reality are helping to improve quality in innovative new ways

Virtual and augmented reality tools have been readily adopted by manufacturers aiming to improve efficiency, safety, and connectivity as they develop and repair their products. According to a report published by PwC in 2016, more than a third of US manufacturers surveyed were either already using virtual reality technology, or planned to do so in the next three years. In terms of product design, the technology facilitates remote collaboration, and many products can be "experienced" before they are actually made - potentially increasing

product quality for consumers. In 2016, MIT Technology Review reported that commercial construction companies had begun using augmented reality technology to help them identify and avoid problems before starting work at a site; one senior manager at a firm in Rhode Island was able to use a Microsoft HoloLens head-mounted display unit in order to look at a mockup of a project and see that steel frames he planned to order would actually be too long to fit the design. His company then asked the supplier to cut the frames shorter in advance of delivery, enabling it to save thousands of dollars in unnecessary labour costs.

While virtual reality can help businesses visualize store layouts before they are built, augmented reality can fundamentally change the way retailers deliver their products to consumers. The functionality and quality of products can be assessed from anywhere, anytime. A Harvard Business Review article published in 2016 presented several possible use cases: virtually trying on clothing in the comfort of one's own home; testing out the look and fit of furniture at home; and potentially enabling people in different locations to go shopping together. The free augmented reality app KabaQ, released in 2017, can render compelling 3D models of food - which enable people to preview their meals on a tablet before ordering. AR may ultimately prove to be the easiest option for retailers seeking to bolster their services, given that the technology can be accessed on any smartphone. Virtual reality, on the other hand, still requires special equipment and so may be more suitable for other types of businesses - at least, for now. However, as the technology inevitably matures, virtual reality shopping will likely take off.

Related topics: [Future of Construction](#), [Future of Manufacturing](#), [Corporate Governance](#), [The Digital Economy](#)

2.10 Sustainability Reporting and Assurance

Regulations are becoming more important to increase the consistency and reliability of sustainability information

Corporate sustainability reporting has become common practice for large firms, and is the most widely used source of information about sustainability performance. A KPMG survey in 2024 found that 96% of the world's largest 250 firms report on sustainability, and 95% publish carbon targets. One major challenge regarding such reporting is related to inconsistencies in data, due to the different ways firms measure and reflect sustainability factors. For example, some firms may report only direct greenhouse gas emissions, while others include emissions from their entire supply chain. As a result, companies with more comprehensive and rigorous reporting can appear to perform worse than those using less thorough approaches. For this reason, standards have been essential for the development of sustainability reporting. The most relevant example of mandatory disclosure regulation is the EU's Corporate Sustainability Reporting Directive (CSRD), though it is still unclear as to which companies will finally be covered by the directive until legislative processes are finalized, which is slated for the end of 2025. The CSRD and similar regulations typically require disclosure across a broad set of topics, including climate risks, carbon emissions, social impacts and governance practices. In parallel, regulatory attention is expanding beyond climate to include nature and biodiversity, with the development of frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD). Reporting on biodiversity remains voluntary, apart from in the EU under the CSRD, but is steadily increasing as companies recognise the material risks associated with nature loss and ecosystem degradation.

Generating sustainability reports can be labour-intensive and costly. The necessary data collection often requires dedicated staff and consultants, making it more difficult for smaller firms with fewer resources. Many companies continue nevertheless to invest in sustainability reporting. Internally, companies may find that it aids in identifying inefficiencies, managing risks and aligning operations with long-term goals. Externally, transparent sustainability reporting can enhance a company's reputation, attract investment, build stakeholder trust and secure its social license to operate. Companies are also aware that in the longer term they will have no choice but to deal with the risks and opportunities related to the impacts of climate change and that mandatory reporting regulation is likely to increase. One key related development has been an increase in the auditing and assurance of corporate sustainability reporting. The CSRD, for example, requires companies to initially obtain limited assurance over their reported sustainability information, with a shift towards reasonable assurance expected over time, elevating the reliability and credibility of disclosures to a level closer to that of financial reporting. According to a KPMG 2024 survey, 54% of the top 100 companies in 49 countries are obtaining independent assurance on their sustainability information. As regulatory requirements for sustainability reporting increase, these figures are also likely to increase.

Related topics: [Future of the Environment](#), [Corporate Governance](#), [Global Gender Gap](#), [Small and Medium-Sized Enterprises](#), [Economic Growth](#), [Future of Work](#)

2.11 Stakeholder Engagement and Cultivating Trust

Building trust is an interactive endeavour based on honest dialogue and genuine efforts to address issues

Traditional notions of corporate governance are primarily defensive. They focus on protecting shareholder value, primarily through the proactive management of regulatory and reputational risk. Managing reputational risk tends to be a contained activity; it treats corporate messaging as an end in itself, which is divorced from a company's underlying conduct. But in the current atmosphere of heightened suspicion, rising expectations for greater transparency, and increased employee, shareholder, and public activism, companies can no longer simply rely on crafting attractive narratives about their achievements. Indeed, a backlash triggered by allegations of greenwashing and the gross exaggeration of corporate-responsibility efforts has emerged. As we progress into the mid-21st century, a more trusting and interactive relationship with stakeholders is at the centre of value creation - and is key to gaining a long-term social license to operate. While the definition of "trust" in an organization remains hotly debated, it might best be considered an expectation of ethical behaviour, based on a mutual confidence that one party will not exploit the other. This type of trust includes an anticipation of reliability, honesty, fairness, competence, respect, and transparency.

Crucially, this trust also relies on a corporation exercising practical curiosity about its impact on human beings - and making good faith efforts to reduce harm as value is increased. Arguably, this generally aligns with how most people believe a business should behave. Leading companies recognize that building trust is an interactive endeavour, based on transparent, honest dialogue, a corporate commitment to keeping one's word, and a genuine effort to understand and address impacts on stakeholders that are both local and global. The Business Roundtable's 2019 statement on the purpose of a corporation (focused on "stakeholder capitalism") demonstrated a new commitment among business leaders to balancing stakeholder interests for the greater benefit of society. In practice, though, corporations have been taking stands on social and political issues that are not always accompanied by meaningful action. A more robust approach necessitates thinking carefully about stakeholder conflicts and trade-offs, and determining where best to focus. Decisions grounded in actual impact are likely to be more beneficial than falsely suggesting an ability to address and resolve all stakeholder concerns - including those where a company has limited leverage.

Related topics: [Social Protection](#), [Future of the Environment](#), [Civic Participation](#), [Climate Crisis](#), [Artificial Intelligence](#), [Sustainability Reporting](#), [Systemic Racism](#), [Global Gender Gap](#), [Future of Leadership](#), [Agile Governance](#), [Future of Work](#)

2.12 Values, Ethics, and Integrity

Good faith efforts to do no harm and reduce negative externalities are necessary

Sound corporate governance is increasingly important for any company that wants to establish and execute a coherent integrity agenda - one that adequately encompasses its values, regulatory obligations, and voluntary commitments. Solid governance is the critical underlying bedrock for any strategic decision-making when it comes to executing environmental and social commitments. This means aligning rhetoric with action - and ensuring that leaders understand their responsibility for shaping employee behaviour and conduct, and for designing incentives and allocating power and resources in ways that effectively build a culture of integrity. These efforts require organizations to break down departmental divisions, and create more deliberate alignment and collaboration across critical functions, including environmental, social and governance (ESG) and sustainability, public affairs, risk, ethics, and compliance. Prevailing public concern about corporate hypocrisy and greenwashing is necessitating more carefully-planned and coordinated approaches to integrity commitments. Companies are being pressured as never before to take stands on social and environmental issues, but if that rhetoric is not accompanied by concrete, measurable action, allegations of duplicity and insincerity will only become more prominent.

One crucial imperative for companies is that they tie their integrity commitments directly to the ways in which they create value for stakeholders. This means making good-faith efforts to do no harm, and reduce negative "externalities" (another way of saying negative outcomes). The most visible evidence to date of efforts to tackle contemporary, multifaceted challenges has been the emergence of a designated senior leader at companies who is entrusted with the responsibility of overseeing the totality of integrity efforts and commitments. For other organizations, however, the aim may be not to appoint one, single individual to direct and lead integrity efforts, but to instead consciously drive broader alignment among departments including risk, compliance, governance, sustainability, investor relations, human resources, government affairs, and corporate affairs, in ways that have each setting both internal and external strategic organizational

priorities. Integrity efforts need to be supported by strong oversight - to prevent systemic misconduct, and to sufficiently deter employees from breaking the law and thereby expose the organization to legal risk.

Related topics: [Sustainable Development](#), [Future of Leadership](#), [Future of the Environment](#), [Corruption](#), [Climate Crisis](#), [Economic Growth](#), [Sustainability Reporting](#)

2.13 Technology Innovation

The promise of emerging technologies is matched by a need to manage related uncertainty

Emerging technologies like quantum computing, augmented reality, and gene editing tools present many opportunities. At the same time, they are the cause of immense uncertainty. Some particular sources of that uncertainty include the market applications a new technology will serve, the users who will adopt it, the related activities that will support its expansion; and the business models that will be deployed to commercialize it. A holistic approach can help managers unbundle specific sources of uncertainty and the potential interaction among them, according to an article published in Strategy Science in 2021. For example, quantum computing has made several exciting technological advances, yet it can still be difficult to predict how it will evolve and create genuine value. Several questions remain regarding the technology, including at what point it can consistently and reliably outperform existing high-performance computing solutions. While some early-stage approaches have utilized "quantum annealing" technology - which is an alternative method of quantum computing that is already becoming commercially available - the next generation of the technology, dubbed universal gate-based quantum computing, is not expected to become widely-scaled-up for several years.

In terms of specific applications, quantum computing can serve many industries. Possible use cases include finance (for trading and risk management) and logistics (scheduling and planning), and eventually pharmaceuticals (drug development), security (encryption), and more. Still, there may be uncertainty about how various actors will contribute to the technology's value proposition; quantum computing does not necessarily hold utility when used simply to solve current problems faster than existing solutions, so to realize its full potential reformulating old questions or raising new ones is needed (companies such as 1Qbit, which specializes in "recasting" questions and problems related to quantum computing, have grown in value). Cloud-based ventures, including those focused on data storage, will also be important for bringing quantum technology to commercial fruition. Ultimately, it will require a business model - though that is difficult to design when the technology is still rapidly evolving, and use cases are still not fully defined. It will likely be several years before its true potential becomes clear. Meanwhile governments via initiatives like the Barcelona Supercomputing Center (and its spin-off Qilimanjaro) and companies like IBM have been shouldering substantial related upfront investments.

Related topics: [Biotechnology](#), [Internet of Things](#), [Semiconductors](#), [Advanced Materials](#), [Virtual and Augmented Reality](#), [Digital Communications](#), [Blockchain](#), [Entrepreneurship](#), [Artificial Intelligence](#)

2.14 The Digital Enterprise

Becoming 'digital at the core' can potentially create more sustainable value

Millennials and Gen Z account for nearly half the global workforce, and are updating expectations for employers everywhere. Remote working is important to many millennials (who are now as old as 40), for example, and COVID-19's social distancing requirements have accelerated what had been a gradual shift to both more remote working, and more digitally-enabled customer experiences. Companies will need to be able to accommodate this with digital solutions that maintain engagement, health, and well-being. In addition, as workforces become more distributed, and connected devices and data networks are increasingly used, ensuring security will become more challenging - necessitating the management of more significant vulnerabilities. Companies will generally need to be open and flexible, to proactively plan for cybersecurity risks, and to be willing to take responsibility for helping employees acquire new and necessary digital skills. Other reasons for aggressively pursuing a digital transformation predate the pandemic; according to the MIT Initiative on the Digital Economy, the "digerati," or firms that excel both in digital intensity and transformation management capabilities, have been shown to be 26% more profitable than their peers.

In response, an estimated 87% of CEOs expect to see a change in their operating models within three years, according to research cited by Deloitte in 2019. Technology and data can help support demand forecasting, inventory stocking, tracking, and delivery. Amazon, for example, has used a shipping model meant to predict

buying behaviour in order to have products on hand locally before they are ordered. As COVID-19 disrupted supply chains with lockdowns and border closures, many organizations looked for ways to bolster resilience and transparency, and many manufacturers turned to selling products through channels like Amazon. Increasingly, companies everywhere will make greater use of technologies such as blockchain, cloud computing, artificial intelligence, and robotics as part of efforts to build resilience - and Unilever and United Kingdom-based supermarket chain Sainsbury's have already sought to use blockchain to increase the sustainability and transparency of their supply chains. While the pandemic has led to revenue losses in many industries, investing in digital solutions can be one means to help better manage costs during a difficult time.

Related topics: [Blockchain](#), [The Digital Economy](#), [Future of Work](#), [Cybersecurity](#), [Artificial Intelligence](#), [Education and Skills](#), [Sustainable Development](#), [Internet of Things](#), [Entrepreneurship](#), [Digital Communications](#), [Innovation](#)

References

1. Kellogg School of Management, "Is This a Job for a Human or AI?": insight.kellogg.northwestern.edu
2. Social Europe, "Voters Want AI Regulated for Jobs, Not Just Safety": www.socialeurope.eu
3. IESE, "Engaging with shareholders helps mitigate the impact of a crisis": www.iese.edu
4. LSE Business Review, "Is your phone listening to you? "We must be more mindful of the kinds of companies we engage with"": blogs.lse.ac.uk
5. Project Syndicate, "Global Financial Reform that Centers African Women": www.project-syndicate.org
6. The Conversation, "Some climate tipping points are being studied far more than others – new research": theconversation.com
7. GovLab - Living Library, "Data Commons as Infrastructure for Indigenous-Led AI": thelivinglib.org
8. World Economic Forum, "What does leadership in the age of AI look like in practice?": www.weforum.org
9. The Conversation (Spanish), "El terremoto de la IA, explicado para entenderlo": theconversation.com
10. Asian Development Bank, "Cross-border Digital Payments in Asia: Retail Connectivity, Wholesale Settlement, and Implications for Trade": www.adb.org
11. Project Syndicate, "The Next Era of Reform Must Be About Capability": www.project-syndicate.org
12. GovLab - Living Library, "AI and Political Freedom: The Risk to Democracy and How to Respond": thelivinglib.org
13. Oliver Wyman, "10 questions on agentic AI for financial services boards": www.oliverwyman.com
14. The Conversation, "A biologist queries whether AI 'borrowed' his work to make major discovery – an expert explains the rules": theconversation.com
15. LSE Business Review, "Is your phone listening to you? "Everything is organised around the assumption that you will give up this data."": blogs.lse.ac.uk
16. World Economic Forum, "Why cybersecurity and physical autonomous AI must be governed together": www.weforum.org

About Strategic Intelligence

Our approach

In today's world, it can be difficult to keep up with the latest trends or to make sense of the countless transformations taking place. How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information - some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context? We need new tools to help us make better strategic decisions in an increasingly complex and uncertain environment.

This live briefing on Digoshen Recommends, harnesses the World Economic Forum's [Strategic Intelligence](#) platform to bring you the very latest knowledge, data and context from our 300+ high quality knowledge sources. Its aim is to help you understand the global forces at play in relation to Digoshen Recommends and make more informed decisions in the future.

Each day, our Strategic Intelligence platform aggregates, distills and synthesizes thousands of articles from around the world. We blend the best of human curation with the power of machine learning to surface high-quality content on over [two hundred global issues](#) to our one million users globally. Our hand-picked network of [content partners](#) from around the world means that we automatically exclude much of the noisy clickbait, fake news, and poor quality content that plague the Internet at large. We work with hundreds of think tanks, universities, research institutions and independent publishers in all major regions of the world to provide a truly global perspective and we are confident that our data are well positioned when it comes to the intrinsic biases inherent to open text analysis on uncensored content from the Internet. For further context on our approach, you may be interested to read [Strategic trend forecasting: anticipating the future with artificial intelligence](#) and [These Are The 3 Ways Knowledge Can Provide Strategic Advantage](#).

↓ A leading expert presenting a transformation map at our Davos Annual Meeting



Overview of methodology

Our [Transformation Maps](#) are dynamic knowledge visualisations. They help users to explore and make sense of the complex and interlinked forces that are transforming economies, industries and global issues. The maps present insights written by experts along with machine-curated content. Together, this allows users to visualise and understand more than 250 topics and the connections and inter-dependencies between them, helping in turn to support more informed decision-making by leaders.

The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

The framework extends beyond mapping current trends by incorporating forecasts and scenarios to project potential future states of the system. Forecasts are based on observable patterns, while scenarios explore broader possibilities, including low-probability but high-impact events. These elements contextualize key issues and related topics within potential future trajectories, enhancing strategic thinking and decision-making.

Harnessing collective intelligence from the Forum network and leading research institutions, the maps synthesize diverse insights into a cohesive view. By integrating these insights with the latest research and analysis, the framework provides a comprehensive understanding of how transformations unfold and interrelate, empowering users to navigate the evolving landscape effectively.

Scenarios

In-line with [best practice](#) on the use of artificial intelligence in products and systems, in this section we provide full transparency on how artificial intelligence is used in our scenario generation automation.

In complex and fast-moving environments, it is difficult to maintain a clear view of what may change next, and which uncertainties deserve attention. Scenario planning helps by offering a structured way to explore alternative futures, test assumptions and clarify decisions under uncertainty.

We generate scenario packs using artificial intelligence within a defined methodology and on which we have been guided by our [Global Strategic Foresight Community](#). The process follows the same broad logic used in scenario workshops: move from issue framing, to key uncertainties, to a 2x2 matrix, and then to four distinct scenario narratives. In an automated setting, each step includes validation to avoid weak axes and indistinct scenarios.

Each scenario pack included in our briefings includes a 2x2 scenario matrix defined by two critical uncertainties (axes), four scenario narratives and a *throughline* that connects each scenario back to the matrix.

Our process is as follows:

- 1. Topic framing and inputs.** First, we ground our scenario design in our high-quality, expert curated content. Our topic summaries, key issues and related knowledge are used to anchor scenarios in the topic space.
- 2. Abstraction of underlying forces.** Topic issues are often technical and uneven in granularity. Our AI agents abstract them into a small set of cross-cutting forces and tensions that can support scenario work across domains. This creates a conceptual frame that is usable for uncertainty and axis generation.
- 3. Identification of drivers and uncertainties.** From that conceptual frame, an AI agent identifies drivers that could shape outcomes and that carry genuine uncertainty. Drivers are defined with directional poles so that they can support different regime logics rather than incremental variation.
- 4. Axis generation and validation.** An AI agent then proposes multiple candidate axes of uncertainty and

another agent then evaluates them against criteria commonly used in facilitated scenario work: strength of the tension between poles, relevance to the topic and its drivers, and decision utility, meaning whether different positions would change strategic choices. Candidate axes are then combined into matrix pairs and tested for distinctiveness. This step is designed to avoid quadrant "collapse", where scenarios converge in practice despite different labels. Candidate pairs that do not yield clearly differentiated quadrants are rejected and alternatives are tried.

5. Quadrant blueprints using STEEPLE. Once an axis pair is selected, our AI develops a structured blueprint for each quadrant. Blueprints define the internal logic of that world and describe how the system behaves across STEEPLE domains (Social, Technological, Economic, Environmental, Political, Legal and Ethical), with attention focused on the domains that are most consequential for that quadrant. This stage is designed to establish coherence and contrast before narrative writing begins.

6. Grounding and counter-grounds. Our AI then builds an evidence set from the Strategic Intelligence knowledge base, drawing on our curated network of trusted content partners. Evidence is used to strengthen and challenge the emerging interpretation of each quadrant. In practice, our AI compiles supporting evidence for key mechanisms implied by the blueprint, as well as counter-evidence and constraints that suggest limits, failure modes or alternative dynamics. This step functions as a stress test. It identifies claims that are too thin, overly linear, or inconsistent with available knowledge, and it provides material used to refine the narrative direction before writing begins.

7. Narrative development within a constrained world. Once a narrative direction has been selected for a quadrant, our AI produces the scenario narrative within a constrained "world", mirroring workshop practice where participants explore a defined quadrant logic and then build out a coherent future state. At this stage, our models are instructed to remain consistent with the quadrant blueprint, incorporate supporting evidence where it adds credibility and specificity, reflect counter-evidence as tensions, constraints, trade-offs or contested dynamics, and describe a plausible future state rather than a transition story, prediction or recommendation. The result is a scenario that remains anchored to a defined structure while allowing creative exploration of how that structure could plausibly play out. Our AI also generates a short throughline for each scenario explaining how it expresses its position on the axes, as well as a matrix summary describing the uncertainty space and what differentiates the four futures.

8. Quality checks and transparency. Finally, an AI agent performs quality checks intended to prevent common failure modes in automated scenario generation: axes that lack meaningful tension or strategic relevance, quadrant "collapse" where scenarios become minor variations of the same future, internally inconsistent causal logic across STEEPLE domains, and narratives that drift away from the quadrant blueprint. Intermediate artefacts (candidate axes, evaluations, quadrant blueprints, and grounding materials) are retained so results can be reviewed, compared over time, and improved.

We welcome feedback on our approach as we continue to refine and evolve our use of artificial intelligence in strategic foresight.

Continue online

Our suite of Strategic Intelligence tools are available to help you keep up to date across over 300 topics.

On the web

Visit [Strategic Intelligence](#) on your desktop or laptop. All modern browsers supported.



In the app stores

You can find our [Strategic IQ app](#) on the Apple App Store, Google Play Store or Huawei App Gallery.



You can also follow Strategic Intelligence [on Twitter](#).

Contributors

World Economic Forum

Co-curator

Acknowledgements

Content Providers featured in this briefing

Asian Development Bank

GovLab - Living Library

IESE

Kellogg School of Management

LSE Business Review

Oliver Wyman

Project Syndicate

Social Europe

The Conversation

The Conversation (Spanish)

World Economic Forum



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum
91–93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org