



Strategic Foresight Partner

A Proposal for Strategic Foresight Partnership

Transforming the future from “something to react to” into “something to prepare for and continuously weave.”

The Short of It

If you only read one page, read this one.

Today, every business needs a system for making better decisions under uncertainty.

Prediction is no longer enough.

You need to anticipate change and keep updating your decision-making.

I help your organisation build that system, so you can move from reacting to the future to shaping it.

*I'm a Strategic Foresight Partner based between **Lisbon and Tokyo**.*

I work with major enterprises such as Honda and NTT DATA, as well as entrepreneurs in Japan and Europe.

I trained at the Copenhagen Institute for Futures Studies and am a former creative researcher at Arts Council Tokyo.

**Shall we begin with a
30-minute conversation?
(no charge)**

Contact: hello@takuyawatanabe.net

What leaders and decision makers tell me.

No matter if it's in Tokyo, Lisbon or London.

From CEOs, founders, and executives

"Honestly, when investors or board members ask me about the future, I don't fully believe the answer I've prepared."

"On major investments and M&A, the basis for the final call comes down to two things: experience and the numbers."

"I can't push through a deliberate choice grounded in a future I can actually bet on, with the uncertainty owned."

From heads of corporate strategy and new business

"The mid-term plan goes obsolete before it's executed. We can't translate outside reports into our own decisions."

"We can't decide whether to continue or kill a PoC. Our criteria for judging three to ten years out are vague, or absent."

"I want 'the power to think about the future' to be a team capability, not one person's talent, but I can't find the method."

From CMOs, heads of sales, planning, and business leads

"We want to lead our industry's conversation, but our communications, proposals, and campaigns come out generic and weaker than our competitors'."

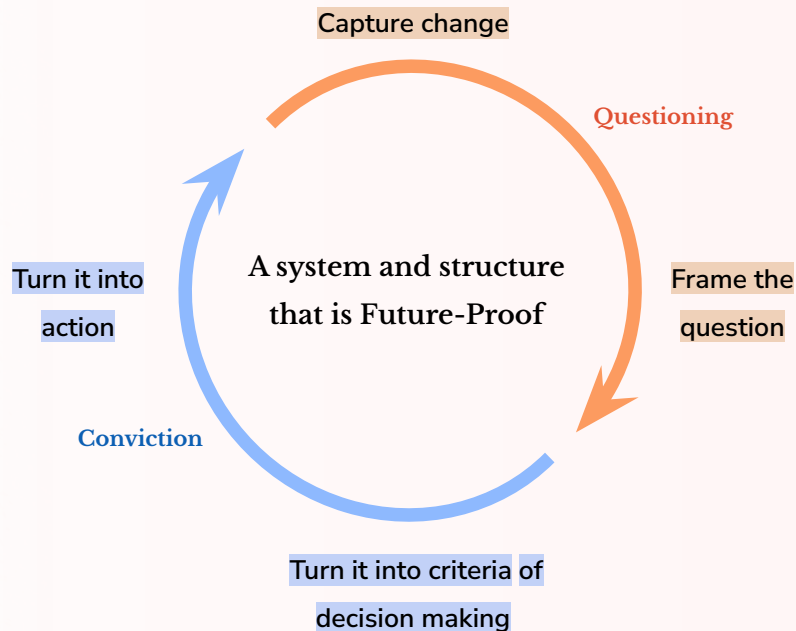
"Co-creation with customers and partners is essential, but it's hard to offer the step-ahead future that pulls it forward."

What I provide

The bottleneck behind many of the challenges we face when making decisions for the future is that the **linear way of thinking we have relied on until now is no longer effective.**

In a continuously shifting environment, every strategy and business plan has stopped working as “a document you draft and then execute.”

What is required instead is strategy as a cycle: one of **preparing for the future, asking questions, making choices, and revising, again and again.**



What I provide

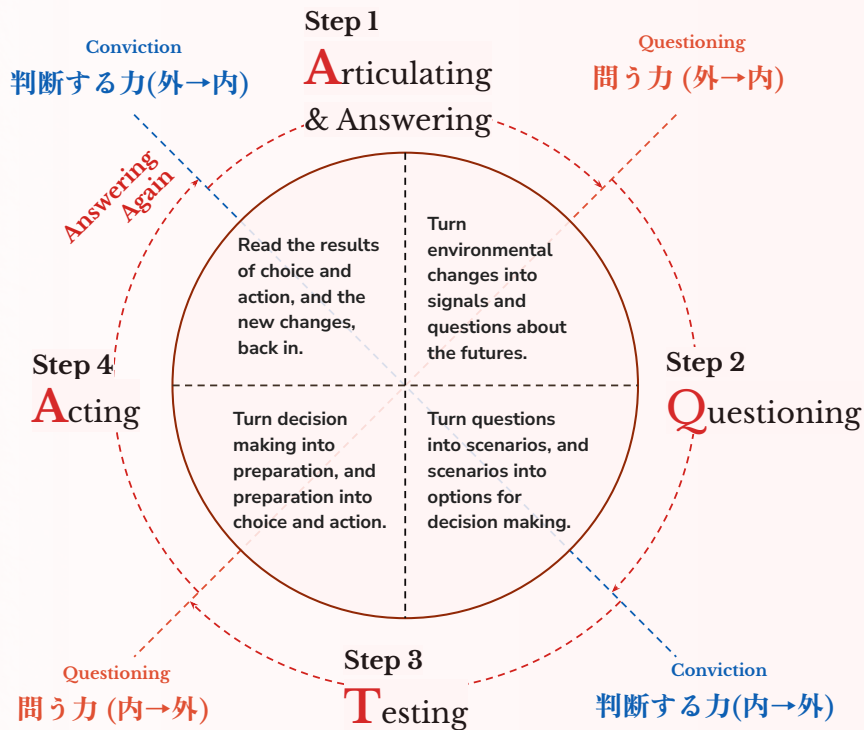
What I provide is the mechanism and support to operate a **cycle of “preparing for, questioning, and decision making for the futures,”** wired to the decisions you actually make and the work you do every day.

The AQTA cycle shown opposite, developed while building working future scenarios alongside clients, is a method that weaves the power to ask and the power to decide into an organization's adaptive cycle.

Examples of what I provide

- Scenario planning that comes with execution and ongoing operation.
- A research system that doesn't miss the signals of the futures.
- Development of the organizational capability to prepare for the futures.
- A question-creation partner who accompanies CxOs and business leads.

AQTA (芥) Cycle



Who?



[LinkedIn](#)



[Substack](#)



Takuya Watanabe

Strategic Foresight Partner | Foresight Editor

Based in Tokyo and Lisbon. Trained in **Copenhagen Institute for Futures Studies** (Strategic Foresight / Creative Thinking). Former **Arts Council Tokyo** Researcher; Researcher and Advisor for **Speeda AI News**. Topic owner of Newspicks.

“Capturing the meaning of change before it becomes obvious.”

Working at the intersection of strategic foresight, creative research, and emerging technologies, I partner with executives, corporate strategy and new-business teams, founders, and organizational reformers to shape change. I support them across industries, from the first question to the strategic direction it leads to.

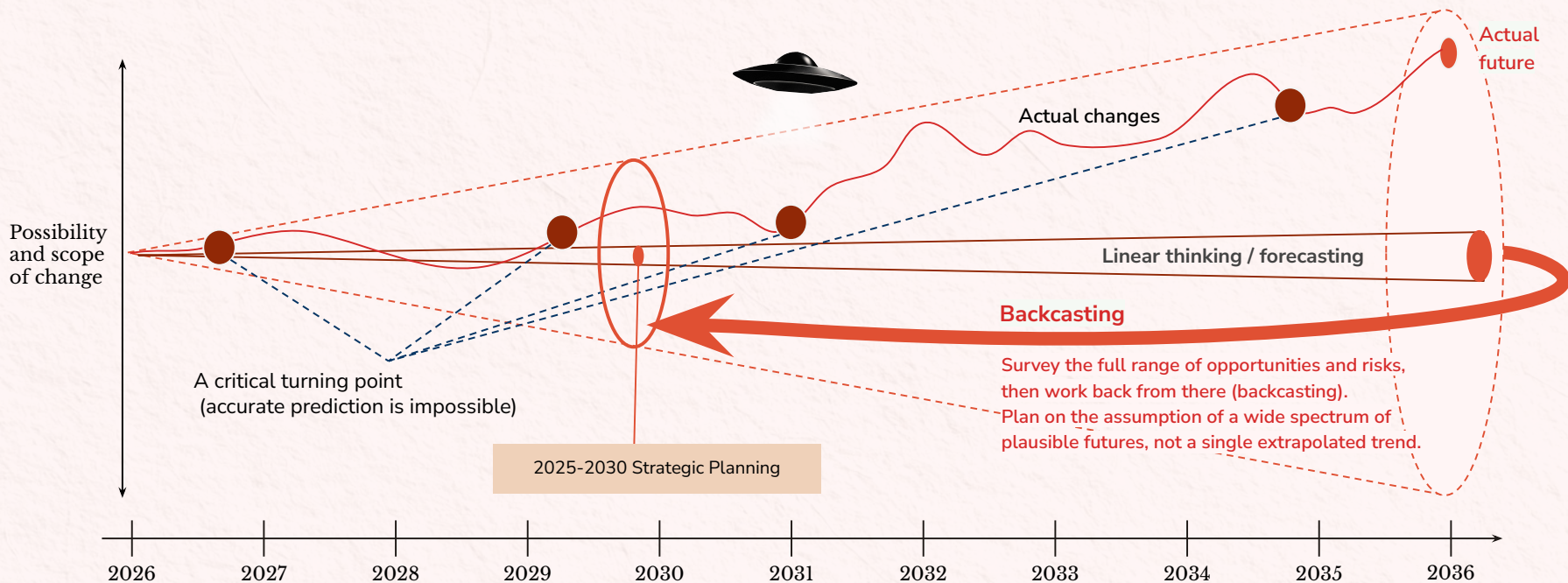
Past engagements include: cross-functional foresight training for **Honda Motor Co., Ltd.**; research strategy design and insight delivery for a **major pharmaceutical company**; foresight scenarios support for **NTT DATA INTELLILINK Co.**, and innovation research support and keynote delivery for the R&D division of **KYOCERA Group** - a major Japanese materials manufacturing group.

Why Now?

1. Uncertainty has not “increased” — its quality has changed.

The cycle of change has become shorter than the cycle of strategy formulation, and multiple structural shifts now routinely interlock.

In every decision we face today, relying on linear thinking **risks delivering a strategy built on plausible fictions.**



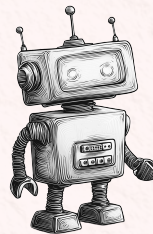
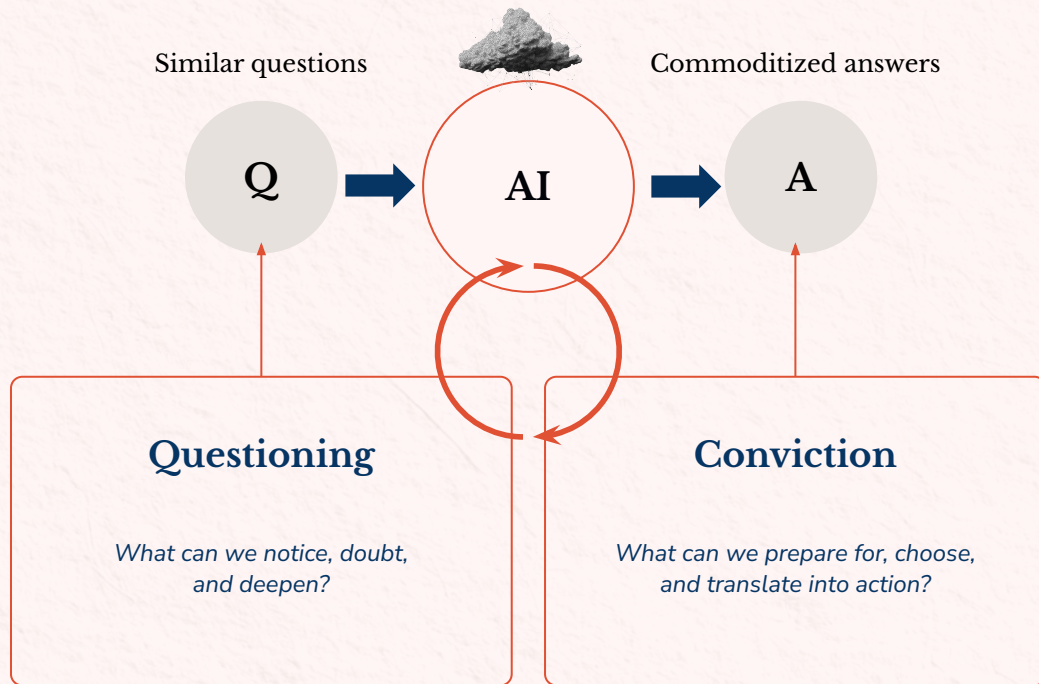
Why Now?

2. AI has commoditized answers — questioning and conviction matter more than ever.

AI has driven the cost of gathering information and producing plausible answers to near zero.

When everyone reaches the same answers with the same tools, competitive advantage no longer resides in the answer itself.

The source of competitive advantage has shifted to what comes before and after the answer.



"Great question! You're absolutely right."

How?

Providing a system to keep asking — and to keep updating the scenario.

The AQTA cycle:

a method that weaves the power to ask and the power to decide into an organization's adaptive cycle.

For strategic scenario planning not to die in the drawer, this circular model is what had to function.

Point 1: Continuity

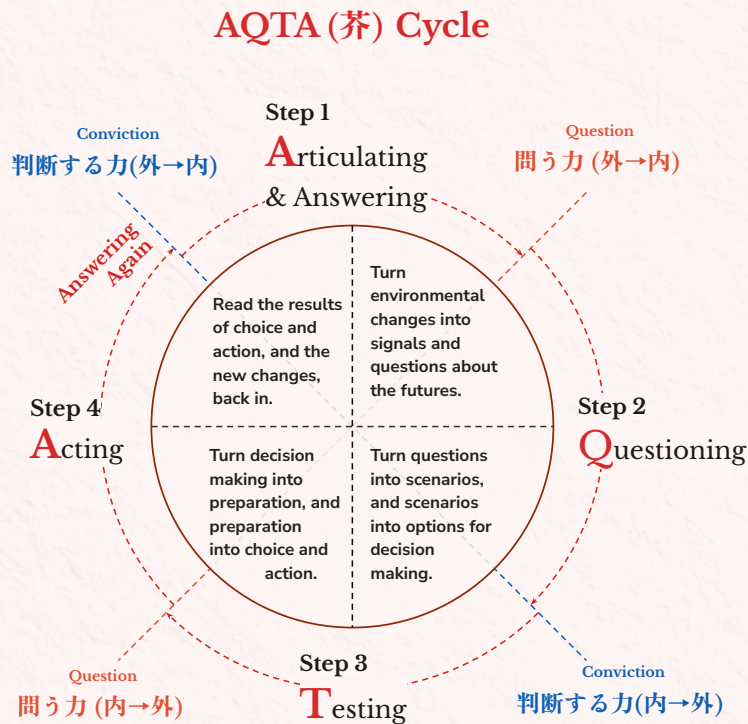
Not a one-off “decision,” but a cycle that keeps turning.

Point 2 : Connection

Insight about the future is wired into the decisions of today.

Point 3 : Distinctiveness

The questions and the criteria are your own, not borrowed.



Three ways to implement AQTA in your organization.

A

Strategic Sprint

Project-based engagement

When you need:

- a clear direction on a single strategic question within three months.
- to build future scenarios that don't die after delivery, and the systems to keep them alive.
- a compelling, vision-led narrative to communicate internally and externally.

B

Quarterly Partnership

Continuous strategic partner

When you need:

- to bring “the questions you can ask no one inside the company” to a continuous thinking partner.
- a partner who feeds signals from the futures into strategy, sales, PR, and marketing.
- to keep raising the organization's literacy to change through ongoing signal scanning, reporting, and discussion.

C

Workshop/Lecture/Keynote

Capability, speaking, editorial

When you need:

- to install futures scenarios thinking as a methodology and capability across a team or division.
- a foresight-anchored keynote, panel, or dialogue for an innovation event, future-vision moment, or industry stage.
- editorial guidance and ongoing support for publications, dispatches, and reports.

Shall we begin with a 30-minute conversation? (no charge)

- *The questions you're sitting with now, and the signals of change you care most about.*
- *Bottlenecks in your existing decision process, and gaps in your team's capacity or structure.*
- *If we were to weave strategic foresight in, where we'd begin and how.*
- *The concrete workflow of any service you're curious about.*

and more.

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