



# PESTLE+ 2021

Jane Cockerell [www.omnianda.com](http://www.omnianda.com)

# Introduction

- Often one of the hardest aspects of strategy development is imagining what our users/beneficiaries may be facing in (five) years time.
- This PESTLE analysis is high level (adapted from several credible sources) but these trends have the potential to filter through and impact your users and the opportunities & threats to your organisation
- It is likely that you will find greatest insights when considering the ‘societal’ section
- Before you start, please review recent stories / case studies (to help ‘step into’ the world of your users)
- Work through each section of the PESTLE analysis presented below and for each trend consider
  - What might this trend mean for our users over the next (5) years?
  - What might be the opportunities for / threats to us as an organisation?
- These findings can then be added to your SWOT analysis

# External and emerging trends over the next five years

PESTLE analysis

Political  
Economic  
Societal  
Technological  
Legal  
Environmental

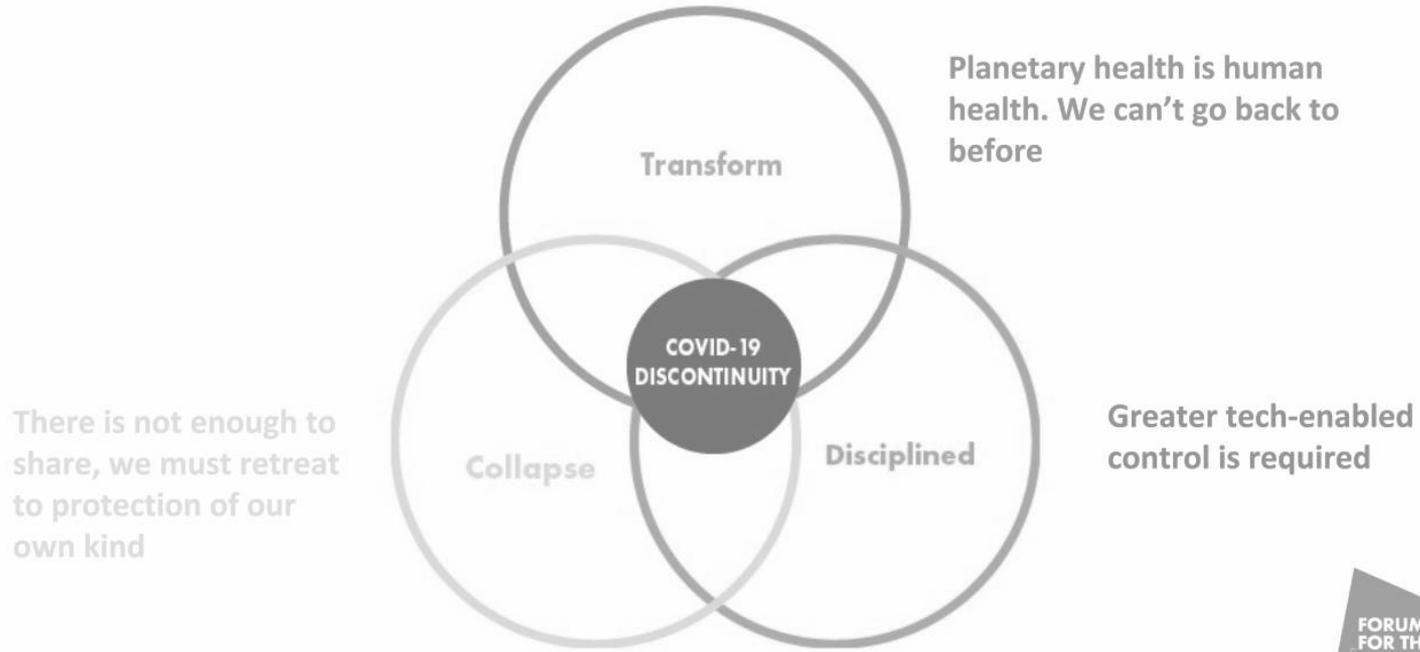
# Political

- Responses to the pandemic have caused new domestic and geopolitical tensions that threaten stability
- Potential swing more towards nationalism than globalisation
- Digital division and a future “lost generation” are likely to test social cohesion from within borders—exacerbating geopolitical fragmentation and global economic fragility
- Governments could continue with greater state surveillance and control
- Governments could establish participatory citizen governance mechanisms to help shape future policy



# Political & Societal; emerging mindsets

## Mindsets as emerging trajectories?



# Economic

- Mass unemployment and bankruptcies will continue as an aftershock of the virus
- Existing economic and consumer trends have been given fresh momentum by the COVID crisis: stagnation in advanced economies; lost potential in emerging and developing markets, the collapse of small businesses, further rise of tech giants
- Investment income will fall; there will be a move to resilient industries with opportunities to invest in smart, clean and inclusive growth that will improve productivity and delivery of sustainable agendas



# Societal

- Societal divisions are set to increase as underlying disparities in healthcare, education, financial stability and technology have led the crisis to disproportionately impact certain groups and countries. Women and early-career workers have taken a particular hit during the pandemic
- Black Lives Matter and other movements are drawing increasing attention to social injustices
- Reported cases of domestic abuse, mental health issues and loneliness continue to increase



# Societal cont.

- ‘Youth disillusionment’ may become a critical threat in the short term and young people face serious challenges to their education, economic prospects and mental health
- *Many post-Covid-19 trends aren't new, as they are accelerations or exacerbations of things that were happening before, such as income disparity, climate change, education system fragility, and changes in the nature of work, but the pandemic has brought an urgency to address these societal challenges*
- Maybe...
- Society, communities and relationships could strengthen through adversity
- With an increased focus on wellbeing, there could be a shift in what we consider truly important
- Could be a re-evaluation of those who we see as most valuable within society, such as care workers
- Trust, empathy, compassion and authenticity may become more highly valued

# Technological

- COVID-19 has accelerated the Fourth Industrial Revolution; digitalization of human interaction, e-commerce, online education and remote work
- Home and office automation will become more common; through the IoT, VR, AI,
- Tensions between data privacy and citizen safety will grow with increased reliance and (forced) trust in technology
- Technological inequity has become a barrier to education offsetting some of the positives in digital engagement and literacy
- There is a growing Tech for Good sector supporting social impact projects



# Legal

- Technology advances will enable greater information suppression and manipulation, and regulation will struggle to keep up
- Society may become more litigious
- Likely to be post COVID landlord-tenant and employer-employee disputes
- Healthcare providers may be challenged over inadequate treatment
- Governments may be challenged over inadequate protection for healthcare workers
- Force majeure and other termination clauses will be scrutinised more closely in contracts



# Environmental

- Climate continues to be a looming risk as global cooperation weakens; action cannot be delayed until the shocks of the pandemic subside.
- ‘Climate anxiety’ is on the rise particularly amongst younger people
- Forced behavioural changes may adjust patterns of travel and consumption or we may ‘bounce back’ to environmentally damaging behaviours
- Longer-term economic stimulus could be screened through the lens of climate and resilience to ensure that government spending accelerates transition to a zero-carbon economy as well as growth



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