

Spotting **future trends** and weak signals

Estelle Métayer
@competia

**The future of sports and its
ecosystem has never been
so interesting**

What is a sport ?

Sport

noun

an activity involving **physical exertion and skill** in which an individual or team competes against another or others for **entertainment**







Bossaball

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Earthing: the process of absorbing earth's free flowing electrons through the soles of ones feet





Is this a sport ?

Is this a sport ?



Is this a sport ?



Is this a sport ?



Who is the competition ?



Competing for time...







**Competing
for needs...**







Slow sports

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**Competing
for space...**



Competing for funding...



Who is **financing** ?





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The Gold Medal Standard

RallyMe is the world's best crowdfunding platform for athletes. [Learn More](#)

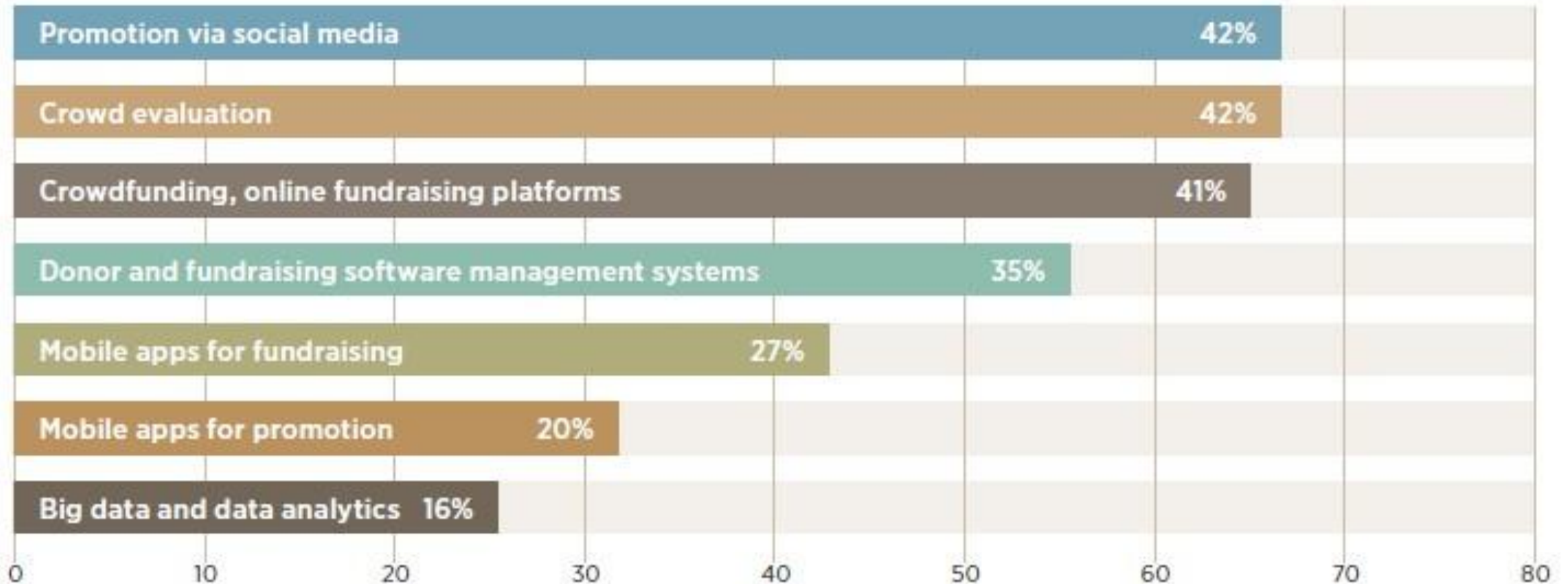
USA Cycling Partners With RallyMe

Elite women lead the charge. [Get on their team!](#)

Banking on future successes



The technology dilemma





Hyper-local

“C’est pas **moi**” campaigns



Tapping into the passion of
would-be fundraisers

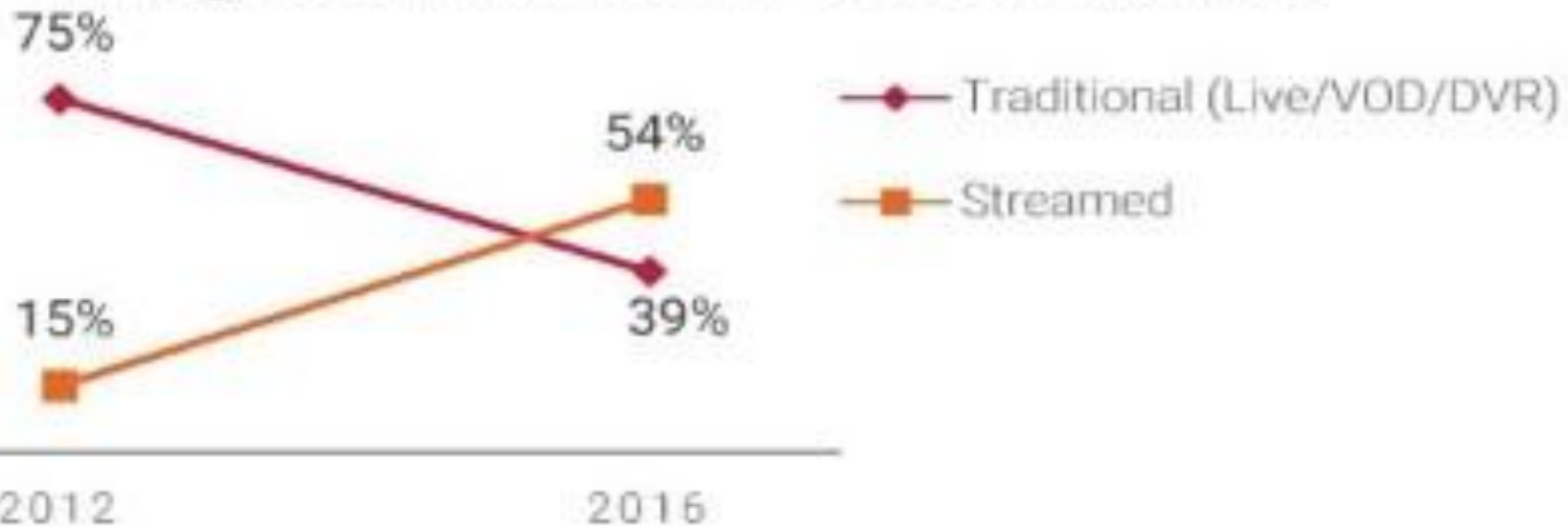


From broadcasting to omnicaasting ?



Percentage of Weekly Viewing: Traditional VS. Streamed Viewing (Self-Reported)

Among 18-34 Year-Old TV Content Viewers



YouTube versus Time Warner Cable for millennial viewers



Who owns the hashtag ?

#RIO2016



Who are the athletes ?









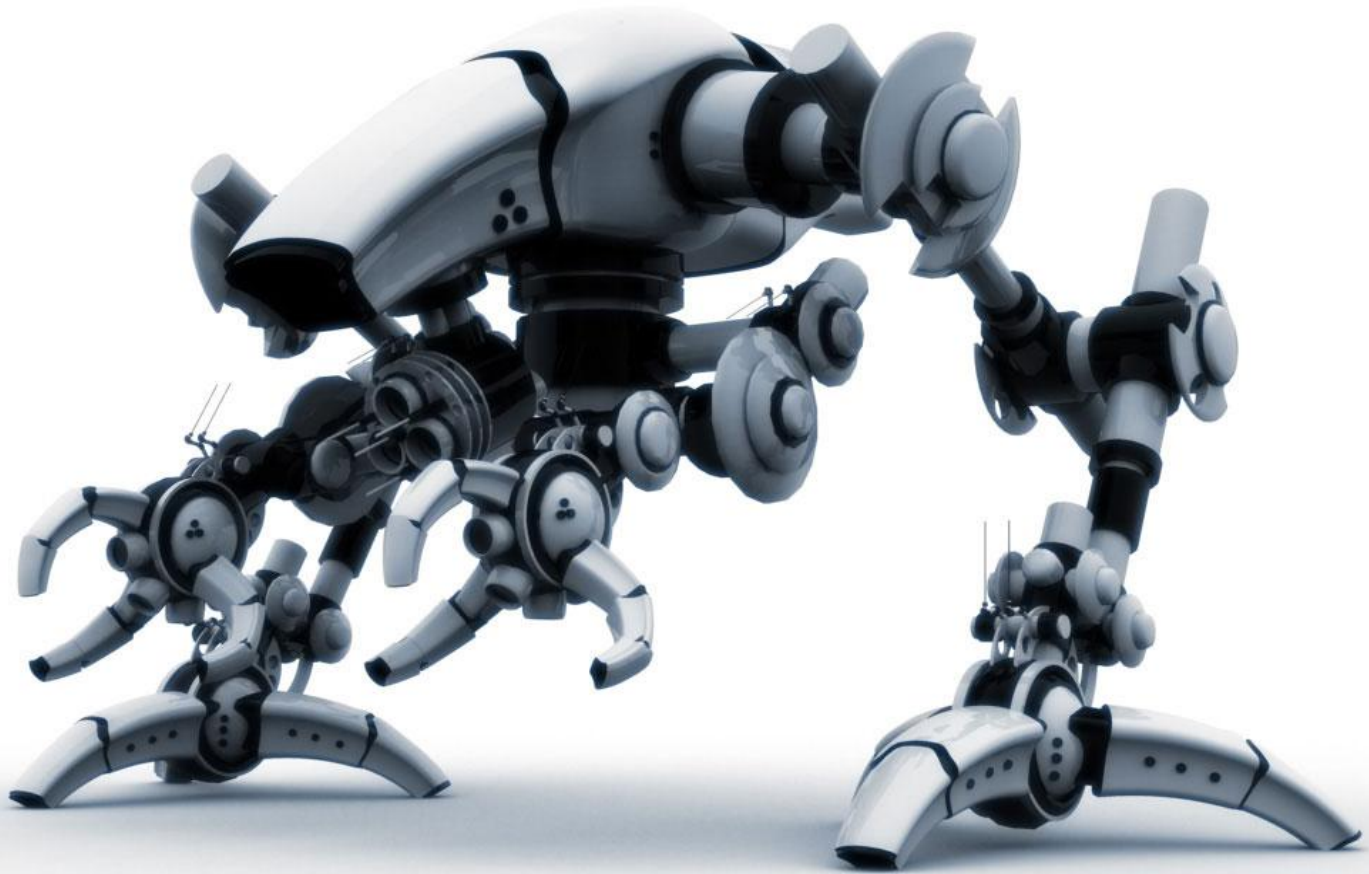
Biohacking



Neuro-coaching

No athletes



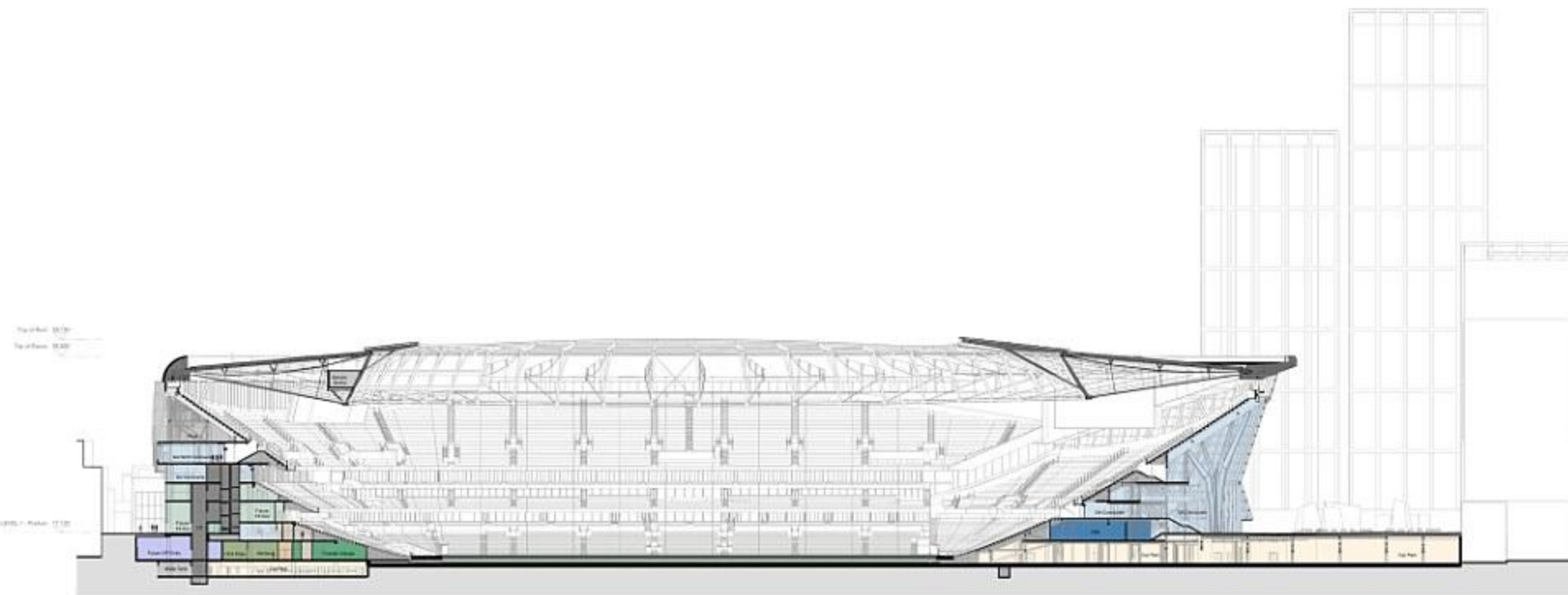




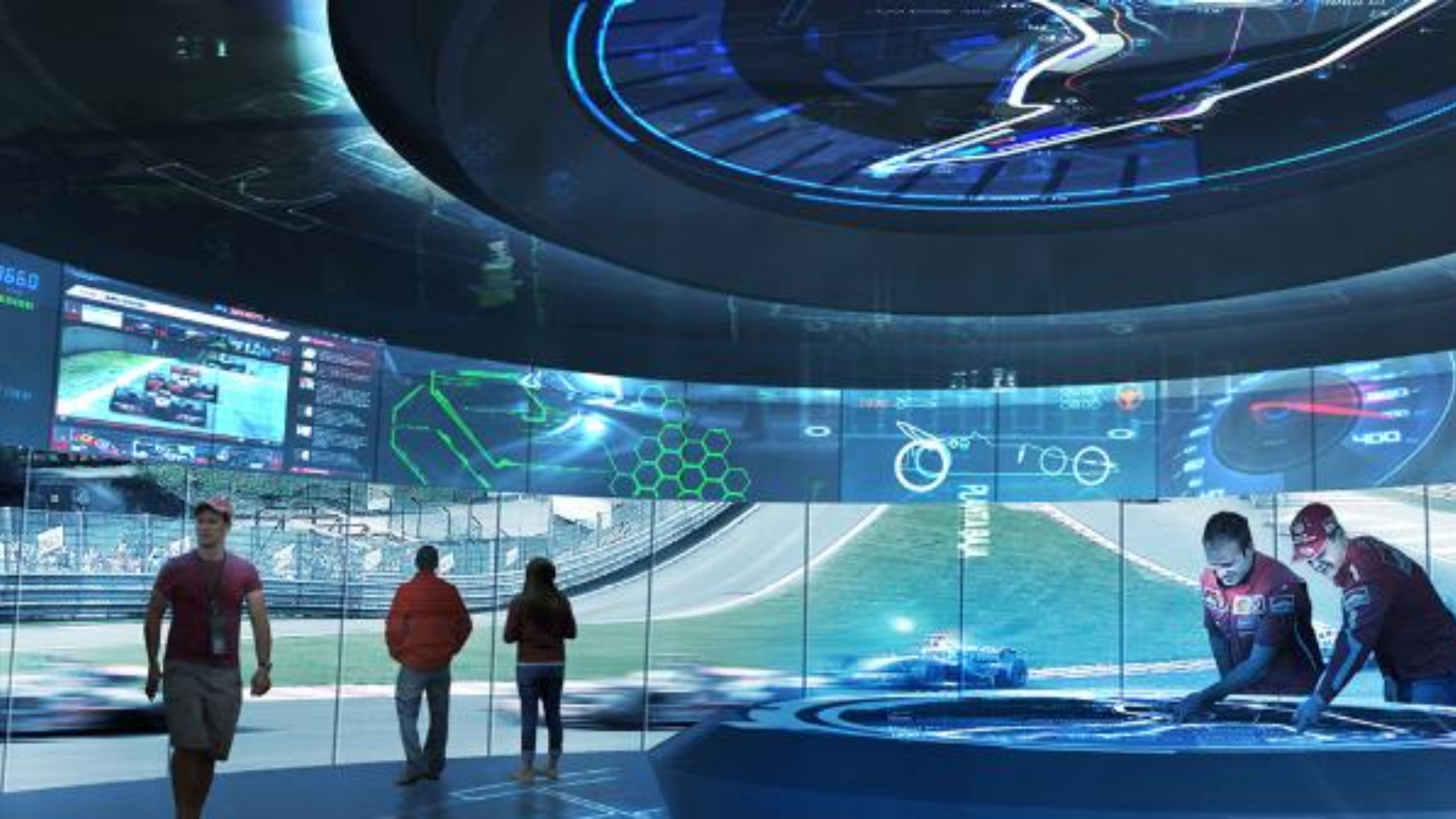
私の歌声、

聞いてもらえますか...？

Location, location ?



@competia





**TYLER
LOCKETT**
SEA WR #16

TOTAL POINTS: 1
PLAY POINTS: +2

**RUSSELL
WILSON**
SEA QB #3

TOTAL POINTS: 7.86
PLAY POINTS: +1

FANTASY



FUNBAG!
LIVE!



Data

tsunami

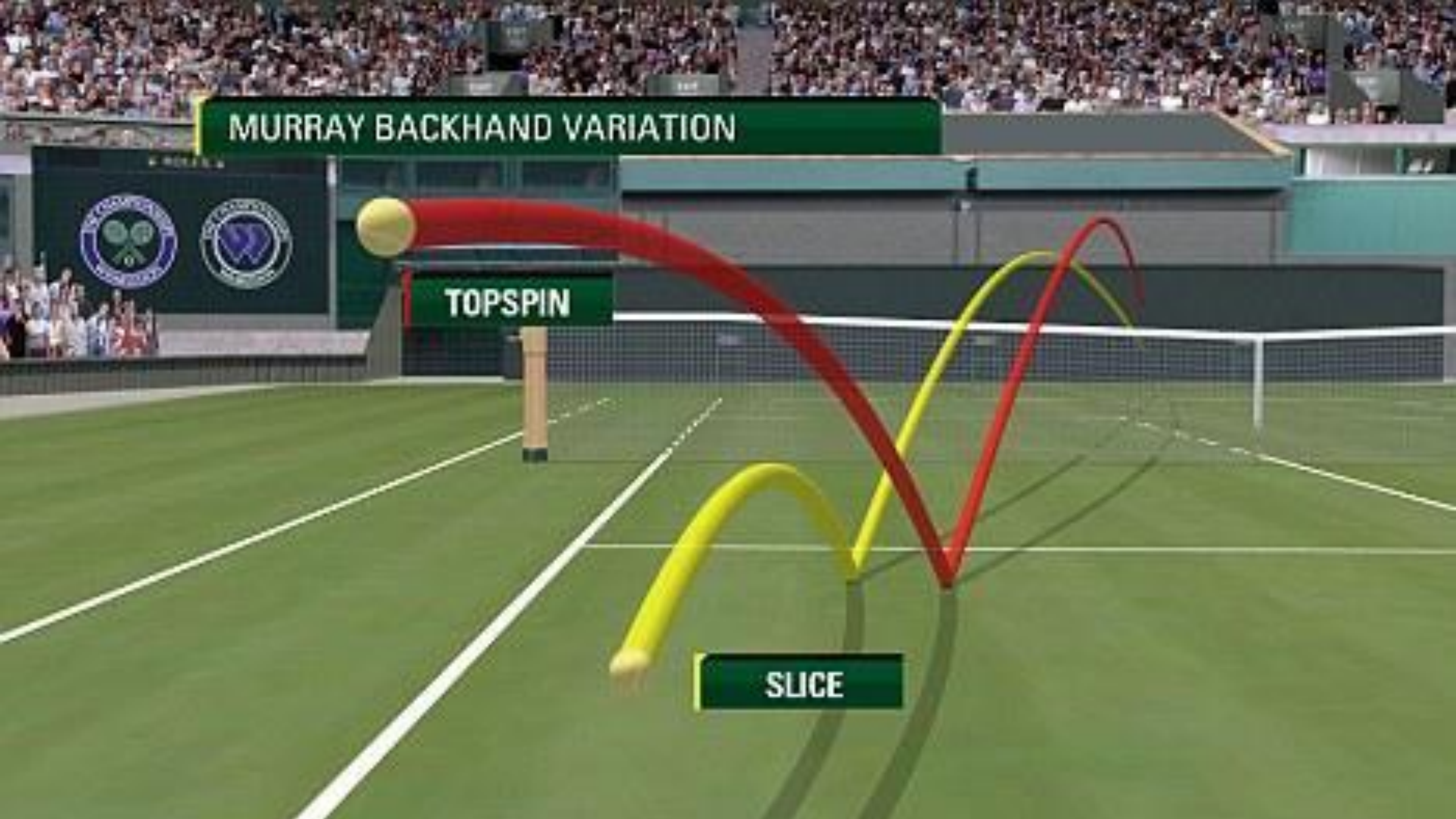




MURRAY BACKHAND VARIATION

TOPSPIN

SLICE







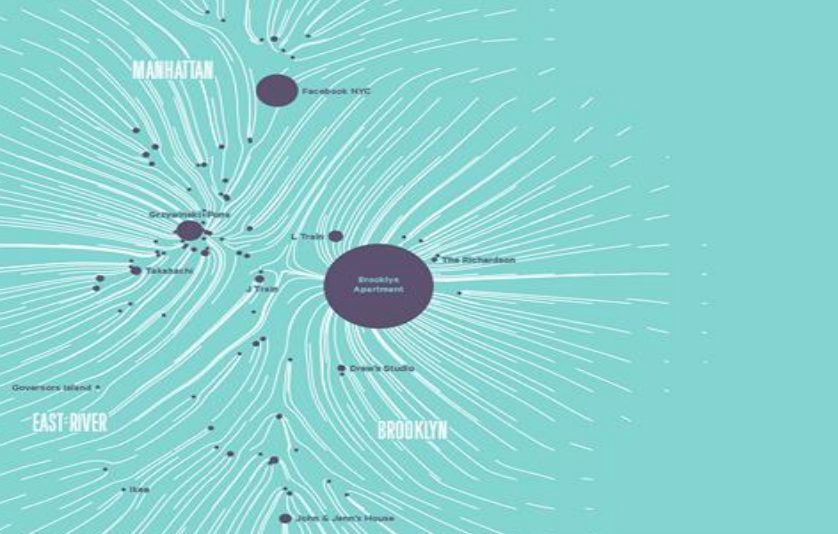
We can guess
most **intimate**
details

The **personal** annual report

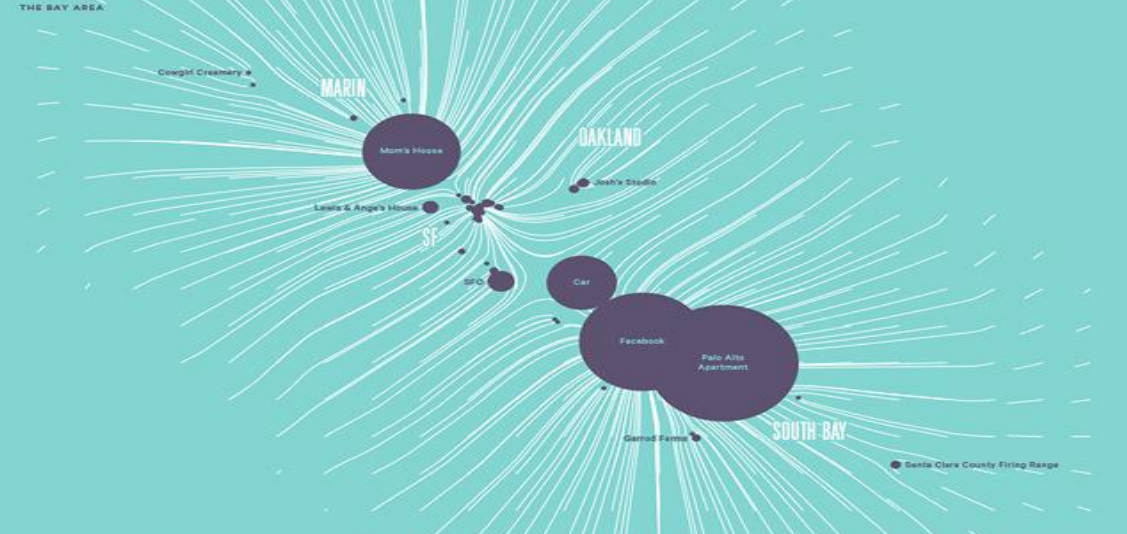
Where are you?

LOCATION

NEW YORK CITY



THE BAY AREA



PLACES REPORTED

496

Transportation (x 104), restaurants (x 87), streets (x 47), stores (x 26), bars (x 19), outdoors (x 29), venues (x 26), offices (x 18), airports (x 16), coffee shops (x 8), museums (x 7), cinemas (x 8), laundromats (x 8), cafes (x 3), houses (x 2), a bank, a bowling alley, a church, a hospital and a library

AIRPORTS REPORTED

SIXTEEN

SFO (x 24), JFK (x 16), CLT (x 4), PDX (x 3), YVR (x 2), MUC (x 2), ANC (x 2), BRT (x 2), BGG (x 2), LAX (x 2), MSP (x 2), EWR, LHR, PATX, PVD and SJC

COUNTRIES VISITED

FIVE

Japan, England, Canada, Serbia and Germany

MOST REPORTED CITIES

Merle Park	1,288
New York City	1,159
Palo Alto	921
Mill Valley	408
San Francisco	138
Minneapolis	63
Tokyo	46
Belgrade	40
Anchorage	37
London	33

STATES REPORTED

FOURTEEN

Alaska, California, Illinois, Maryland, Michigan, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Rhode Island, Virginia, Washington and Washington D.C.

FLYING VS A DRIVING



DAYS INCLUDING A FLIGHT

49

Most frequent flight VXP JFK - SFO (x 7)

RESTAURANTS REPORTED

103

0.8% of all places reported

MOST REPORTED PALO ALTO RESTAURANT

FUKI SUSHI

Reported 7 times

NEW YORK RESTAURANT REPORTS

FORTY

Miller's Tavern (x 12), Takahachi Tribeca (x 7), Botox (x 5), Diesel (x 4), Dokaki (x 4), M Shang-hai (x 3), Spice Market (x 3), Walter Foods (x 3), SAM cafe (x 2), Blue Cafe (x 2), DGB (x 2), Dumont (x 2), Eatery Birreria (x 2), Fette Sau (x 2), L'Esco (x 2), Milk Bar Williamsburg (x 2), Parish Hall (x 2), Roasting Tea Room (x 2), Takahachi Ave A (x 2), Vintage Hill House (x 2), WOTO (x 2), Colonie, Drexler, Dumont Burger, Fandl, Five Leaves, Ghent Brooklyn, Khan Sam, La Superior, Lee Halles John Street, Lure, Made Fresh Daily, Marlow and Sons, Nha Toi, Qoo Robata, Rouge, Tensai, Ziggy's Good Food, Taro, The Good Fork and The Smile

BEST ASIAN FUSION IN A STRIP MALL

MOKOMANDY

Sterling, VA -- Dec 23 at 8:57 PM

DAYS WITH A REPORT AT HOME

310

Palo Alto (x 218) and Brooklyn (x 100)

MOST FREQUENTLY REPORTED LOCATION

PALO ALTO BEDROOM

Reported 500 times

MOST REPORTED HOME LOCATIONS

Bedroom	679
Living room	343
Dining room	107
Bedroom	98
Kitchen	12
Stairs	10
Stairwell	5
Roof	3
Garage	3
Courtyard	1

AVERAGE REPORTS AT HOME PER DAY

FOUR

32.8% of reports

DAYS WITH A HOTEL REPORT

FORTY-SEVEN

At 19 different hotels

REPORTS AT WORK

1,268

26.7% of reports

MONTH WITH MOST REPORTS AT WORK

FEBRUARY

Reported 207 times

MOST REPORTED WORK LOCATIONS

Desk	731
Conference room	206
Co-worker's desk	97
Cafe/B	84
Gym	48
Halfway	34
Parking lot	27
Courtyard	22
Epic Cafe	22
Courtyard	20

NEW YORK VS A BAY AREA



CONFERENCE ROOMS REPORTED

SIXTY-TWO

Optim Value (x 25), The Aquarium (x 17), Minneweep (x 14), Apathetic Aristotle (x 11), Cherries Garcia (x 11), PC Load Letter (x 9), Canada (x 8), Silver Bar (x 8), Graph Coloring (x 7), Barred Treasures (x 6), DO_NOT_ACCESS_ME_OR_YOU_WILL_BE_FIRED (x 6), 30 Error (x 4), It's Miller Time (x 4), Naming Conference Rooms (x 4), Son of Ping and Dong (x 4), American Dreams (x 3), Dash Dash (x 3), Off by Day (x 3), Frodo (x 3), USC University (x 2), S-Sat (x 2), Cartography (x 2), Peak Phood (x 2), Pina Palacarta (x 2), Thighmaster (x 2), <ulldroom>, O'Leary's, Animal, Anonymous, Be Open, Breaker, Bubblezart, Cognito, Conceivable, Cookies Monster, Eat Lego Star Destroyer, Fall on future-trust, Fines, Genesis, Holy Hand Grenade of Antioch, Imagine Whirled Peace, LIPPY Sour, Live From New York, Max Cut, Mew, Nux, Out of Memory, Pennywise, R-GARZA, Ruby on the Rocks, Plop Plop, Suggie, Tact, The B&TTLA, Traveling Salesman, Verdes Colonias, Waldoof, Wall-E, XXXX Gossip Girl and Yip Yip

CONFERENCE ROOM REPORTS PER DAY

ABOUT ONE

16.2% of work reports

REPORTS AT A STANDING DESK

SEVENTEEN

2.3% of desk reports

REPORTS IN CAR

185

4% of reports

LIBRARY REPORTED

RISD FLEET LIBRARY

Providence, RI -- Jun 4 at 7:57 AM

MUSEUMS REPORTED

SEVEN

Walker Art Center (x 12), Brooklyn Museum, Governors Island Building D0, London Science Museum, MoMA, Thimble Flows Information Center and SF MoMA

MOST REPORTED STORE

SAFEWAY

Middlefield Road, Palo Alto (x 8)

BOWLING ALLEY REPORTED

BEL MATEO BOWL

San Mateo, CA -- Nov 5 at 4:58 PM

AVERAGE TEMPERATURE

58.7°F

Average wind gusts 4 MPH

COLDEST TEMPERATURE

14.3°F

Brooklyn, NY -- Jan 4 at 7:57 AM

HOTTEST TEMPERATURE

102.2°F

Brooklyn, NY -- Jul 7 at 6:43 PM

HIGHEST ALTITUDE

7,989 FT

El Dorado National Forest -- Aug 25 at 6:15 PM

MOST COMMON WEATHER CONDITION

CLEAR

37.8% of reports

LOWEST LOCATION

THE INDEPENDENT

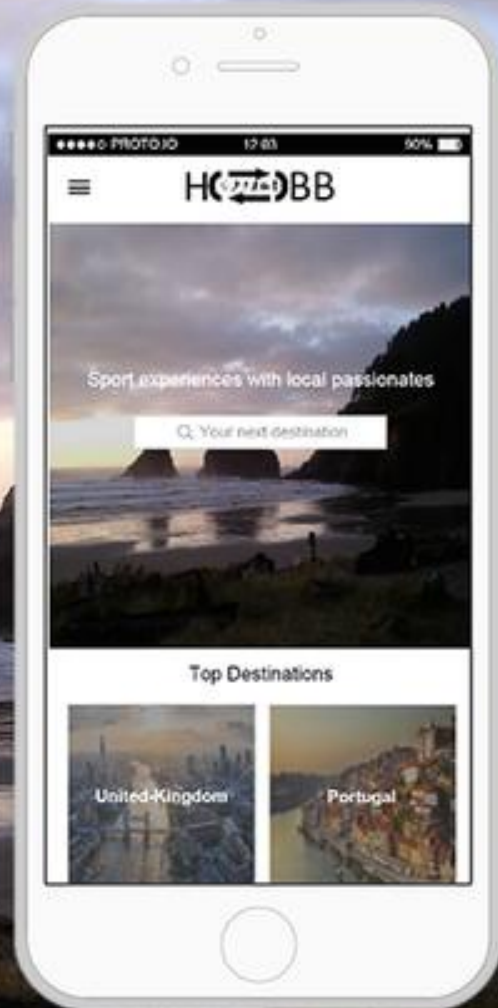
Chair3R Show -- Apr 10 at 10:58 PM


Des opportunités

Formidables

HOBB

Sport experiences with Local passionates



Back to top 

312^W

69 RPM

0 BPM

22 MPH

0.9 MI

0 FT

1:36 ET

0.0%

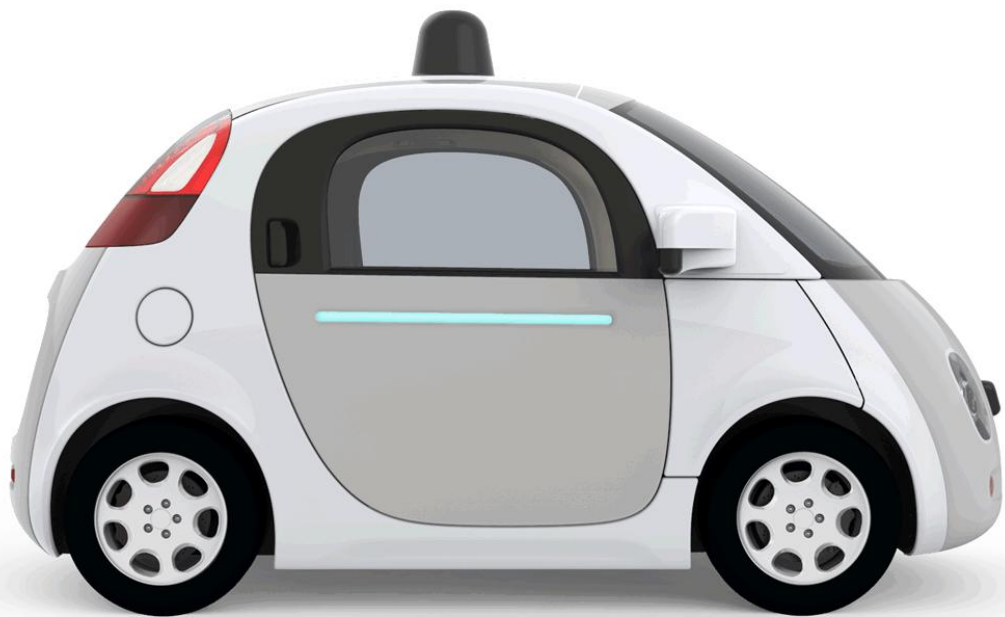


+9:23	AI 4596
+8:26	AI 3434
+8:25	AI 1017
+8:16	AI 3221
+8:08	AI 481
+2:42	AI 4827
+2:33	AI 303
+2:11	AI 28
+0:41	AI 4639
+0:27	AI 3195
+0:17	AI 1543
+0:17	AI 2625
+0:05	AI 4313
+0:00	AI 1763

J. Mayfield

roadbike
review.com

@compedia







Athleisure

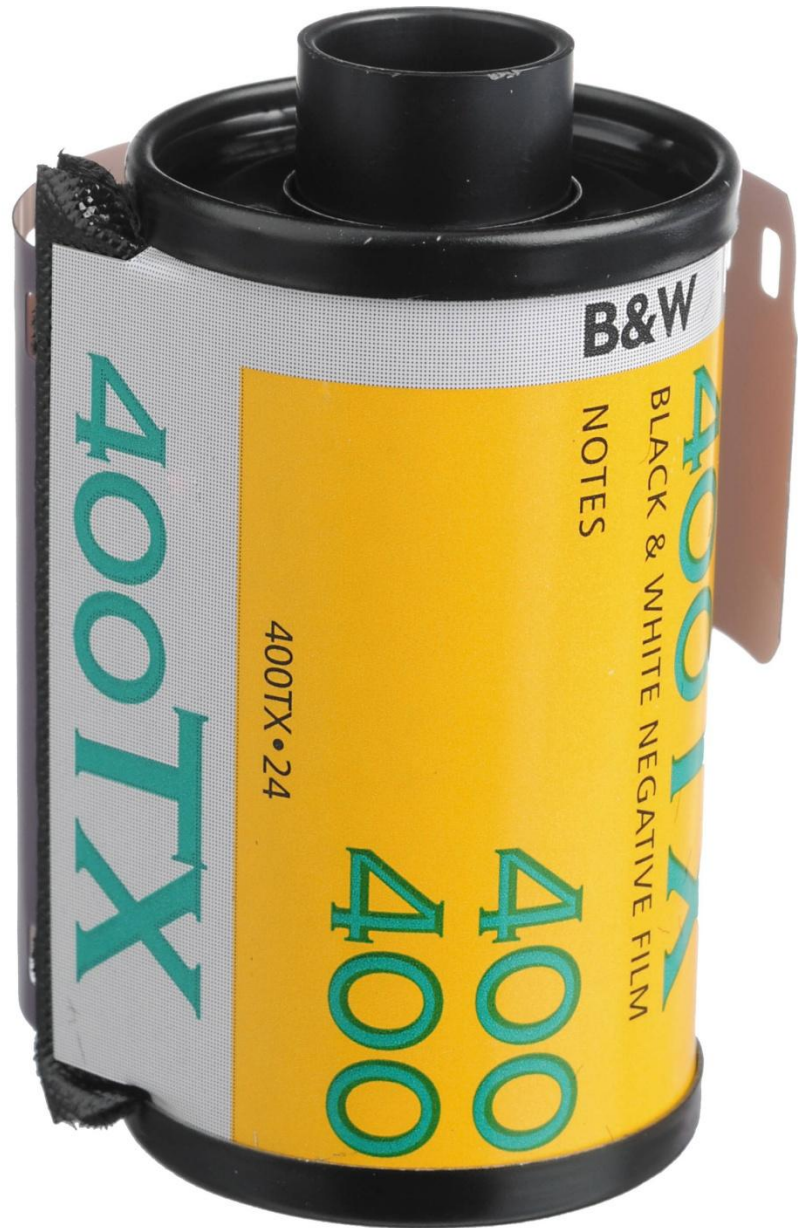


spogo | U B E R

**Beware of strategic
blindspots**

Strategic blindspots





« This is a Kodak Moment »

Challenging an assumption



Reinventing how we shop













« There is **no** excuse NOT to probe your

blindspots regularly »

Weak signals

When trying to know what people

will want to



by 2020, a company

understood that the key lies in observing **graffitis**



What **tastes** will be associated ?

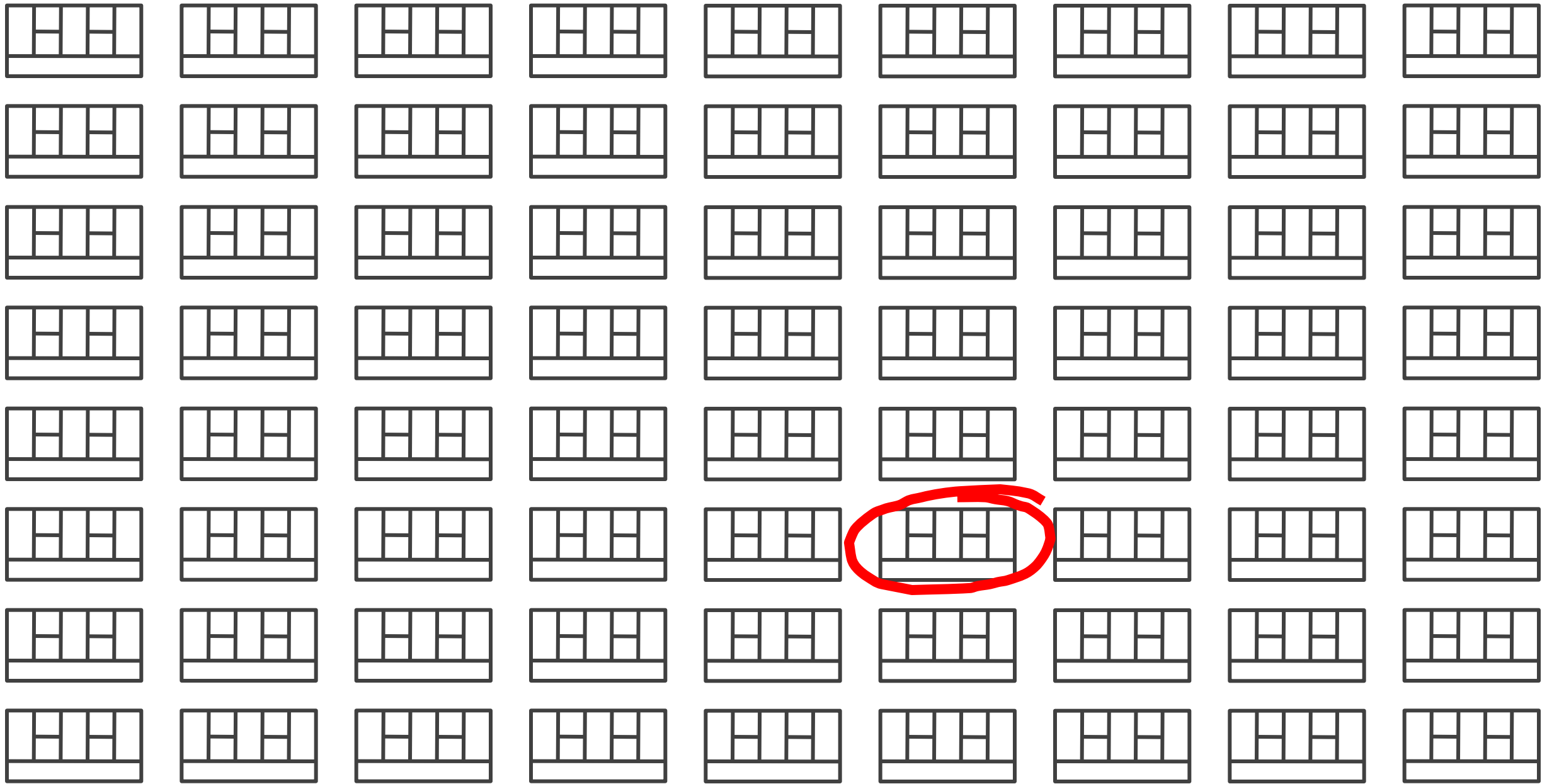


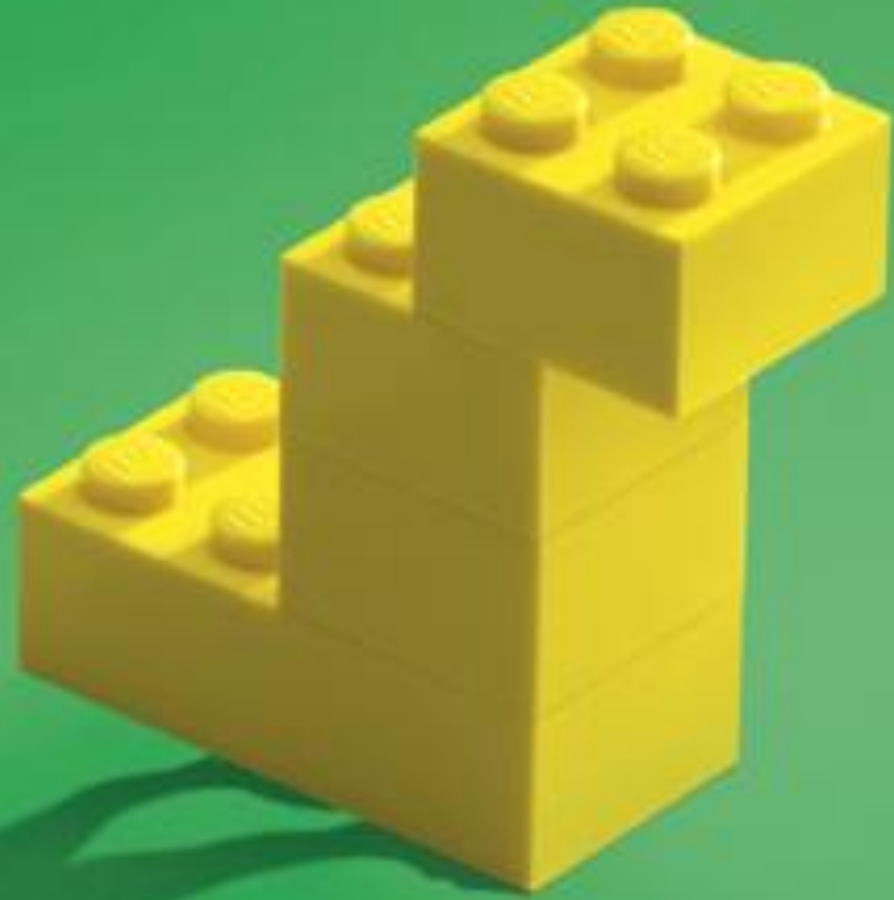
« What

counterculture

did you visit recently ? »

In conclusion..





Exit your
universe



Mettez vos yeux de martien





Who is your canari ?

@competia



@competia

@competia

Some references to continue exploring

Trendwatching

www.trendwatching.com

Burning Man

www.burningman.org

Edit Weiner's book
(Alien Eye)

FutureThink <https://www.amazon.com/FutureThink-Edie-Weiner/dp/013701001X>

Images kindly provided by:
Flickr creative commons, and Google Images <http://images.google.com/>

Questions ?

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<http://www.twitter.com/competia>



Estelle Métayer is an expert in Competitive and Strategic Intelligence. Her research focuses on how managers, CEOs, and board members build and improve their strategic planning and/or competitive intelligence function to avoid strategic blindspots. She is a reputed public speaker in international conferences (for example in Davos in 2012 on “Sensing weak signals”). An adjunct professor for McGill University, she teaches in the Advanced Leadership Programs and the International Master for Health Leadership. She teaches the strategy module in the McGill-Rottman Institute of Canadian Directors. Estelle has been also a guest lecturer in programs led or co-led by IMD (Lausanne), INSEAD (France) or MIT (United States).

Prior to selling the company in 2004, Estelle was the president and founder of a leading training organization for executives and analysts in Strategic Intelligence. A former consultant at the international Strategic Consulting firm McKinsey & Company, she gained first-hand practical experience while managing the competitive intelligence, business development and strategic planning function at CAE Inc.

She received in 2000 the Arista Sunlife Award for "Entrepreneur of the Year".
to 2016

Estelle joined the board of directors of Ubisoft (\$UBI on Euronext) as an independent board member from 2012, and she chaired the compensation committee since June 2013. She is a member of the board of BRP inc (\$DOO on the TSX) since 2014 and a member of the audit committee. She is also since May 2015 a member of the board of directors of the newly launched Canadian chartered bank Zag Bank (Calgary, Canada) and a member of the governance committee.

Estelle was trained in the Netherlands, where she obtained her MBA and Drs. from the University of Nijenrode. She is also a mother, a commercial pilot and flight instructor.