Growth • Innovation • Leadership Council
FROST & SULLIVAN

EXECUTIVE BRIEF

Scenario Analysis Framework, 2026-2028: Mega Trends and Technologies Workshop
Moderated by Ankit A. Shukla, Vice President, TechVision, Frost & Sullivan

OVERVIEW

This virtual Mega Trends Workshop -- exclusively for Growth Innovation Leadership Council Partners and Associate Partners – empowered participants to identify, understand, and act on the trends that will shape their market in 2026 and beyond. Together, the group turned forward-looking insights from Frost & Sullivan's TechVision team into concrete opportunities that could be used to strengthen strategy, drive innovation and stay ahead of competitors.

ACTION ITEMS

- Review top-level megatrend insights from TechVision that are expected to have major impact in 2026
- Collaborate in real time to share perspectives, connect ideas, and refine actionable opportunity concepts
- Apply the post-workshop findings to accelerate innovation initiatives and fuel a growth pipeline within the respective organizations

Moderator Ankit A. Shukla opened the learning session by asking members about their experience with scenario planning. He then introduced himself, noting that he had been with Frost & Sullivan for approximately twenty years. He shared that he loved technology and innovation and had worked with numerous companies and research institutes on scenario planning and other similar collaborations throughout his career. He stated that he wanted to give the attending executives tools to help them make better decisions.

SCENARIO ANALYSIS

Ankit shared and discussed a *Four-Dimensional Analysis: Scenario Pillars for Future Opportunity Identification* model (see graphic below) that he uses in scenario planning. As he stated, "scenario analysis is influenced by visual thinking rather than just the numbers... you want to avoid 'rabbit hole' thinking."

Ankit also stated that expectations in scenario analysis are more likely to go from "A to F" rather than "A to B" and emphasized the importance of visualizing the end state objective in scenario planning.

He led participants in exercises designed to move them from a thinking/analysis process to conclusions about what certain technologies could mean for their business. The group presented some of their key conclusions to each other and exchanged ideas. The end goal was to have everyone leave with several applicable technologies for their specific business.

4-DIMENSIONAL ANALYSIS
Scenario pillar for future opportunity identification

Objective	• Select 3 Technologies from Top 50 + 2 Technologies of Importance to Your Business
Format	• Individual
Instructions	For each of the 5 technologies: • Identify application opportunities or new growth ideas that can be generated from this technology. *For e.g.* **Self-healing material** *could be used in reinforced material for industrial; flexible stretchable conductive polymers for electronics* • And then, assess technologies in the context of dimensions: 　　i. AI use cases: specific machine learning algorithms being used for structured and unstructured data set evaluations 　　ii. Geopolitics: changing alliances amongst countries – extended BRICS with Japan and South Korea joining 　　iii. Supply chain: impact of tariffs on nearshoring, friendshoring, reverse logistics for tech deployment
Timing	• 30 mins

SCENARIOS USING DIFFERENT TECHNOLOGIES
Depending on various factors, scenario planning output can range from very "blue sky "to simply creating a tactical road map. Nuances to be aware of include who is involved, scope and the size of the planning team.

Examples of scenario planning outputs from different groups were shared. The scenarios leveraged different technologies and included a homeland security example that utilized quantum navigation sensors and biometrics. Another example featured a hyper-personalized extended reality (XR) experience. Yet another looked at super packaging – finding defects, pinpointing the best materials and incorporating safety in user design, i.e., a "smart packaging" concept.

Next, participants were asked to **pick three top technologies** from the *Frost & Sullivan Top 50 Technologies* annual exercise below and to **identify the top two technologies critical to their business**. They were advised to assess these technologies and note possible application opportunities. For example, heating materials could be applied to electronics. The idea was to look at technologies and visualize opportunities while considering factors such as AI, geopolitics and supply chain capabilities and restraints.
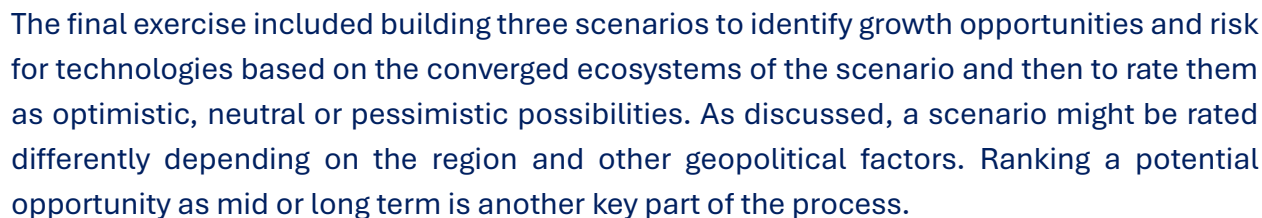

PARTICIPANT FINDINGS

After working on the exercise, several of the participants shared their findings. One participant's scenario included using GenAI and Agentic AI capabilities to identify possible fraud patterns and to detect whether someone was human or a bad bot. They also considered using hyper personalization to identify the size of their customer (SMB for example) to deliver better customer service. Geopolitics and GDPR regulations were some of the larger factors likely to affect their ideas.

When another participant shared their preliminary scenario planning results the analysis indicated that they needed to optimize AI but de-risk the process. They discussed using agentic AI for scheduling maintenance and using data to make quicker decisions. On a more granular level, they were interested in advanced material science capabilities for pipeline coating.

MAPPING TECH ACROSS KEY CRITERIA

As a next step in the exercise, Ankit instructed the participants to map the five technologies they had selected for their business across two criteria:

1. **Opportunity Fit** (Revenue OR Product Differentiation for Your Business)

2. **Attractiveness** (R&D/Product Development Impact on Your Business).

The goal was to develop scenarios. based on technology affinity and to assess how the tech could combine to lead to new business models, solutions or services.

Participants were advised to list their five top technologies and to map them on the quadrant provided (see below) and then average out the best areas of focus. Participant findings included using technology to aid in sugar and calorie reduction in the company's products. The overall rating for this was high. Another scenario analysis included using natural language processing, (NLP) to help with agent workflows and automate the help desk. The overall rating for this was high also.

FUTURE SCENARIO DEVELOPMENT
Exercise Sheet 2

No	Technology	Opportunity Fit (Score 0-10)	Attractiveness (Score 0-10)
T1	Tech 1		
T2	Tech 2		
T3	Tech 3		
T4	Tech 4		
T5	Tech 5		

The final exercise included building three scenarios to identify growth opportunities and risk for technologies based on the converged ecosystems of the scenario and then to rate them as optimistic, neutral or pessimistic possibilities. As discussed, a scenario might be rated differently depending on the region and other geopolitical factors. Ranking a potential opportunity as mid or long term is another key part of the process.

In closing, Ankit encouraged the participants to continue to work on the scenario planning exercise and to revisit it regularly as variables and markets will change and evolve over time.