THE FORESIGHT ADVANTAGE:

Harnessing Foresight Intelligence for business growth



Man Bites Dog.

The forces shaping 2027.



of C-Suite leaders are more likely to buy from partners with a credible view of how their market will evolve.

SOURCE: MAN BITES DOG, INTELLIGENT BRANDS® RESEARCH

As the speed and force of global change make it harder for businesses to plan confidently for the future, your organisation must find the courage to challenge conventional thinking with a distinctive point of view.

Moving from retrospective information to predictive, actionable insight shows your clients or customers you can help them navigate what's next, which builds the confidence they need to buy your products or services. Man Bites Dog's *Intelligent Brands*® research finds that 95% of C-Suite leaders are more likely to buy from partners with a credible view of how their market will evolve.

This isn't about predicting the future for academic interest, but equipping customers and clients to succeed in it. Eighty nine percent of leaders say their most valued partners translate trends like AI, energy transition and geopolitics into specific strategic moves, helping them lead the agenda, not just respond to it. C-Suite leaders tell us that they expect their strategic partners to produce genuinely new ideas and thought leadership that changes how they think about their business challenges and opportunities.

The Foresight Advantage explores six interconnected forces shaping 2027. It's designed to help B2B marketing leaders demonstrate Foresight Intelligence to unlock B2B buying decisions in a high-stakes, high-scrutiny environment.

As we explore each of the 2027 trends, we contrast a traditional interpretation with a foresight perspective, challenging established thinking and highlighting where tomorrow's opportunities and threats may emerge.

We invite you to use these provocations to inform your discussions with clients and customers, inspire your go-to-market strategy, and build the authority to connect meaningfully with C-Suite decision makers by showing them you know what's coming next.

The Foresight Growth Framework.

01 **Geoeconomics** p.6
Trade rewired • Chequered growth • Strategic autonomy

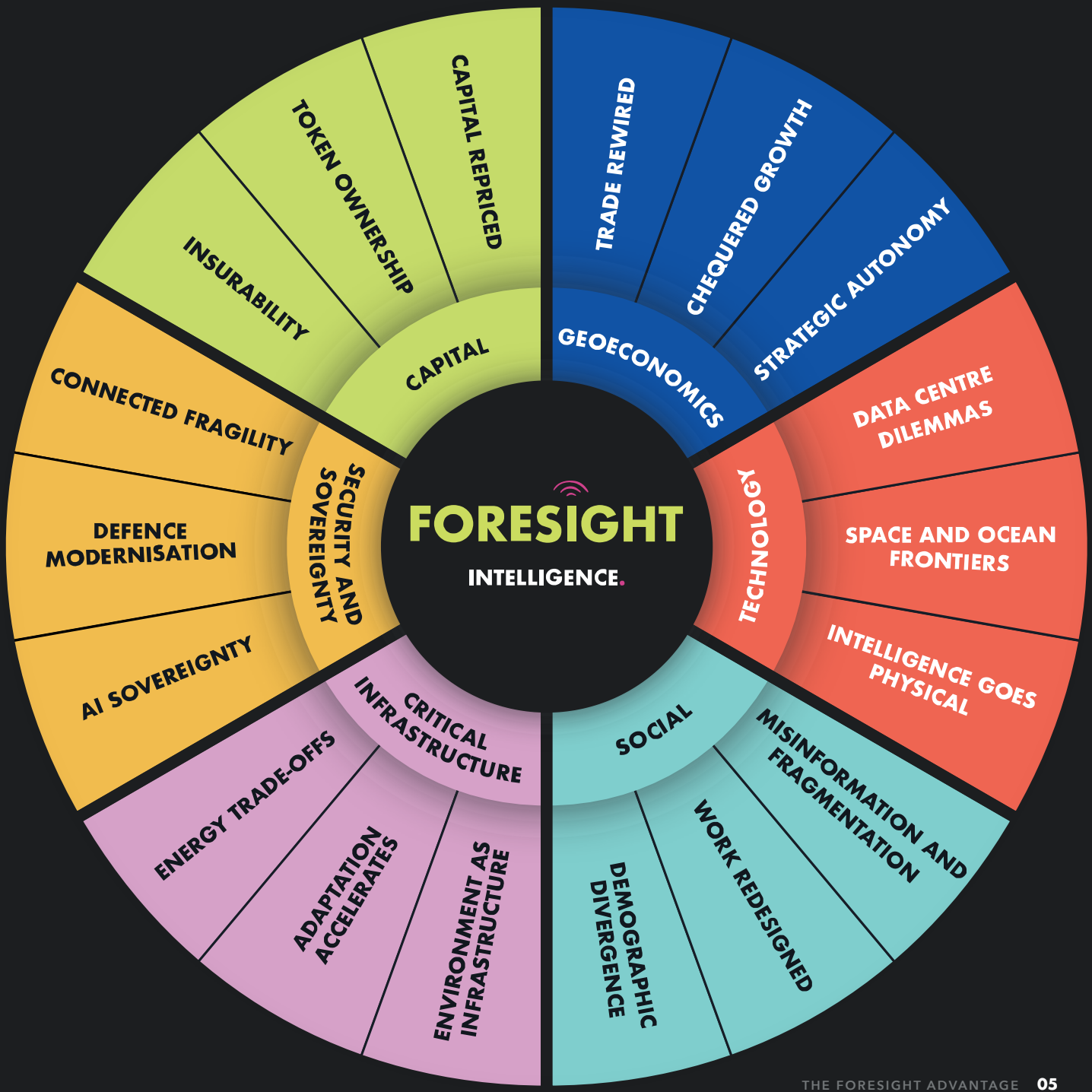
02 **Technology** p.8
Data centre dilemmas • Space and ocean frontiers • Intelligence goes physical

03 **Social** p.10
Demographic divergence • Work redesigned • Misinformation and fragmentation

04 **Critical infrastructure** p.12
Energy trade-offs • Adaptation accelerates • Environment as infrastructure

05 **Security and sovereignty** p.14
Connected fragility • Defence modernisation • AI sovereignty

06 **Capital** p.16
Insurability • Token ownership • Capital repriced


FORESIGHT
INTELLIGENCE.
CAPITAL
CAPITAL REPRICED
TOKEN OWNERSHIP
INSURABILITY
GEOECONOMICS
TRADE REWIRED
CHEQUERED GROWTH
STRATEGIC AUTONOMY
TECHNOLOGY
DATA CENTRE DILEMMAS
SPACE AND OCEAN FRONTIERS
INTELLIGENCE GOES PHYSICAL
SOCIAL
MISINFORMATION AND FRAGMENTATION
WORK REDESIGNED
DEMOGRAPHIC DIVERGENCE
CRITICAL INFRASTRUCTURE
ENVIRONMENT AS INFRASTRUCTURE
ADAPTATION ACCELERATES
ENERGY TRADE-OFFS
SECURITY AND SOVEREIGNTY
AI SOVEREIGNTY
DEFENCE MODERNISATION
CONNECTED FRAGILITY

01

SIX KEY FORCES SHAPING 2027

Geoeconomics.

Where to compete and how to remain connected



Trade rewired

The world is pulling in different directions, with leading countries becoming more protectionist while some middle powers move towards greater political unity and trade cooperation.

TRADITIONAL VIEW

Old allies are pulling apart.

FORESIGHT VIEW

While fragmentation grabs headlines, states and blocs are also forging new connections along different lines, from closer Canada-EU ties and renewed UK-EU alignment to greater middle power collaboration.



Chequered growth

G7 growth is slow and not felt universally. Consumers and businesses are weighed down by inflation and tax, while corporate investment, particularly in AI, is starting to have an impact on GDP. Yet new centres of growth are also emerging, particularly in developing economies.

TRADITIONAL VIEW

GDP growth is the goal of all economies.

FORESIGHT VIEW

'Growth' should incorporate factors around distribution, balance and quality – not just headline GDP growth rates.

Strategic autonomy

Organisations and governments are reconsidering the balance of supply chain resilience, with diversification and spare capacity impacting efficient 'just in time' models. A key question is how to retain the benefits of historical integration while reducing vulnerability to shocks.

TRADITIONAL VIEW

Bringing production closer to home makes economies more resilient.

FORESIGHT VIEW

Resilience comes from planning alternatives, not proximity.

02

SIX KEY FORCES SHAPING 2027

Technology.

What intelligence can do and what creates value



Data centre dilemmas

Data centre growth is under scrutiny. Opponents point to local environmental and social concerns, and there is a wider sense that political and commercial influence is shifting to a small number of new players.

TRADITIONAL VIEW

More AI means an inevitable expansion of data centre capacity, with power and water infrastructure built to keep pace.

FORESIGHT VIEW

New constraints could impact development before the promised technological revolution: grid queues, water scarcity and planning resistance are a brake on progress.



Space and ocean frontiers

Space and the seabed are commercially important but strategically contested. Largely invisible critical infrastructure underpins communications, navigation, finance and defence, so control matters as much as exploration.

TRADITIONAL VIEW

The next frontier is about spectacular breakthroughs: Mars missions, asteroid mining and deep-sea resources.

FORESIGHT VIEW

The immediate story is about protecting the orbital and undersea infrastructure the global economy relies on today.

Intelligence goes physical

Artificial intelligence is moving from prompts to production with the growth of physical AI, where intelligent machines can sense and act autonomously in the real world. But these systems must work symbiotically and safely in workplaces designed for humans.

TRADITIONAL VIEW

Smart robots will boost productivity.

FORESIGHT VIEW

The value of physical AI depends on its smooth adoption in existing operating environments.

03

SIX KEY FORCES SHAPING 2027

Social.

Who will do the work and on what terms



Demographic divergence

In some parts of the world dwindling birthrates mean fewer young people to support consumption and growth. Elsewhere, particularly in Africa, populations are growing. This has implications for labour and wages, but also tech enablement, because across the G7 machines may in time be needed to do the work of humans.

TRADITIONAL VIEW

Overpopulation is a problem.

FORESIGHT VIEW

Underpopulation is a problem.



Work redesigned

Employers are juggling flexibility, incentives, property costs and the need to create enough time for collaboration and learning. Organisations must gauge how much 'togetherness' is needed and how it is paid for.

TRADITIONAL VIEW

Hybrid working offers the best of both worlds.

FORESIGHT VIEW

Organisations must redesign work around value, otherwise hybrid can mean paying for both worlds.

Misinformation and fragmentation

News consumption is tilting towards decentralised, user-created media, while politicians and business leaders increasingly appear on podcasts and sympathetic platforms. Policy influence and viewpoints are spread across a less controllable mix of platforms and algorithms.

TRADITIONAL VIEW

Mainstream media is losing influence as audiences and policymakers move to social platforms, podcasts and creators.

FORESIGHT VIEW

Old media can be more influential precisely because information is fragmenting. Trust is at a premium and it comes from evidence.

04

SIX KEY FORCES SHAPING 2027

Critical infrastructure.

The physical systems that make growth possible



Energy trade-offs

Energy security, affordability and decarbonisation are becoming a single interrelated challenge. AI-driven demand and grid bottlenecks are increasing supply stress, while geopolitical volatility is piling pressure on prices.

TRADITIONAL VIEW

The energy transition is primarily a straight-line from fossil fuels towards cheaper renewable power.

FORESIGHT VIEW

Energy security will accelerate decarbonisation, but governments are opting for a less linear system incorporating nuclear, storage, efficiency, local generation and declining levels of fossil fuel.



Adaptation accelerates

Adaptation is as much an operational issue as a challenge for the sustainability team. Factors ranging from extreme heat to water stress impact sites, infrastructure and insurance, yet many organisations still assess individual assets, not the systems on which they depend.

TRADITIONAL VIEW

Climate strategy means meeting net-zero targets.

FORESIGHT VIEW

Adapting to disruption already locked-in is a primary concern. Governments and companies are looking at resource security, resilient supply chains and selective investment to prepare for future shocks.

Environment as infrastructure

Ecosystems underpin economic activity, but are rarely treated as essential infrastructure. Environmental deterioration leads to operational constraints via water and food stress, weather exposure and supply chain volatility, even impacting customer relationships. Conversely, restoration builds resilience.

TRADITIONAL VIEW

Conservation is a constraint on development.

FORESIGHT VIEW

Nature is a productivity partner.

05

SIX KEY FORCES SHAPING 2027

Security and sovereignty.

What can interrupt value and who carries the consequences



Connected fragility

With AI agents breaking free of sandboxes and infiltrating third party systems, cybersecurity is more critical than ever. In 2026, we saw the potential for rogue state operations, including corporate system takeovers, bioweapon kits and mass meddling in elections.

TRADITIONAL VIEW

AI will make cyberattacks faster and more sophisticated, so organisations need to spend more on AI-enabled defence.

FORESIGHT VIEW

Weaknesses are more often procedural than technical: sprawling suppliers, stolen credentials and shadow AI create more risk than a notional super-attack.

Defence modernisation

Defence budgets continue to trend upwards globally, but fiscal pressures are starting to complicate ambitions and weigh on spending pledges. Europe is eyeing a more unified defence system, and modernisation efforts are underway across Asia and the Middle East, but the pace of change is often slower than the speed at which threats are multiplying.

TRADITIONAL VIEW

Defence modernisation is mainly a question of meeting higher spending targets and buying more equipment.

FORESIGHT VIEW

The harder challenge is turning spending into shared capability: modernisation relies on strong industrial capacity, resilient infrastructure, effective alliances and sustained political support.

AI sovereignty

What does AI sovereignty look like if you are not the US or China? There have been large investments in sovereign AI across Europe, but national frontier models are unrealistic for now and are not being sought.

TRADITIONAL VIEW

Nations need their own sovereign models to guarantee access regardless of the path of global events.

FORESIGHT VIEW

Sovereignty is less about ownership than optionality: the ability to move between suppliers down the supply chain fast to retain control over key resources.

06

SIX KEY FORCES SHAPING 2027

Capital.

How money moves, who supplies it and what it costs



Insurability

As complex risks increase, insurers are reassessing what they will cover and at what price. For lenders, owners and developers, reduced availability impacts whether assets retain their value or even whether investments are executable.

TRADITIONAL VIEW

Insurance is the cost of doing business, with risk transferred to insurers for a premium.

FORESIGHT VIEW

Insurability is becoming a condition of investment. Organisations must decide which risks they can retain, and the increasingly substantial steps they need to take to mitigate key risks.



Token ownership

Turning assets into digital tokens makes it easier for investors to buy small stakes. But dividing property, infrastructure or funds does not make them easier to sell, potentially leaving people holding investments they can't exit.

TRADITIONAL VIEW

Tokenisation opens up investment and makes assets more tradeable.

FORESIGHT VIEW

Making something easier to buy does not necessarily make it easier to sell.

Capital repriced

Higher financing costs are reshaping the economics of growth. Businesses and governments face harder investment choices as expensive debt squeezes budgets, raises investment hurdles and risks slowing expansion.

TRADITIONAL VIEW

Capital flows towards projects offering the best ROI.

FORESIGHT VIEW

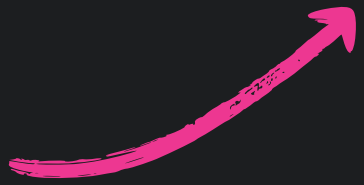
Capital favours projects that demonstrate resilience and long-term value.

Demonstrating your Foresight Intelligence.

2027's megatrends point to a world in which long-held assumptions are breaking down. Growth is harder to define, efficiency is battling for pre-eminence with resilience and, in general, boundaries between the different trends are becoming less distinct.

Inevitably, the future will be full of surprises. But you have an opportunity to help your clients or customers act confidently despite uncertainty. The real value of foresight is being able to make better decisions regardless of what's in store for 2027 and beyond. And if you can bring that foresight, you can inspire confidence in your ability to help clients and customers think better, see further and act faster than the rest.

> Find out more about our Intelligent Brands® research and download Man Bites Dog's New Growth Playbook for High-Stakes B2B Marketing at **www.manbitesdog.com**





About Man Bites Dog.

Man Bites Dog is the Growth Department for Intelligent Brands. We are a creative business and marketing consultancy that helps global B2B companies unleash growth through brand positioning, thought leadership and sales enablement. We combine the commercial strategy of a management consultancy with the big ideas of a creative agency and the data and economic insights of a business intelligence firm. Our approach augments brands in a world where AI models increasingly influence what buyers act on.

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