Some of what 2027 will ask of you is already on the calendar, with a date.

Some has started in another industry and is on its way to yours. And some is already in your business right now, small and easy to miss.

So don't ask "what's going to happen in 2027?" Nobody can truly answer that. Ask "what's already started that hasn't reached us yet?"

FROM MY NOTEBOOK

Some years ago I spoke to a board in the US bedding industry. I told them beds would move from passive comfort to active wellness systems. Most smiled politely. One person said, "Never."

The polite smiles and the "never" turned out to be the same answer, because neither led to anything at the time. Today you can buy beds that track your sleep.

Whatever you'd most like to wave away this year deserves a second look.

GOT A LITTLE LONGER?

Give this 20 minutes.

Grab: your 2027 calendar, a few recent customer emails

1 ☐ **Write down what's already dated for 2027,** on Worksheet 5: a contract ending, a lease, a rule starting, a big customer's own changes, someone retiring.

2 ☐ **Look through four windows,** which are four parts of your world: the **business** (market, competitors, costs, suppliers), your **customers**, your **people**, and **technology**.

3 ☐ **Ask two questions at each window.** What problem are customers having that they didn't have a year ago? What's started somewhere else that could arrive here?

4 ☐ **Ask whether each one is really happening, or just talk.** If you're not sure, write it down anyway on Worksheet 5, with a note on what would tell you.

5 ☐ **Place it in time: now** (the next twelve months), **next** (one to two years), **after next** (two to five years), or **beyond**.

6 ☐ **Note where you saw each one, and when,** in the third column of Worksheet 5. A sign you saw last week counts for more than one from three years ago.

7 ☐ **Fill in Worksheet 5.** Finish with the one you'd most regret ignoring by next December.

WORKSHEET

What's already arriving

5

20 minutes You need: 2027 calendar, recent customer emails Core

What it's for: *a short list of what's on its way to you, each with a time and a sign.*

Finished example: Leah's Worksheet 5, at the back

WHAT'S ARRIVING	WHEN (NOW / NEXT / AFTER NEXT / BEYOND)	WHERE I SAW IT, AND WHEN	A DECISION IT COULD CHANGE
e.g. A chain café opening at the station, April	*e.g. Now*	*e.g. Sign on the shopfront, August*	*e.g. The station shop's hours and lease*

The one I'd most regret ignoring

e.g. The chain at the station.