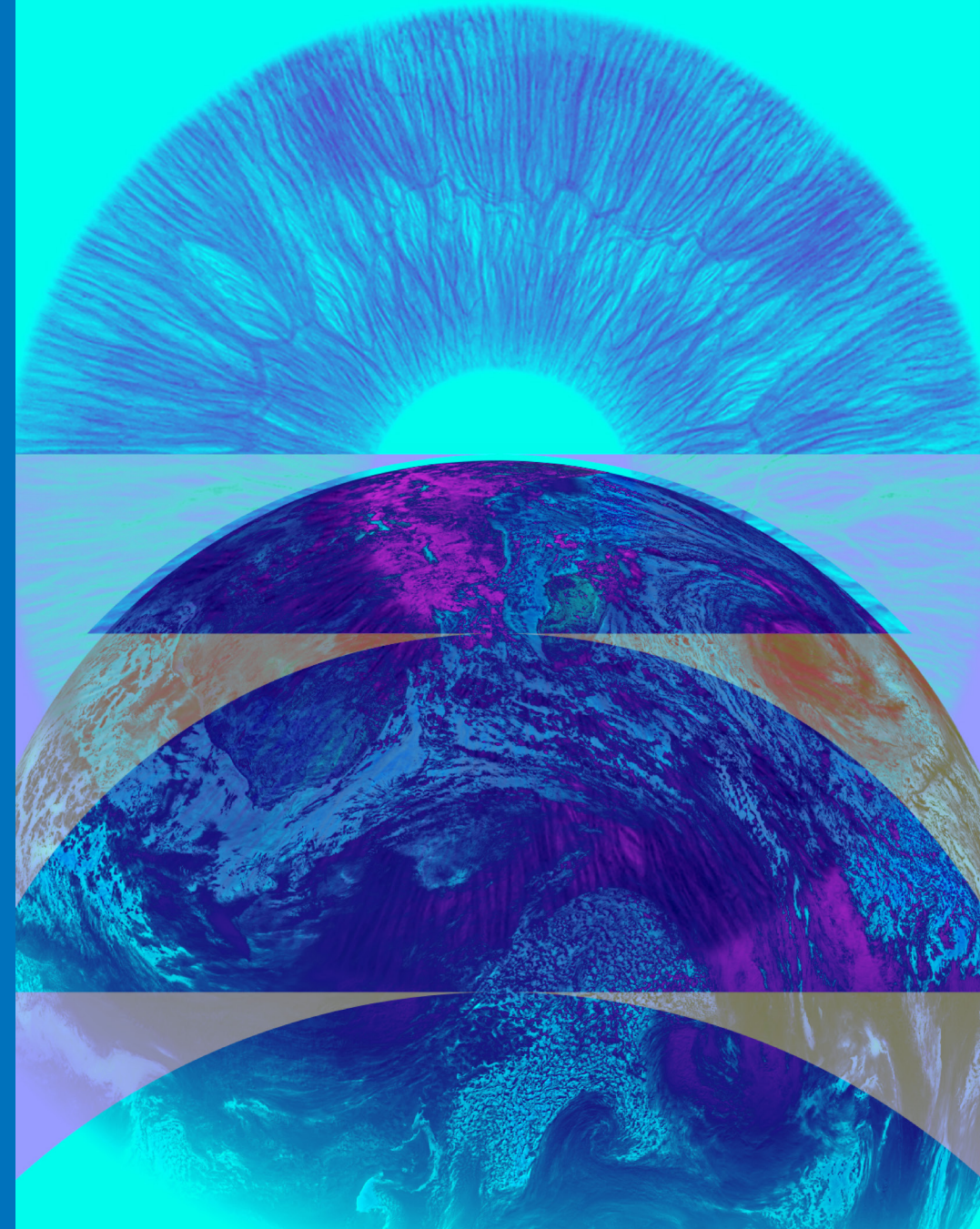


**Evolve,
don't just optimise.**

**How to stay
relevant
in an uncertain world.**



Learning at the intersection of Business, Creativity and Technology.

Ravensbourne University London has always redefined the relationship between industry practice and academic study. Bringing together insights and expertise from cutting-edge industry practice and experienced educators we deliver learning across business, creativity and technology.

Ravensbourne PRO is designed to facilitate experiential learning through practical collaboration. We utilise the facilities on our North Greenwich campus to enable the acquisition of future focused knowledge and skills.

Each Ravensbourne PRO course is structured around a four-phase iterative learning model that enables you to acquire core knowledge and skills alongside insights from leading industry experts in a series of collaborative explorations designed to enable practical conclusions.

This summer, we are challenging business leaders to create a blueprint for growth in an uncertain world.

Evolve, don't optimise. How to stay relevant in an uncertain world

“42% of global CEOs
doubt their companies
will still be viable in
10 years under current
models.”

PwC Global CEO Survey 2025

We operate in a volatile landscape shaped by rapid change. New technologies, economic instability, and climate pressures mean that old roadmaps no longer apply. Something needs to shift – but where do we start? What should we prioritise? And how do we make the case?

Many organisations feel stuck; too busy to move forward, optimising for a world that no longer exists. This is not due to a lack of ambition, but because the model itself is under strain. This course addresses the challenges business leaders face today. It demonstrates practical strategies to move businesses forward and supports you in contextualising these strategies.

Ravensbourne University London has brought together strategic innovators at the intersection of business, creativity, and technology to develop a blueprint for growth in an uncertain world. The course integrates innovations in creative practice, systems design, and commercial strategy to reimagine traditional leadership development.

Our four-stage learning process introduces core knowledge and skills alongside perspectives from recognised industry experts. The course is live, experiential, interactive, and applied, offering the opportunity for you to apply your learning, discuss ideas, and gain feedback. You will map your business as it stands today, stress-test it against emerging scenarios, and build a roadmap from where it is to where it needs to be.

4 Phase Iterative Learning

01.
Core knowledge & skills

02.
Industry expertise and opinion

03.
Collaborative analysis and exploration

04.
Conclusions and practical takeaways

The programme draws on a team with experience working with organisations such as Nike, Adidas, Microsoft, Logitech, and Google.

The course opens with a presentation and discussion led by David Johnston, Founder of Accept & Proceed, whose work sits at the intersection of brand, systems thinking, and long-term strategic transformation.

David draws on insights from projects with Nike, IBM, and NASA to reframe the role of business in this moment – highlighting the importance of building to evolve rather than simply to optimise.

He positions business as a story about the future: a proposition for how people will live, what they will value, and the role it chooses to play in the world.

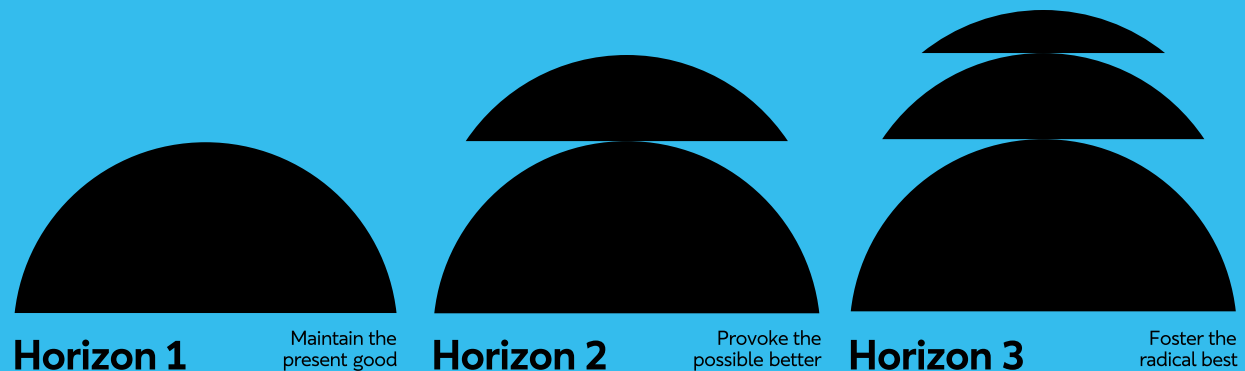
You will be introduced to the Three Horizons model – a way of thinking and working across time. Facilitators Matt Arnold and Denise Hicks draw on over 25 years of strategic workshop facilitation to guide you through one fundamental question: how will your business navigate a volatile, change-driven world to not only survive, but thrive over the next ten years?

**By the end of the course,
you will develop:**

- **A Horizon 1 diagnostic of your business as it stands**
- **A scenario map of the forces most likely to reshape your market**
- **A Horizon 3 vision statement and guiding principles**
- **A Horizon 2 roadmap with prioritised actions for now, next, and future**
- **A set of commitments shared with the group**

To ensure impact extends beyond a single event, we also provide structured follow-ups to support application and measure impact within your organisation
– helping you drive real, lasting change.

Because the real question is not what you are building. It is whether it will still matter in ten years.



The Team

David Johnston (Accept & Proceed)

David is the Founder and ECD of Accept & Proceed, a London-based design and strategy studio working at the intersection of brand, culture, and future systems. For nearly two decades, he has advised global organisations such as Nike, NASA, IBM, and Arc'teryx on how to build brands that create long-term value across financial, cultural, and environmental dimensions.

<https://www.acceptandproceed.com/work/nike-move-to-zero>
<https://www.acceptandproceed.com/work/ibm-sustainability-activation>
<https://www.acceptandproceed.com/work/nasa-jpl-grace-and-psyche>

Denise Hicks (Ready or Not)

Denise has worked with clients like Philips, Google, Coca Cola and LEGO. She is a consultant with a 25-year career spanning brand strategy, consumer research, innovation, and advertising and communications planning. She founded and ran a BAFTA-recognised film festival in Central London for ten years; raised £1m in eight weeks to save an art deco cinema; built a climate think tank from scratch; co-wrote the Carbon Literacy manual for the market research industry; and thrives on continuous progress, development, and learning.

<https://www.linkedin.com/in/denise-hicks-15432721/>

Matt Arnold (All 3 Points)

Matt has worked with clients Nike, Adidas, and Microsoft. He has 25 years' agency experience, working across brand strategy and execution for global businesses such as Microsoft, Nike, Unilever, and Diageo. He has also worked extensively in hospitality, partnering with leading hotel groups on the development of new brand and business initiatives. He has held roles as a department head and group director, and has been hands-on in developing client teams and agency partnerships.

<https://www.linkedin.com/in/matt-arnold-5b79b71b/>

Alongside contributions from the wider academic team at Ravensbourne University London.

The Opportunity

This one-day course will be delivered in early June at the Ravensbourne University campus in the heart of the Design District on the North Greenwich Peninsula. We will work with you to identify a mutually suitable date, so if you are a business leader looking to equip your team with the tools they need to navigate an uncertain future, we would love to hear from you.

The course is designed for leadership teams, with capacity for up to 12 participants. To help us launch this innovative CPD offer, we will be asking participants to share their experience on completion of the course to shape our future offer to businesses. We are seeking feedback on the learning experience and therefore will not charge a tuition fee.

If you are interested in taking part please contact: ravensbournepro@rave.ac.uk

