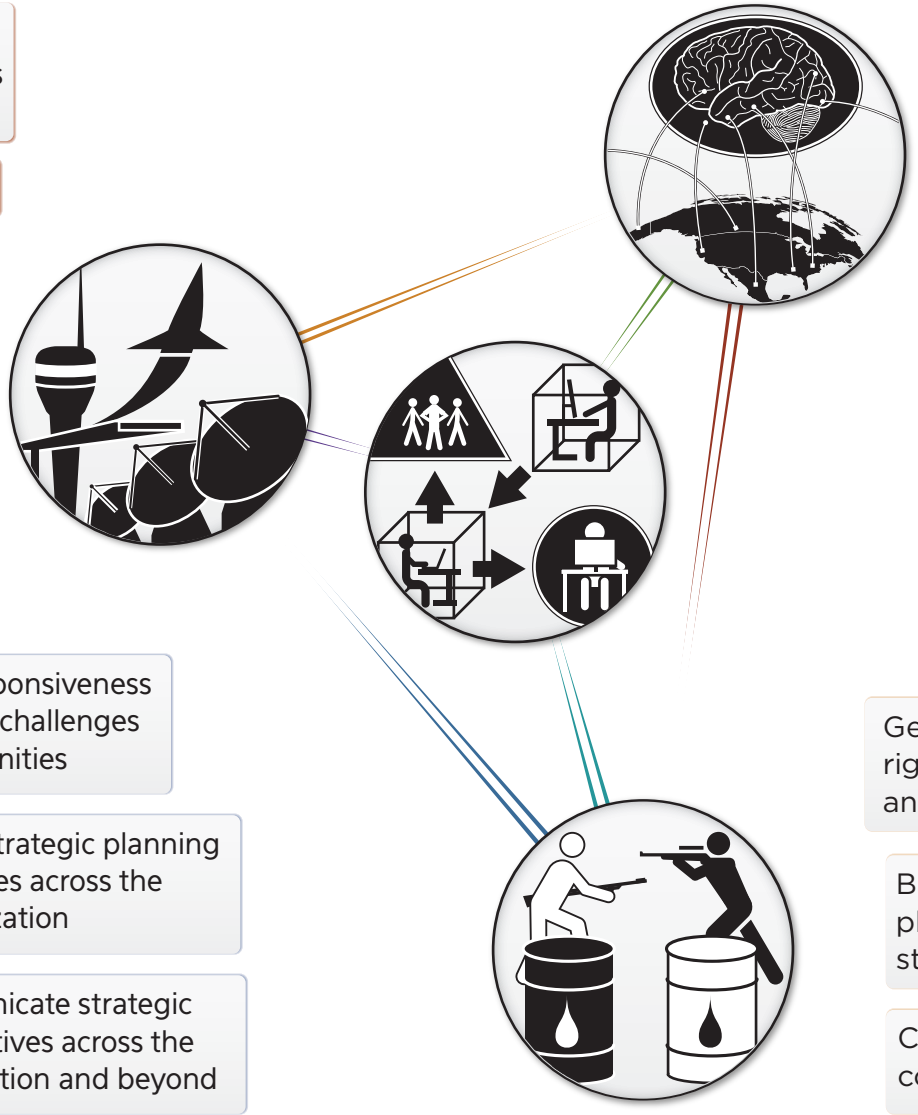
Scenario planning in action: overview

WHAT IS SCENARIO PLANNING?

Generating actionable insights by creating a small set of scenarios for an organization's future environment that are:

- Relevant to critical business decisions
- Distinct
- Individually realistic and believable
- Together cover the breadth of relevant uncertainties



WHY SCENARIO PLANNING?

The pace of technological and social change is increasing

Industry structures are rapidly shifting

Strategy must take uncertainty into account

Responsiveness to change is vital for success

The future is increasingly uncertain

POSSIBLE OBJECTIVES FOR SCENARIO PLANNING

Foster useful strategic conversations among key executives and managers

Enhance responsiveness to emerging challenges and opportunities

Generate and assess innovative strategies and options

Align strategic planning activities across the organization

Build deep understanding of business environment drivers

Communicate strategic perspectives across the organization and beyond

Create the future

SUCCESS FACTORS FOR SCENARIO PLANNING

Getting the right question and scope

Broad and meaningful involvement throughout the process

Balance between plausibility and stretching thinking

Bringing in external perspectives

Creating compelling storiess

Focus on effective communication of the scenarios

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- Long-term strategy
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ROSSDAWSON

- Futurist
- Keynote speaker
- Strategy advisor
- Author

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Scenario planning in action: example process

DEFINE	EXPLORE	CREATE	COMMUNICATE	ACT	EMBED
Prioritize objectives	**Provoke** new thinking	**Establish** scenario framework	**Create** scenario documents and outputs	**Test** current strategies	**Establish** ongoing strategic conversations
Decide focal issues	**Brainstorm** spectrum of issues	**Build** scenario logics	**Enable** people to experience the scenarios	**Generate** strategic options	**Build** systems to monitor weak signals
Set time horizon	**Identify** vital driving forces	**Generative** compelling narratives	**Generate** discussion of implications	**Define** a core strategy robust against scenarios	**Build** responsiveness to change
Define scope	**Research** key themes	**Ensure** internal consistency		**Establish** contingent strategies	
Name core and extended scenario teams	**Distinguish** certainties and uncertainties				
	Test preliminary scenario frameworks				

*Note: Every scenario planning project is unique, and the process design will depend on the specific objectives and organizational context. The diagram shows a typical process.

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