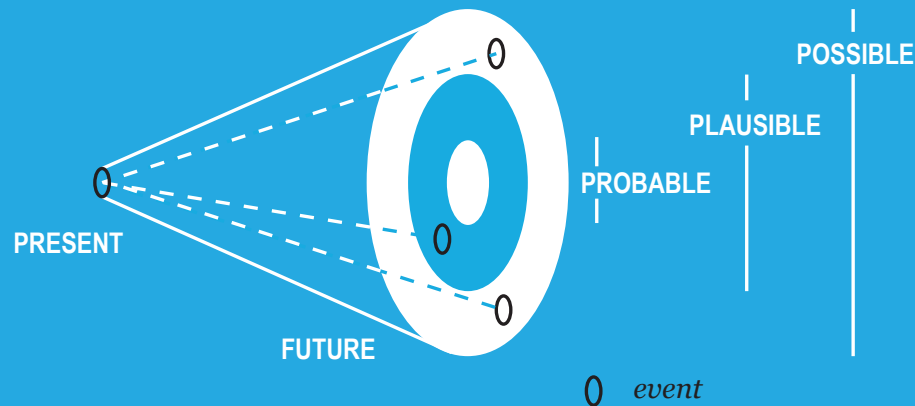


SCENARIO PLANNING

Goal: Making better decisions by considering plausible scenarios about possible futures

The extent to which the market and society will change is often under- or overpredicted. Scenario planning is a tool that allows decision makers to anticipate change and therefore to plan strategically. During a scenario planning session, scenarios are developed based on possibilities, trends and uncertainties. When these are internally consistent and plausible, they can function as narratives that display the range of possibilities in a comprehensible way. This will help avoid or compensate for tunnel vision or being overly confident. The session takes place in a group format, combining the expertise and insights from people within and outside of the organisation.



How can I use it?

Invite stakeholders, people who work within your organisation and outside your organisation, like academics and customers.

- 1 Determine the scope** in terms of timeframe, markets, products, and stakeholders.
- 2 Describe current trends**, developments and events with uncertain outcomes that could influence things identified in the first step. You can use the impact-likelihood matrix on the worksheet.
- 3 Construct scenarios** based on these trends that are internally consistent and plausible.
- 4 Determine** which developments need more research and find out how you can check whether they will make the impact you predict.
- 5 Design decision scenarios** based on the previous scenarios. Each scenario should be relevant, consistent, and fundamentally different from other scenarios.

SCENARIO PLANNING

Strategy

