



## **SCENARIO PLANNING -**

a tool to consider strategic options and generate ideas

Scenario planning is a process that was originally developed within Shell and is now widely used in industry to prepare for what lies ahead. It provides a framework for developing a shared vision for the future by analyzing various forces (e.g., economic, environmental, demographic, technological and political) that affect business conditions.

The Scenario Development Process					
Define Critical Issue or Decision and Relevant Time Frame	Identify Driving Forces	Identify Crucial Uncertainties	Develop Plausible Scenarios	Consider Implications	Make recommendations for Technology Road Maps
Interview Stakeholders	What we know we care about?	Most critical and most uncertain factors	Interaction of most critical and most uncertain factors	What are strategic options?	How to make them actionable?
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Our framework is an adaptation of this process for technology planning. It focuses on emerging technology trends as one of the key factors. Other variables might include demographic, economic, political, and environmental trends. Considering and analyzing alternative possibilities for each variable helps to understand how the business landscape might look in the future.

The scenario planning process focuses on cross-functional engagement for developing a shared vision of future possibilities. It pinpoints the areas of both disruption and opportunities and informs strategic decisions and resource planning.

Learn how this process can be applied to engaging your organization in generating ideas from considering strategic options. Click here to Learn More