SCENARIO PLANNING

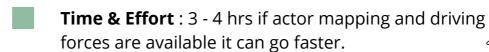
NHAT

VHEN TO USE

Strategic tool that stimulates foresight and helps prepare for different possible outcomes by identifying critical uncertainties and understanding their potential impact.

Stage(s): Preparation & setup, demonstration, commercialisation & scale-up

- **Goal**: Interrogate existing knowlegde, create new knowledge & ideas, plan & implement/apply knowledge
- **Type**: participation and co-creation tool





Strategic tool in which four scenarios for the future are identified & analysed.

- **Step 1**: Identify the issue at hand and explore it. Ideally you have allready done an actor mapping.
- **Step 2**: Identify the driving forces, if available use the results of the driving forces tool.
- **Step 3**: Narrow down to 2 driving forces. Be very critical that these are the correct ones. These will be called the two critical uncertainties.
- **Step 4**: Map the two critical uncertainties in a 2 by 2 matrix so that you end up with 4 scenarios. For each scenario ask what happens and which interventions are needed. Write a story of +/- 500 words for each scenario.
- **Step 5**: Reflect on each scenario, discuss the implications on your innovation.
- The result is a shared framework for strategic thinking

HOW TO USE

SCENARIO PLANNING

- Stimulates foresight by envisioning a range of different future scenarios.
- Considers both internal and external factors.
- Considers the joint impact of different uncertain elements.
- Helps to make decisions under uncertainty.
- Can be used as a tool to evaluate investment proposals.

Success depends on participants ability to overcome coginitive biases:

availability bias: Focusing on what you already know.

Probability neglect: over estimation of unlikely events

Stability bias: assuming that the future will be like the past

Over-confidence: tendency to choose only those scenarios

you deem most likely

Social biases that stiffle a free and open debate

References:

Scenario Planning – MSP Guide Overcoming obstacles to effective scenario planning | McKinsey Scenario Planning: A Tool for Strategic Thinking (mit.edu)



