

CONTENTS

Part I

INTRODUCTION TO SCENARIO LEARNING 1

Chapter 1

What Is Scenario Learning? 3

Liam Fahey and Robert M. Randall

Chapter 2

Integrating Strategy and Scenarios 22

Liam Fahey and Robert M. Randall

Chapter 3

Using Scenarios to Identify, Analyze, and Manage Uncertainty 39

Brian Marsh

Part II

BASIC APPROACHES TO CONSTRUCTING SCENARIOS 55

Chapter 4

Plotting Your Scenarios 57

Peter Schwartz and James A. Ogilvy

Chapter 5

Mental Maps of the Future: An Intuitive Logics Approach
to Scenarios 81

Ian Wilson

Chapter 6

Scenario Planning: Mapping the Paths to the Desired Future 109

David H. Mason

Chapter 7

Testing Your Strategies in Scenarios 122

*Charles M. Perrottet***Chapter 8**Dynamic Scenarios: Systems Thinking Meets
Scenario Planning 140*Edward Ward and Audrey E. Schriefer***Chapter 9**

Simulation Models: A Tool for Rigorous Scenario Analysis 157

*Mark Paich and Roy Hinton***Chapter 10**Scenarios for Global Investment Strategy for the
New Century 175*Peter Schwartz and James A. Ogilvy***Part III**SCENARIO APPLICATION IN
DIVERSE CONTEXTS 187**Chapter 11**

Industry Scenarios 189

*Liam Fahey***Chapter 12**Competitor Scenarios: Projecting a Rival's
Marketplace Strategy 223*Liam Fahey***Chapter 13**

Scenario-Based Planning for Technology Investments 246

*Charles W. Thomas***Chapter 14**

Customer-Driven Scenario Planning 264

John Kania

Chapter 23

Introducing Scenarios to the Corporation: Alternatron 2010
at UNICOM 402

Audrey E. Schriefer

Chapter 24

Writing an Annual Report for Your Organization's Future 414

Wayne A. Earley

Chapter 25

Twenty Common Pitfalls in Scenario Planning 422

Paul J. H. Schoemaker

Notes 433

About the Authors 437

Index 441

Chapter 15

Futuring Consumer Products: An Illustrative Example of
Scenario Analysis 285

Stephen M. Millett

Chapter 16

The Role of Economic Scenarios 296

Nariman Behravesht

Chapter 17

How Scenarios Enrich Public Policy Decisions 308

Thomas W. Bonnett and Robert L. Olson

Chapter 18

Imagining South Africa's Future: How Scenarios
Helped Discover Common Ground 325

Adam Kahane

Part IV

MANAGING THE ORGANIZATIONAL
CONTEXT FOR SCENARIO LEARNING 333

Chapter 19

Articulating the Business Idea: The Key to Relevant Scenarios 335

Kees van der Heijden

Chapter 20

The Effective Implementation of Scenario Planning: Changing
the Corporate Culture 352

Ian Wilson

Chapter 21

The Cross-Scenario Planning Process 369

Doug Randall and Robert G. Wilson

Chapter 22

How Information Technology Helps Scenarios Advance from
Consensus to Decisiveness 384

Patrick S. Noonan and Mason S. Tenaglia