

Scenario Planning



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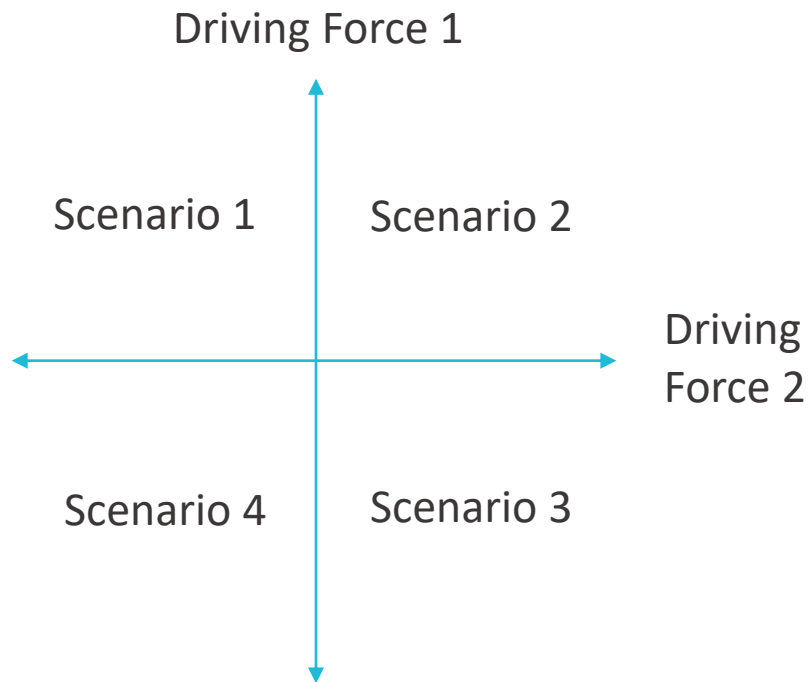


”The healthy brain is constantly writing scenarios, interpreting signals in the environment and reframing them into meaningful images of and trajectories into the future. Healthy organizations do this too.”

Bandhold & Lindgren 2010 "Scenario Planning. The Link Between Future and Strategy"



Scenario Cross → Strategic Alternatives



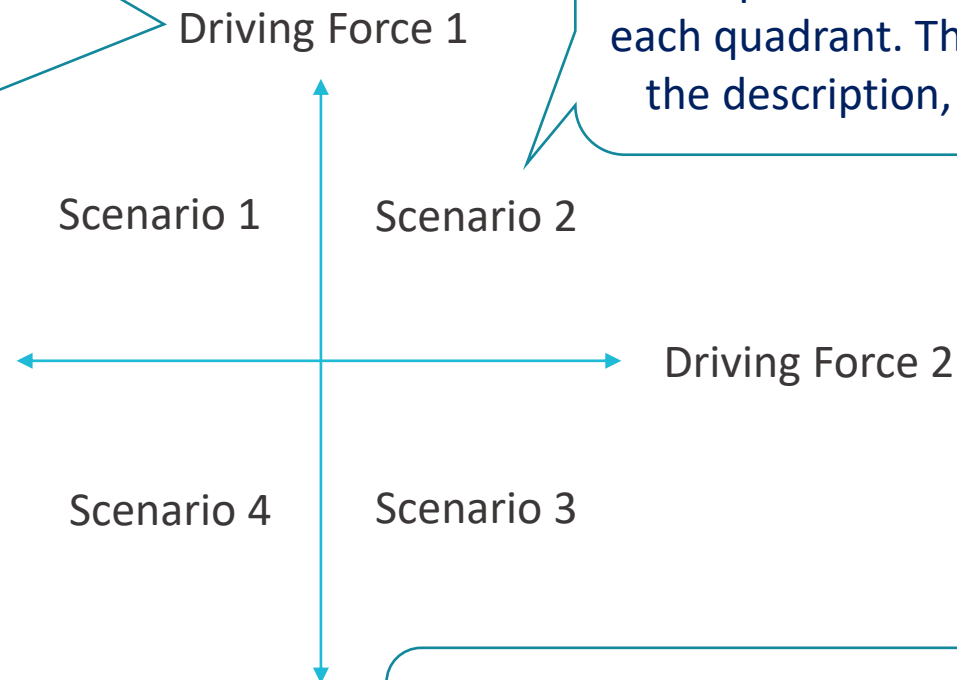
The scenario cross is a tool used to visualize, on a single page, the possibilities that might emerge when two driving forces interact.

We then develop strategic alternatives that would be launched when one of these scenarios is imminent.



Scenario Planning Process

Step 1: Decide which intersecting uncertainties you want to plan for. You may wish to use the Seven Forces Model or the business scan (p.4) to select driving forces, **OR** you may use your own concerns, independent of any framework.



Step 2: Write a vivid description of the scenario in each quadrant. The more vivid the description, the better.

Step 3: develop alternative strategies for each of the 4 scenarios



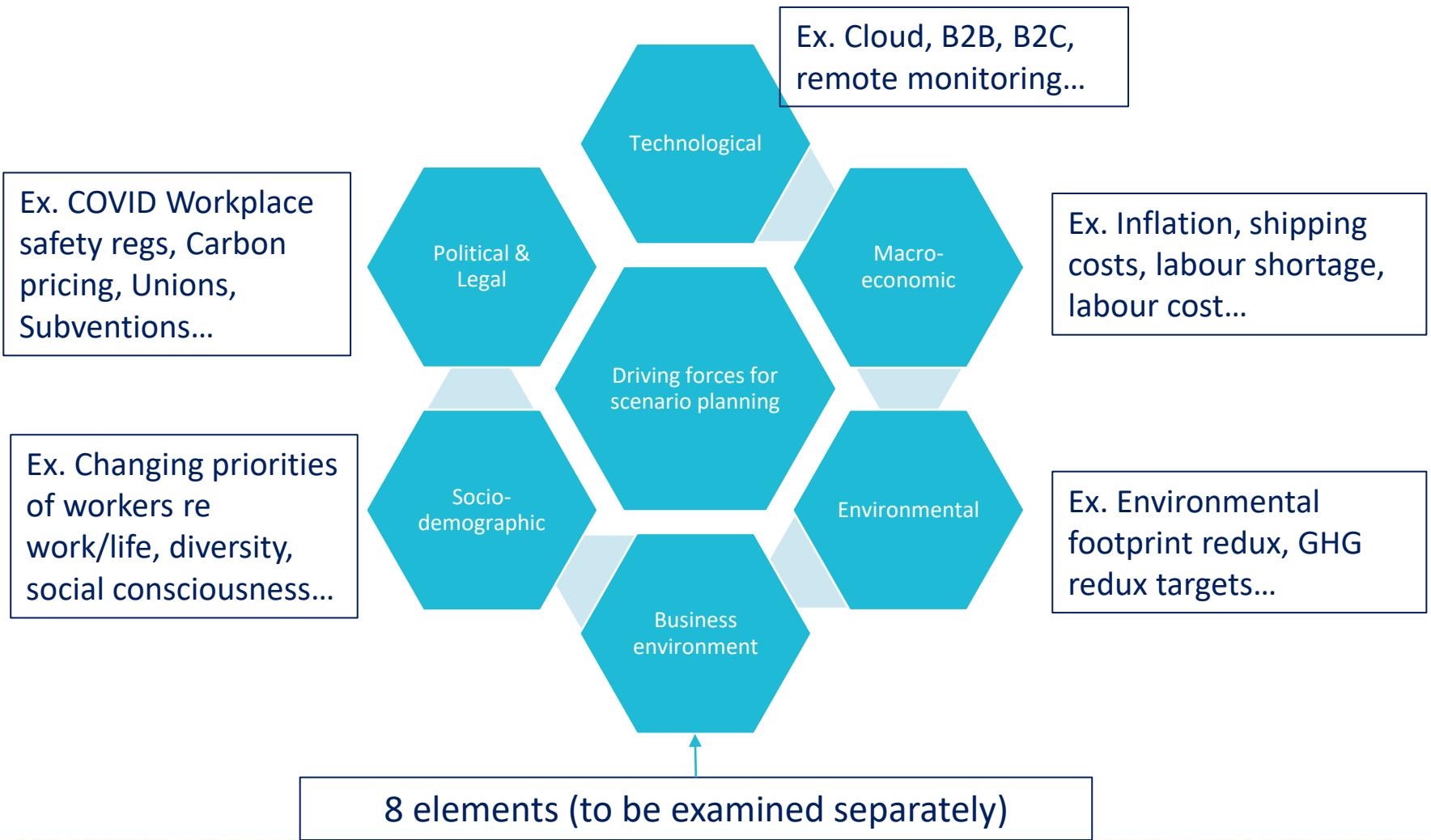
Seven Forces and Business Environment Model



Element
Vision/Mission
Markets
Customers
Stakeholders
Financial Management
Internal processes
Asset Management
Workforce

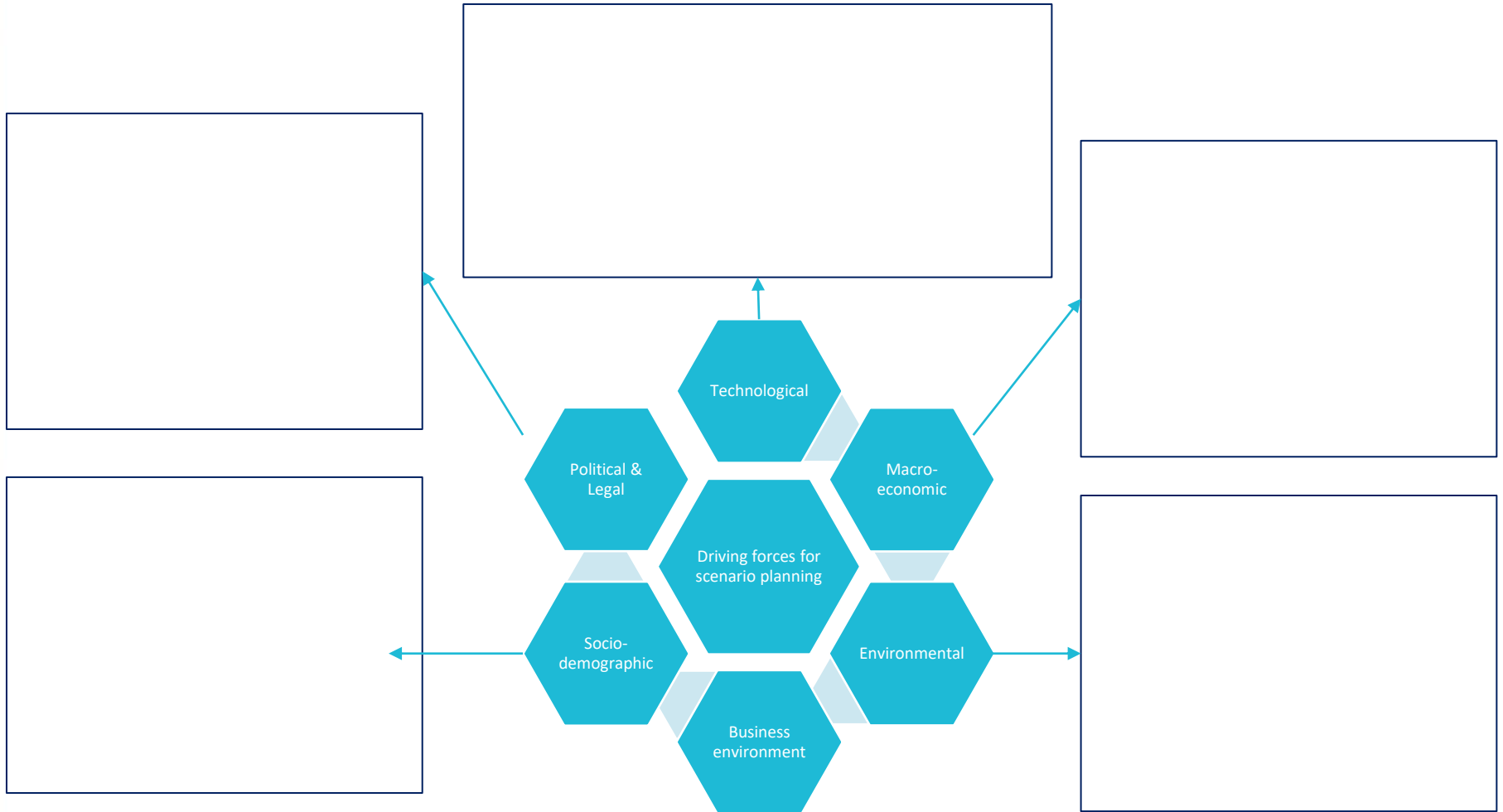


Seven forces for scenario planning: Examples





Seven Forces Work Sheet





Business Environment Work Sheet

Element	Strategic Issues & Opportunities
Vision/Mission	
Stakeholders	
Markets	
Customers	
Financial Management	
Internal processes	
Asset Management	
Workforce	



EXAMPLE: Scenario Cross

Step 1: Intersecting uncertainties selected: COVID resurgence & Government intervention

Step 2: Write a vivid description of the scenario in each quadrant. The more vivid the description, the better.

COVID resurgence
High

The pandemic worsens dramatically. However, the government is unwilling or unable to support a complete lockdown and allows companies to operate with increased H&S measures. No financial assistance is provided.

The pandemic worsens dramatically. The federal gov't implements a lockdown. Financial support to individuals and companies is extended.

No Government intervention

Government intervention Significant

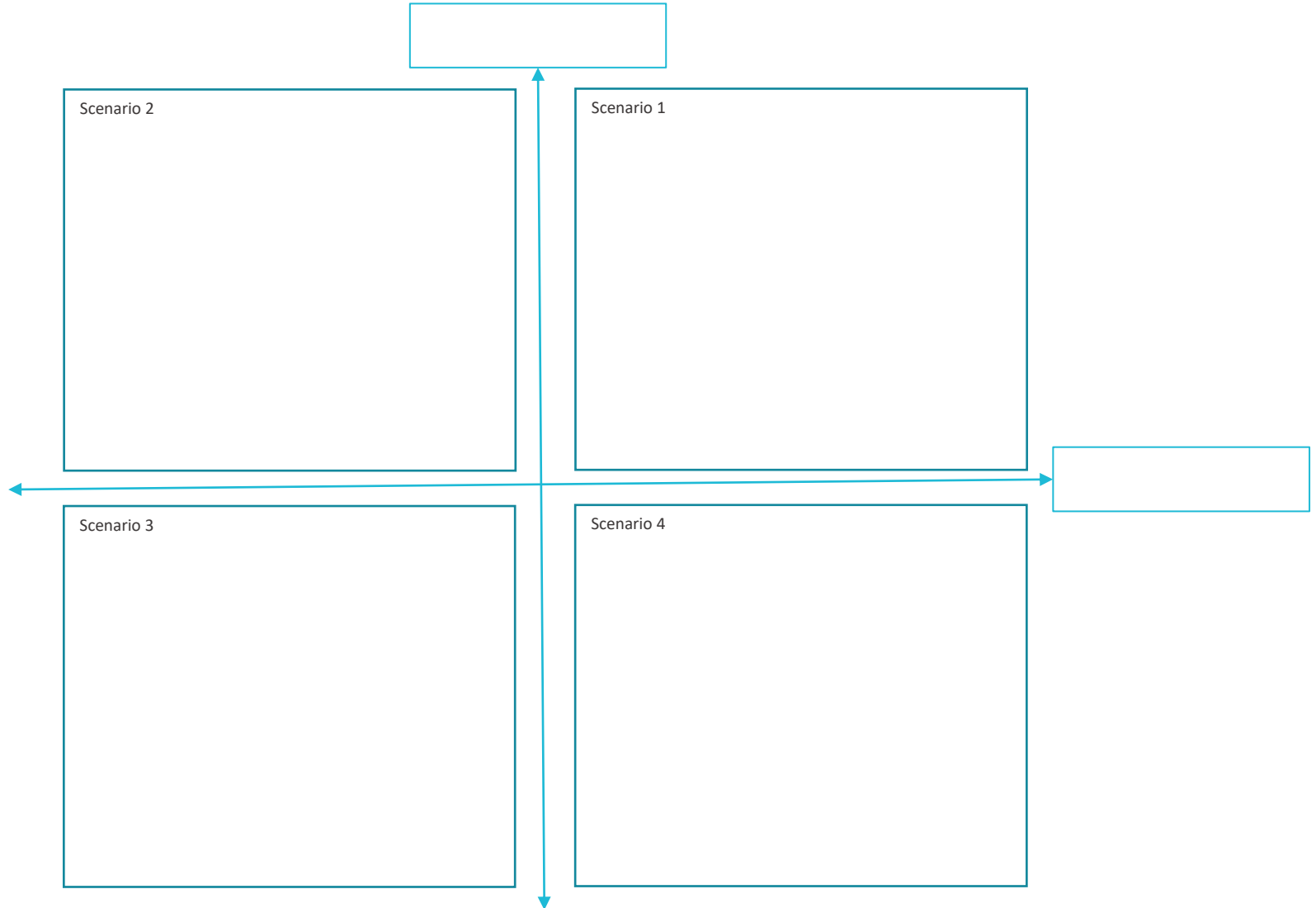
The pandemic subsides. The government removes all restrictions and H&S measures in the workplace, as well as all personal and corporate subsidies related to COVID.

The pandemic subsides, yet government maintains increased H&S measures for the workplace. To kick-start the economy, the federal gov't is offering financial assistance to companies to attract & retain talent and further invest in building capacity in Canada.

No COVID resurgence

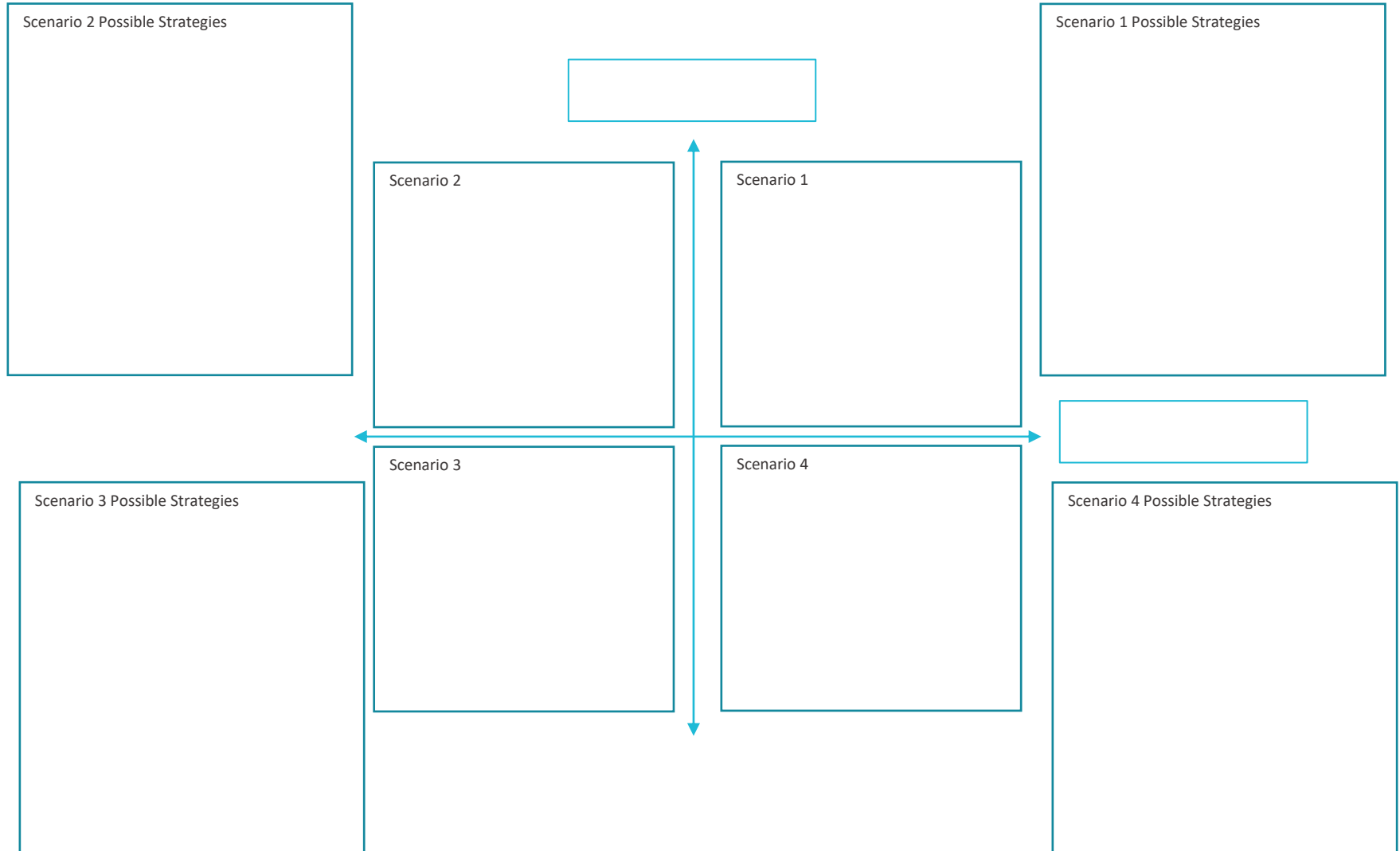


Scenario Cross Worksheet





Strategic Alternatives



Reach out any time if you have any questions!

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