

# Scenario Planning



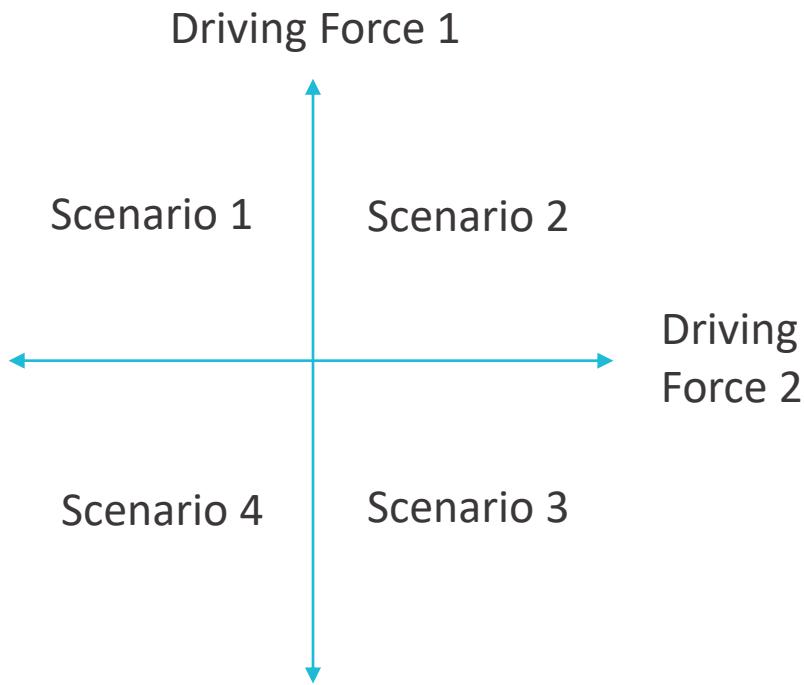
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"The healthy brain is constantly writing scenarios, interpreting signals in the environment and reframing them into meaningful images of and trajectories into the future. Healthy organizations do this too."

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

# Scenario Cross → Strategic Alternatives



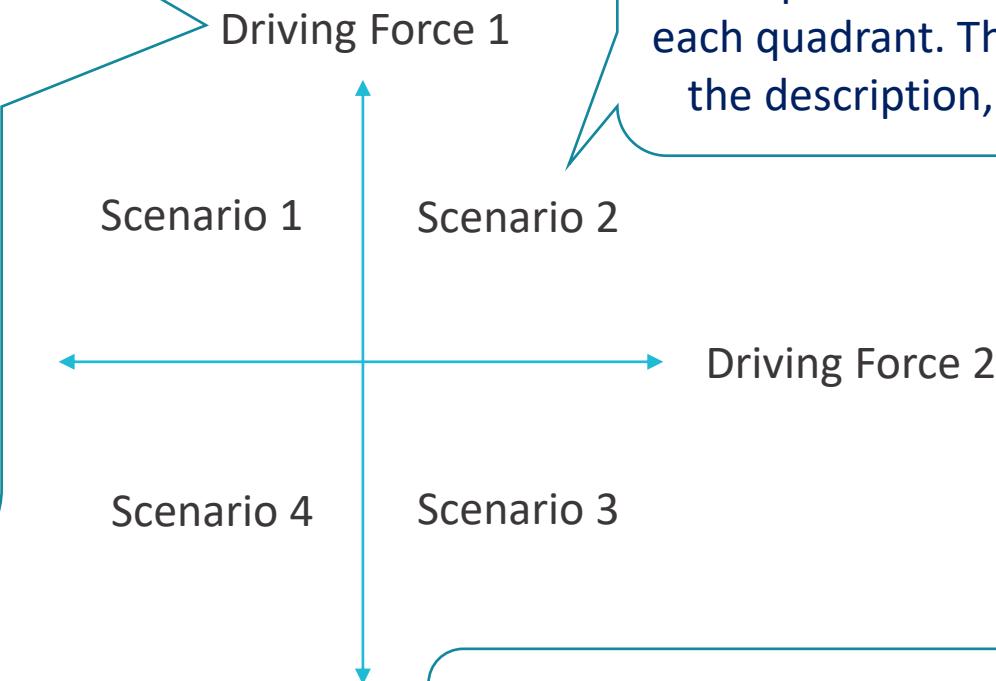
The scenario cross is a tool used to visualize, on a single page, the possibilities that might emerge when two driving forces interact.

**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



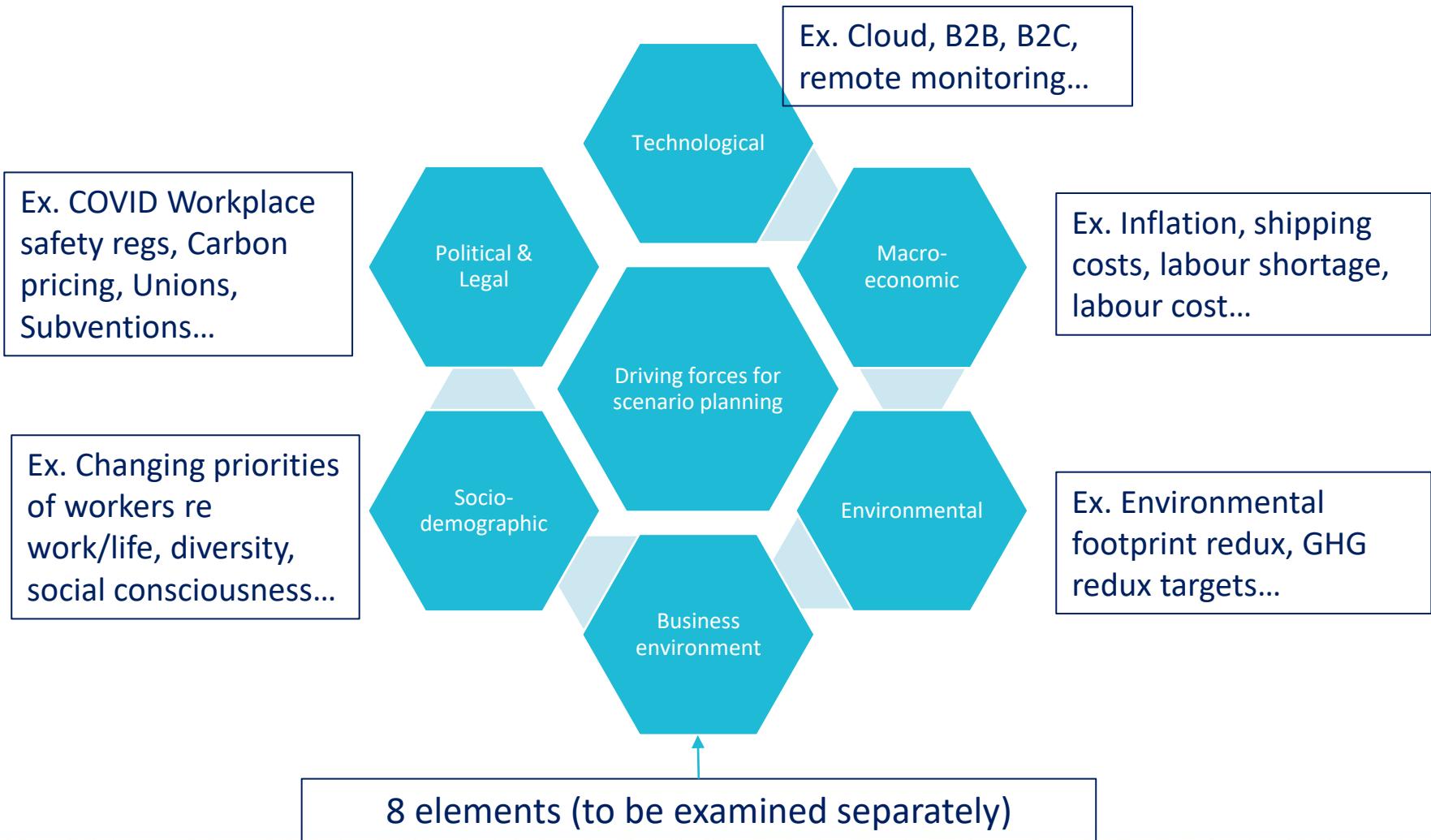
# Seven Forces and Business Environment Model



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

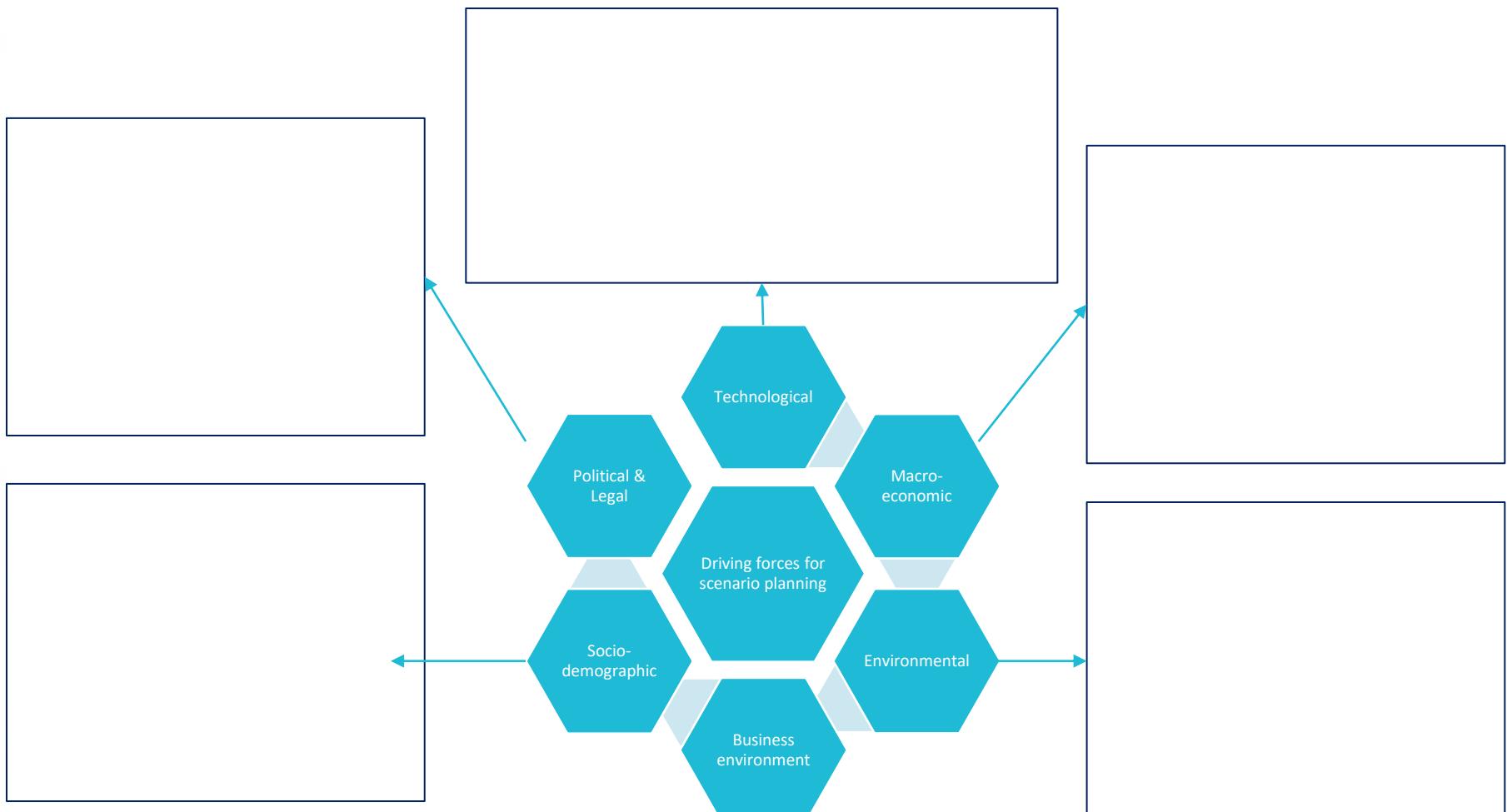


# Seven forces for scenario planning: Examples





# Seven Forces Work Sheet



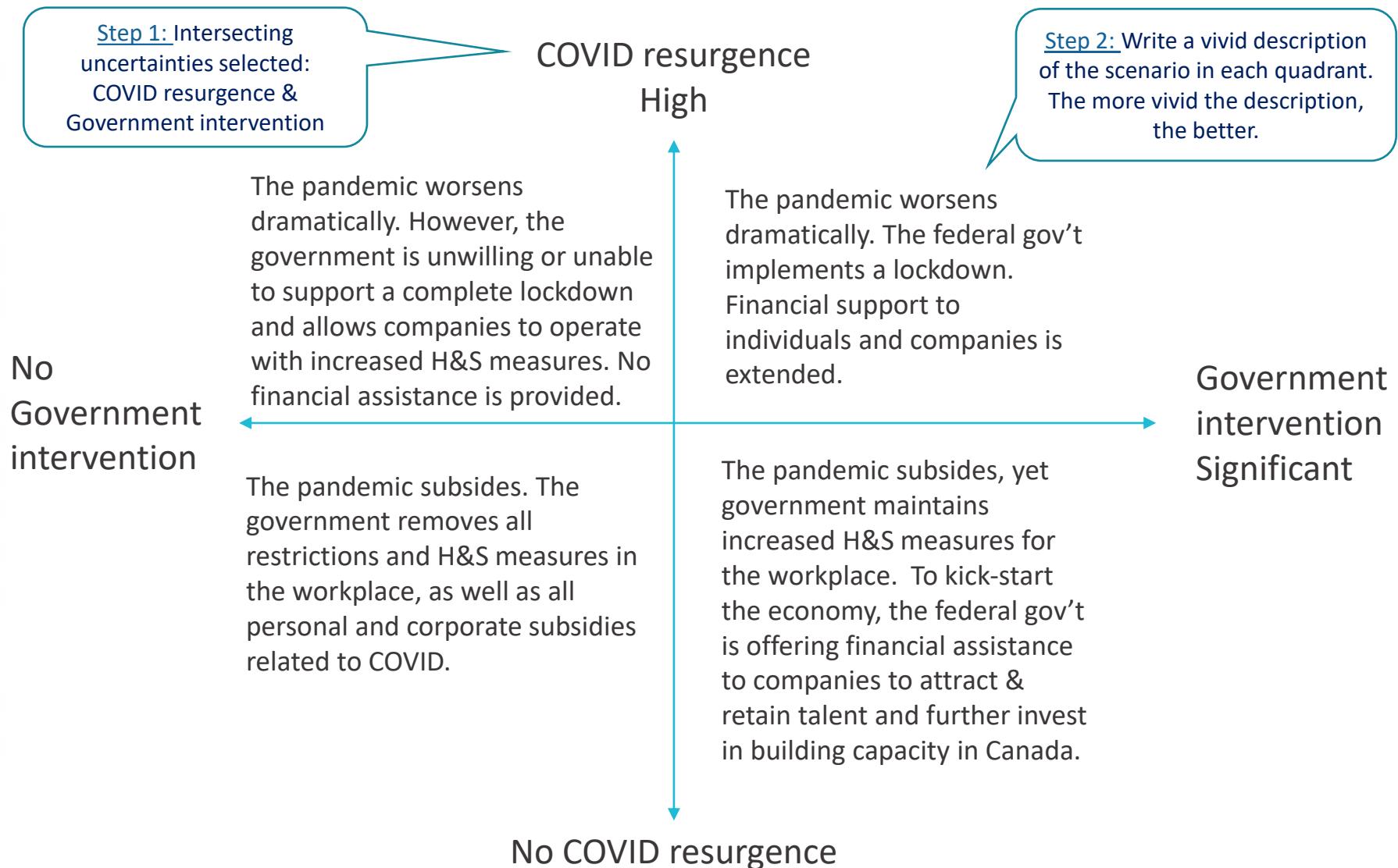


# Business Environment Work Sheet

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

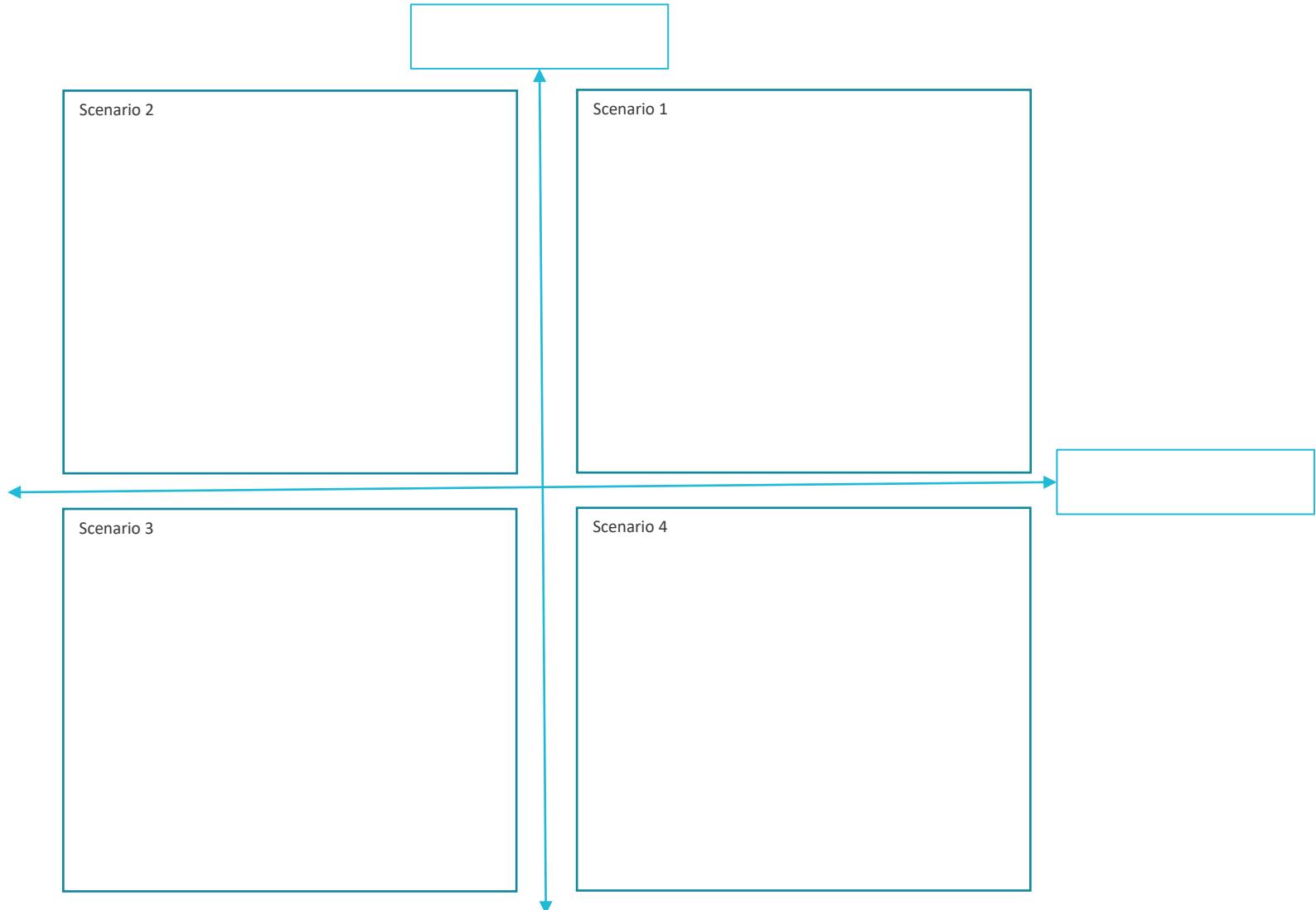


# EXAMPLE: Scenario Cross



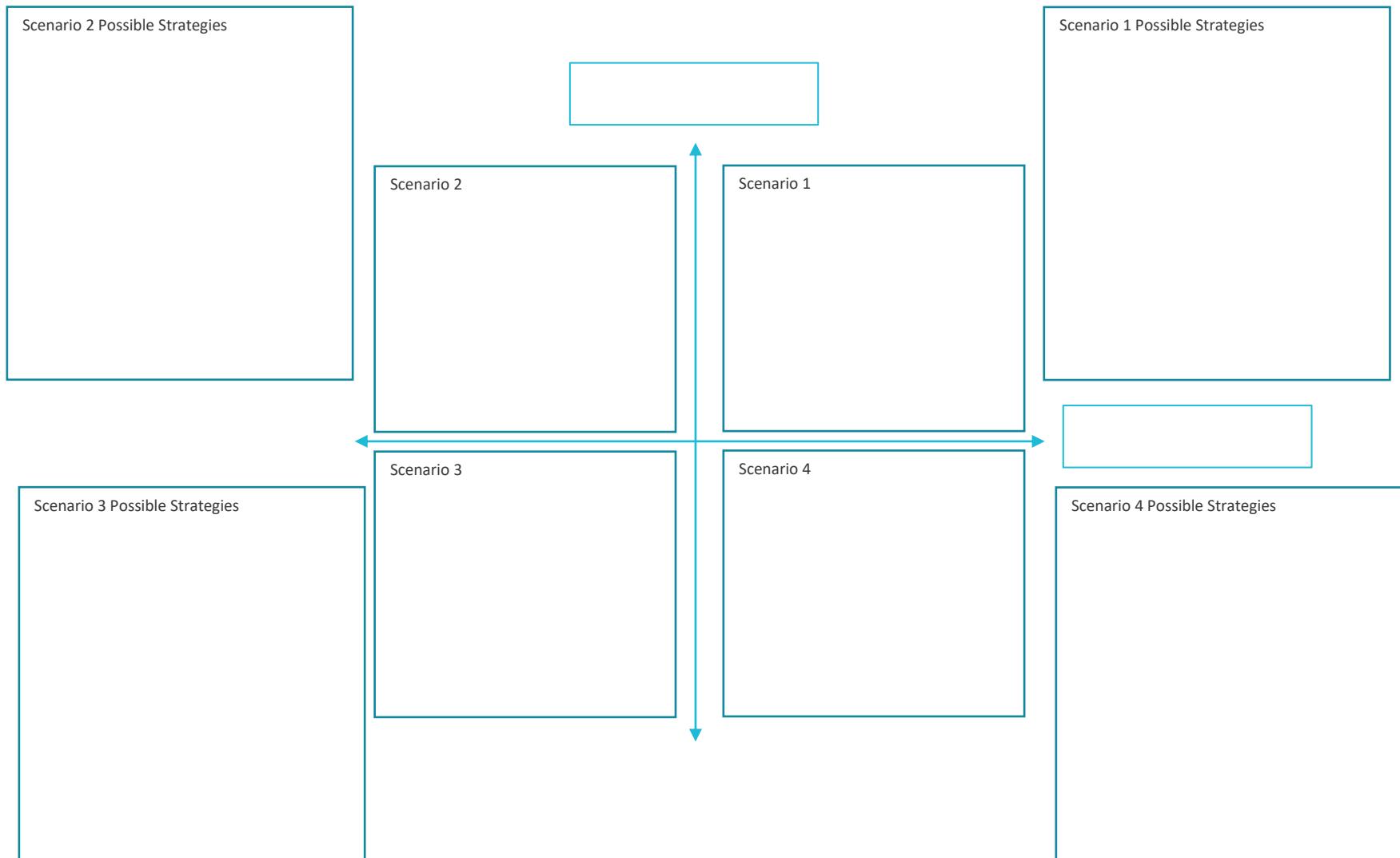


# Scenario Cross Worksheet





# Strategic Alternatives



Reach out any time if you have any questions!

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