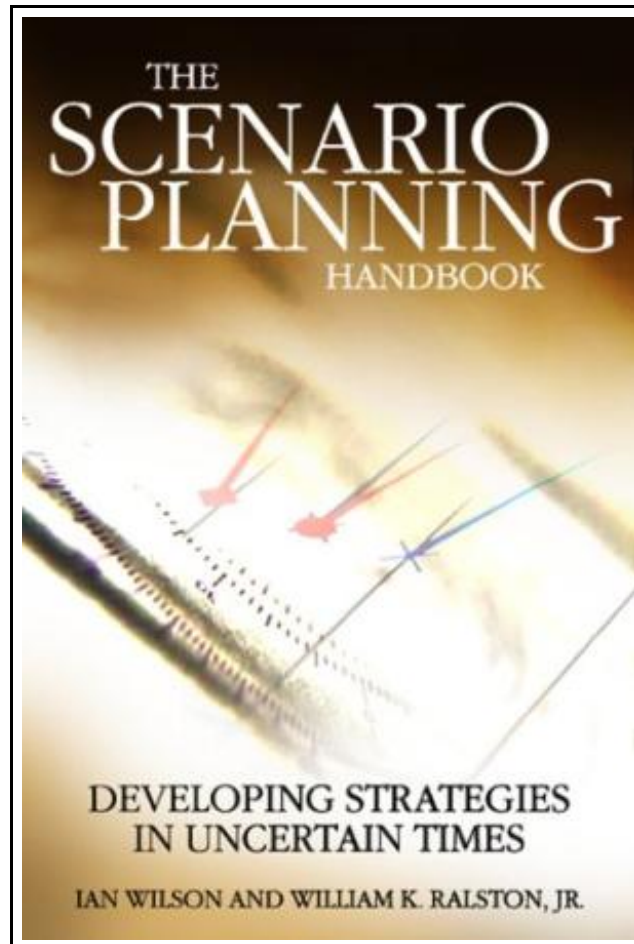


Scenario Planning Handbook: Developing Strategies in Uncertain Times



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Reviews

Thorough manual for pdf lovers. I am quite late in start reading this one, but better then never. It is extremely difficult to leave it before concluding, once you begin to read the book.

(Kaycee McGlynn)

SCENARIO PLANNING HANDBOOK: DEVELOPING STRATEGIES IN UNCERTAIN TIMES



Cengage Learning, 2006. Book Condition: New. Brand New, Unread Copy in Perfect Condition. A+ Customer Service! Summary: Part 1: THE NATURE AND USES OF SCENARIOS. Chapter 1: Why Bother? The extent of uncertainty-and the dilemma it poses: focus or flexibility? The need for foresight-but the dangers of (single-point) forecasting. Scenarios as an escape from the dilemma-what they are, and are not. The benefits of scenario-based planning and action. Part 2: INITIAL STEPS. Chapter 2: Preparing the Way. Assessing the current planning culture. Understanding scenarios: what they are-what they require how they can be used. Designing the effort and approach to fit the need (e.g., the decision(s) to be supported; the information and resources needed; time available; etc. Defining realistic expectations. Getting top management's support. Chapter 3: Getting Started. Assigning responsibilities. Forming the scenario team. Using consultants? Determining the initial focus/use for the scenarios. Defining the scope and time horizon. Chapter 4: Laying the Foundation. Identifying the "key decision factors" (i.e., "What we need to know about the future in order to make the decision"). Identifying and assessing the range of macro- and micro-forces that will shape the dynamics of the future environment. Identifying and assessing the critical uncertainties. Part 3: DEVELOPING AND USING SCENARIOS. Chapter 5: Building the Scenarios. How many scenarios should you create? Structuring the scenarios (the use of "scenario logics"). "Telling the stories" (the importance of "the plot"). Assigning graphic titles. The question of quantification. The issue of probabilities. Chapter 6: Implementation -- From Scenarios to Strategy. Assessing opportunities and threats. Linking scenarios to other planning tools (e.g., value chain analysis). Testing current (or proposed) strategy. Developing-and assessing-strategy options. Contingency planning. Part 4: CONSEQUENCES OF SCENARIOS. Chapter 7: Leveraging the Scenarios. Communicating the results. Motivating action. Linking scenarios to scanning and monitoring (a "comprehensive environmental analysis system")....



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