

---

# CONTENTS

## **CHAPTER 1**

### INTRODUCTION 11

- 1.1 An uncertain world 12
- 1.2 Scenario-based strategic planning 14
- 1.3 The goal of this book 15
- 1.4 References 17

## **CHAPTER 2**

### THE CHALLENGES OF STRATEGIC MANAGEMENT IN THE TWENTY-FIRST CENTURY 21

- 2.1 Determinants of environmental uncertainty 22
- 2.2 The evolution of strategic planning 30
- 2.3 Techniques of predicting the future 36
- 2.4 Conclusions 38
- 2.5 References 38

## **CHAPTER 3**

### SCENARIO-BASED STRATEGIC PLANNING: A NEW APPROACH TO COPING WITH UNCERTAINTY 43

- 3.1 Introduction 44
- 3.2 Scenario planning – the basis for modern strategic planning 46
- 3.3 Designing a scenario-based approach to strategic planning 49
- 3.4 Conclusion 64
- 3.5 References 64

## **CHAPTER 4**

### SIX TOOLS FOR SCENARIO-BASED STRATEGIC PLANNING AND THEIR APPLICATION 69

- 4.1 Introducing tools one and two:  
The framing checklist and 360° stakeholder feedback 70
- 4.2 Applying frameworks one and two: The framing checklist  
and 360° stakeholder feedback in the European airline industry 88

## **SCENARIO-BASED STRATEGIC PLANNING**

- 4.3 Introducing tools three and four: The impact/uncertainty grid and the scenario matrix 96
- 4.4 Applying frameworks three and four: The impact/uncertainty grid and the scenario matrix in the European airline industry 112
- 4.5 Introducing tools five and six:  
The strategy manual and the monitoring cockpit 130
- 4.6 Applying frameworks five and six: The strategy manual and the scenario cockpit in the European airline industry 144

## **CHAPTER 5**

### SCENARIO-BASED STRATEGIC PLANNING – USING SCENARIO PLANNING TO IDENTIFY OPPORTUNITIES IN A MULTI-SECTOR INDUSTRY 155

- 5.1 Introduction 156
- 5.2 Challenge and objectives 157
- 5.3 Methodology/Approach 157
- 5.4 Best practices 171
- 5.5 Conclusions 172

## **CHAPTER 6**

### THE BENEFITS OF SCENARIO-BASED PLANNING – HOW SCENARIO-BASED STRATEGIC PLANNING AFFECTS THE BEHAVIOR OF MANAGERS 175

- 6.1 Introduction 176
- 6.2 Decision-making comprehensiveness and speed 179
- 6.3 Cognitive biases 182
- 6.4 An integrative model of decision quality 185
- 6.5 Scenario-based strategic planning 186
- 6.6 Conclusion 190
- 6.7 References 191

## **CHAPTER 7**

### THE BENEFITS OF SCENARIO-BASED PLANNING – HOW SCENARIO- BASED PLANNING FOSTERS FLEXIBLE STRATEGIES 197

- 7.1 Introduction 198
- 7.2 Strategic flexibility – Opening the door to a change of strategy 199

7.3	Obstacles to strategic flexibility	202
7.4	Practical application	204
7.5	Scenario-based planning as a tool to craft strategic flexibility	207
7.6	References	210

**CHAPTER 8**

CONCLUSION – GOOD MANAGEMENT AND SCENARIO PLANNING		215
8.1	The challenges of good management today	216
8.2	How scenario planning supports good management in uncertain times	218
8.3	References	220
Table of Figures		223
About the Editors, Authors and RBSE		226



<http://www.springer.com/978-3-658-02874-9>

Scenario-based Strategic Planning  
Developing Strategies in an Uncertain World  
Schwenker, B.; Wulf, T. (Eds.)  
2013, IX, 219 p., Hardcover  
ISBN: 978-3-658-02874-9