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