

Strategic Scenario Planning, Phase by Phase

The Appreciation Course walks practitioners through ISCM's full strategic scenario planning cycle: identifying driving forces, developing scenarios, applying them to planning, and monitoring over time. Each phase produces structured outputs that feed the next.

PHASE 1 **Identify & Analyse Driving Forces**

Brainstorm influence factors across demographics, social, economic, technological, market, regulatory and physical environment categories. Cluster, prioritise, and compute leverage and steering potential.

- Driving force statements and cluster maps
- Active sum / passive sum analysis
- Leverage quotient and steering potential
- Impact / control grid placement

PHASE 2 **Develop Scenarios**

Identify possible sources of industry disruption: suppliers, buyers, alternative products, economic shocks. Build distinct, plausible, internally consistent scenarios that challenge conventional wisdom.

- Industry disruption analysis
- Distinct, validated scenarios
- Plausibility, differentiation, consistency, utility, challenge
- Scenario comparison and market entry tables

PHASE 3 **Apply Scenarios to Strategic Planning**

Translate scenarios into actionable strategic responses. Each driving force is examined under each scenario for implications on consumer profile, processes, economic conditions, location and management.

- Scenario-tested strategic options
- Decision criteria mapped to scenarios
- Capability and resource alignment

PHASE 4 **Monitor & Re-evaluate Scenarios**

Establish leading indicators tied to each driving force. Monitor for early signals of scenario shift. Re-evaluate at structured intervals to keep strategy aligned with the unfolding environment.

- Leading indicator dashboard
- Scenario re-evaluation cadence
- Adaptive strategy refresh cycles

OUTCOME

A complete, repeatable planning cycle: structured driving-force analysis, validated scenarios, scenario-tested strategy, and a monitoring regime that keeps the strategy aligned as the environment unfolds.