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What others say about »Scenario-Management«.
Our mission:

We help you to shape your future.

»ScMI« stands for Scenario Management International. The origins of ScMI go back to the beginning of the 1990’s. To this time Scenario Management was developed by Alexander Fink, Andreas Siebe and Oliver Schlake at the Heinz Nixdorf Institute at the University of Paderborn and was applied in the first industrial projects. In 1995 the book »Scenario Management - Planning and Leading with Scenarios« delivered the first complete description of this approach.

In 1998 ScMI was founded as a company for future research and strategic management. Among the 22 shareholders were numerous well-known business leaders from different industries. Today, ScMI is a market leader in developing and implementing scenarios. Its corporate objective is to support companies and organisations in the development of future scenarios, the design of visionary strategies as well as in innovation-, business development- and strategic early warning processes.

Since its foundation ScMI has been cooperating, in the field of Scenario Management, with the majority of German Top50-Companies. Furthermore the computer-aided scenario method has been enhanced by ScMI to fit the needs of small and medium-sized enterprises as well as business units and departments of a company. Together with its clients, ScMI has accomplished more than 300 scenario projects.
»Future as the realm of possibilities is the space of freedom.«

Karl Jaspers
The challenge: 

Uncertainty, complexity and competition.

Today private and public organisations face three challenges: increasing uncertainty, increasing complexity and increasing competition. They have to consider three new approaches in order to master these:

Coping with uncertainty: Today changes are standard. Rigid prognoses fail. Therefore, companies have to accept that the future is no longer predictable. Moreover, they should anticipate alternative future paths and integrate these multiple futures into their strategic planning as well as in change- and innovation processes. This approach is called future-open thinking.

Handling complexity: Many markets and industries are converging. The amount of relevant influence factors is increasing and it is difficult to understand their interactions. Thus companies must learn to understand these interactions and the behaviour of such systems so that effective strategies can be developed. This approach is called systems thinking.

Using future chances: It is important in a situation of increasing competition to be one step ahead. Therefore, companies should not only concentrate on short term success. They have to identify future possibilities and risks early enough in order to integrate them in their decision process. This is the core of strategic thinking.

Scenarios describe the identification of alternative future developments on the basis of systems thinking. The development and implementation within the context of strategic decision processes is the subject of scenario-management. ScMI develops this approach continuously and adjusts it to new application areas.
The background:

Scenarios as the summit of Future Management.

Scenarios are an important tool – but not the only one companies use in coping with the future. To use scenarios reasonably, they have to be seen in the context of the whole toolbox. Therefore ScMI has developed the model of Future Management, which contains three levels:

- On the operative level, it is necessary to get a clear picture of the future on a short-term basis. Therefore, mainly quantitative and extrapolation-based **prognoses** are used.

- On the tactical level, this kind of description of the future is inadequate or is simply not feasible. Hence, expected or already visible mid-term changes must be identified in the form of **trends**, and considered when making the decision.

- On the strategic level, even trend considerations do not prove sufficient. As a result, several alternative future images have to be considered, while at the same time coherences between factors and trends must be taken into account. Therefore, at this level, **scenarios** are the core foresight instrument.

Prognoses, trends and scenarios describe the external side conditions of a company or an organisation. Based on this model three similar levels could be identified for the elements of a corporate or business strategy:

- On the strategic level, the company decides about its **vision**. This includes basic and normative objectives – e.g. in the form of mission statements – as well as fundamental strategic objectives like positioning and core competencies.

- On the tactical level, the vision is put into a business model and detailed **roadmaps**. Hence, objectives are substantiated, strategy, product, or technology roadmaps are designed, and the behavior within competition is simulated.

- On the operative level, this guideline is implemented by concrete **planning**. Business plans are developed, investment decisions are made, risks are identified and evaluated and crises are managed.
»A goal without a plan is just a wish.«
Antoine de Saint-Exupéry
Our competencies:

Your expert for future scenarios.

Our mission is to convey the necessity of thinking in scenarios to as many decision makers as possible and to make the instruments of Scenario management accessible to them. Thereby, we make use of the following core competencies:

**Market leader in terms of developing and implementing scenarios:** ScMI positions itself as the premium consulting service provider developing and applying scenarios in companies. For this purpose appropriate target group-oriented instruments and methods for future management are chosen. The basis is a systematically and application-oriented advancement of methods concerning the development and implementation of scenarios and future management. Thereby ScMI succeeds in increasing the range of possible applications of scenarios as well as reaching new user groups.

**Professionalism regarding the future:** Companies must constantly develop visions of future possibilities in order to recognize success potentials and make them accessible. Moreover, they have to systematically transfer these potentials into visions, strategies and precise actions. Many enterprises fear that a systematic examination of the future will be too much talking instead of economic thinking. Therefore, ScMI focuses on professional consulting services covering the economic requirements of companies.

**Combination of systematic and creative procedures:** The examination of the future should be creative as well as systematic. Therefore, ScMIs challenge is to combine both: ScMI offers a systematic procedure with traceable results. At the same time we allow enough space for visionary thinking.

**Identification and structuring of customer's existing knowledge of the future:** Most of the relevant knowledge of the future is already available within companies. No one knows more about their own business than a company itself and no one thinks more about their own future. Therefore it is of great importance to bring together all the future knowledge throughout a company. However, they run the danger of becoming experts who are unable to see beyond their own industry as well as having a too fixed vision of the future. Hence ScMI positions itself where it can serve all industries. So we can support our customers to look beyond their industry borders.
If you want to teach people a new way of thinking, don’t bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking.

Buckminster Fuller
»An unsophisticated forecaster uses statistics as a drunken man uses lamp-posts – for support rather than for illumination.«

After Andrew Lang
Our positioning:

ScMI = Strategy, Change Management and Innovation.

Neither isolated future research nor short-term »strategies« and innovations which are focusing on the next planning period could deliver guidance for sustainable success. In fact it is necessary to work with »strategic futures« to reach »future-robust strategies«. ScMI is positioning itself exactly at this interface between future thinking and strategic management.

Our core business is the development of future scenarios. Together with our clients and implemented in different project- and workshop-formats we develop images of possible futures and describe them as market-, industry-, regional- or global scenarios. Within the use of scenarios, we focus on three application fields:

- **Vision and Strategy**: We have a wide expertise in the development of visionary corporate and business strategies. A main instrument is the strategic guidance based on »Strategy scenarios« as they are developed by ScMI.

- **Change Management**: Scenarios and strategies are the basis for change and the purposive development of companies and organizations. This includes change-processes and management development programs as well as coaching- and mentoring programs.

- **Innovation**: Scenarios are more and more used to evaluate new markets and market potentials (Strategic Marketing), to align new products and services with upcoming customer needs (Product planning and New Product Development) as well as to systematically structure the process of Business Development.

We support our scenario development and application processes by three additional services which strengthen the future- and strategy-competence of an organisation:

- Within our **ScMI-Academy** we teach the basics as well as the toolbox of scenario-development and -application – and we refer to many projects in different industries.

- **Software for scenario development**: With the Scenario-Manager™ we offer a powerful software tool to support scenario development and scenario assessment-processes.

- ScMI has a broad range of **future knowledge**. This is summarized in a scenario database. Selective future topics are worked out in scenario studies – autonomously or in co-operation with our clients.
Scenarios are developed to support strategy or decision processes. Thus, they focus on a specific topic – for example a market, an industry or a specific environment. This scenario field needs to be defined before the four steps of scenario development can commence.

**Our scenario methodology:**

**How to think about the future.**

**System analysis and selection of key factors** (Step 1): Firstly, the scenario field is structured and described by concrete influence factors. Based on an evaluation of the interaction between the influence factors about 15-20 key factors are selected. These factors determine the future development of the scenario field.
Development of future projections (Step 2): Then, possible alternative future developments, so-called future projections, are developed and formulated for each key factor. The future projections describe strategically relevant, characteristic, and qualitative development alternatives of each key factor.

Linkage of the projections to scenarios (Step 3): Scenarios are thinking tools which show possible future developments. Thus, each scenario must be consistent and at the same time, the scenarios should differ from each other as much as possible. As a result of this process, three to eight alternative scenarios describe the whole window of opportunities. Afterwards, these pre-scenarios are enhanced so that they can be used by a particular target group.

Strategic interpretation of the future space (Step 4): Following their development, the scenarios are interpreted strategically: Who are the winners and the losers? Who is pushing the scenario development? What are early signals that indicate the incidence of a scenario? This step finalizes the results of the scenario process in order to make them usable in the context of the strategic planning.
Our scenario process:
How we work with our customers.

First we define the framework of the scenario process together with our customers: What are the scenarios going to be used for? Which issues should be covered by the scenarios (scenario field)? How far do we want to look into the future (future horizon)? What geographical area should the scenarios cover?

On the basis of a common project understanding, ScMI takes in most cases the role as moderator as well as a method-oriented coach. The essential scenario contents come from the company or from identified external experts. ScMIs experience in different areas helps to integrate different perspectives.

Scenario processes are organised in two different ways:

**Scenario Projects**

The scenario development takes place in a series of mostly one-day workshops that are held by a scenario team. These workshops are prepared and reinforced by a small core team. This is the most intensive way to work on a topic as well as having flexible project management. This is shown by the possible range of a scenario project from three workshops and a duration of two months to projects with six workshops and a duration of half a year.

**Scenario-Conferences**

Alternatively, the scenario development takes place in a two- or three-day event that has been developed by ScMI and is exclusively offered as a scenario conference. Up to 25 people can participate in such a conference. It is also prepared by a core team so that the conference time can be used efficiently. In 2.5 days all essential milestones of the scenario development are run through in a group dynamic process.

During the scenario development process, a systematic approach and creative phase go hand in hand. Thus, there is a common understanding of how scenarios are created.

![Example for a project plan of a Scenario project](image)
They also integrate the knowledge of all team members. Therefore, the composition of the scenario team is important for the output that will be generated:

- A scenario team must have top management attention or the decision maker must be a part of the scenario development process.
- A scenario team must be able to work with an open mind.
- A scenario team should be preferably heterogeneous. This diversity can be achieved by participants from different functions and divisions or from different regions.
- A scenario team can include members of different hierarchical levels.
- A scenario team can also contain external members, customers, partners, suppliers, industry experts.

On the basis of methodological experience in several industries and topics ScMI develops its scenario management approach continual. Here, we focus our business on customer-tailored solutions. The target-oriented use of our software systems supports various scenario processes without dominating them.

The use of scenarios is individually tailored to customers needs. Thereby, three levels of use can be shown:

1. The scenarios are interpreted by the customer. ScMI concentrates on the scenario development.
2. ScMI additionally accompanies the critical first step of the scenario interpretation. Questions like the following are discussed: What do the scenarios mean for us? What are the chances and risks? What are our options? Decisions are made later by the customer itself.
3. ScMI leads and supports the whole decision making process. Therefore scenarios are integrated into the whole strategy process.
»It is time that we steered by the stars, not by the lights of each passing ship.«

Omar Bradley
Strategy Development:
Future-robust strategies via scenarios.

Scenarios can be regarded as engines for future success. Therefore they are integrated in future oriented management (and are explained first):

- Possible changes in the corporate environment – markets, industries or general environments – can be analyzed and described based on market and external scenarios.

- Furthermore the organisation’s options for action can be systematically identified, and a strategic roadmap can be prepared via strategy scenarios.

In addition to foresight, a directed consideration of the current situation is required: How is our business structured? What are our strenghts and weaknesses? What is the attitude of our competitors? The strategic analysis includes the elaboration of these questions.

The knowledge of the future which is important for strategic orientation is compiled in a future matrix. We see such a matrix as a central instrument to identify the strategic direction. To strengthen this strategic dialogue we describe this part of the process as strategy finding.

Afterwards business and corporate strategic contents like mission statement, positions and core competencies as well as measures and projects become apparent. This process starts with strategy formulation, followed by strategy implementation and finally results in performance measurement. Additionally scenario monitoring is required to adjust the strategy constantly to changing market environments.

ScMi applies all these procedures in individual projects with companies or business units as well as in organisations and associations.
»When the wind changes, some build walls, others build windmills.«
Chinese saying
Change Management:

We accompany you through the strategic change.

The future image of your business is set, the new strategic direction is clear, and the strategy has been future-proofed and concisely formulated: now business success is heavily dependent on the implementation of the strategy and the effective change management. How do we establish a bridge from the strategy to the (new) operation of daily business? ScMI will not leave you alone with the complexity of your future and strategic driven transformation situation and its implementation.

Transformation processes in businesses rarely founder due to unrealistic targets at structural or procedural levels. All too often, the single focus is set on transformation efforts on these levels. Inadequate break down of the strategy to departments, teams and employees; ignoring cultural particularities; suppression of environmental factors, and incomplete consideration of individual influencing factors to those affected: In short, a reduced systemic look at the change situation allows many transformation projects to fail.

This is where the ScMI-periSCOPE-model starts. periSCOPE stands for the extensive, integral view on the change of the enterprise and its concerned employees. Thereby, on the one side the formal aspects as the strategy (Strategy), the corporate culture (Culture), the structural and process-orientated organization (Organization, Processes) and the corporate environment (Environment) are attended and supervised. On the other side, the personal and informal targets – whishes, roles, ways of working and the environment of employees and executive personnel – are analyzed and respectively considered.
Our change process:

Guidance in the complexity of change.

Is there one Change Management? Or the standardized process? A »one size fits all« – or at least something ready-to-use? We answer with a clear »No!«. Depending from the companies specific problems and goals, there are very different requirements for the change process – and this leads to a variety of possibly suitable solutions, instruments and interventions.

Based on the periSCOPE-model and our long-term experience in change-processes, we have developed a flexible framework and procedure model:

Starting point for a change process is a common and emotionalizing Change vision, which is inspired by the corporate vision and strategy and often completed by an analytical, periSCOPE-based view on the company, its employees and its environment (Change analysis). This change vision leads to the required change-organization (Change-program structure) and the specific needs for change (Change intervention landscape).

Based on these Change-Agenda a promising pilot-area or pilot-target group for the first change-activity is selected and led along the path to success. Afterwards the change programm is widened onto the whole organization (Change Roll-Out) – and the success is continuously safeguarded within a Change-Safeguarding.

This core processes come along with a stringent target-, cost- and quality-oriented Change-Controlling as well as with a continuous and target-group-oriented Change-Communication. The whole change-process is supported by feedback-processes to and from the Top-Management and a company-wide development of strategic competencies.
»Start by doing what’s necessary, then do what’s possible, and suddenly you are doing the impossible.«

Franz von Assisi
»You see things; and you say, 'Why?'
But I dream things that never were;
and I say, „Why not?“«

George Bernard Shaw
Innovation management:

**Identifying new markets, new products, and new business opportunities**

Companies could only be successful in long term, if they succeed in establishing innovation in their markets. Joseph Schumpeter used that to explain the difference between an entrepreneur and a capitalist. Those who want to avoid looking on preferred futures only, integrate scenarios already in innovation management and business development processes.

This is why ScMI has developed a »four-quadrant model« where the company’s strategy is the initial point. This model forms a strategic framework in which the company wants to position itself in the future. The framework includes target areas for products and markets and provides a basis for three fields of activity:

1. **Market development and market innovations**: Market scenarios are used to identify possible developments of upcoming customer groups or specific regions. The combination of these future market segments with external scenarios leads to market potentials.

2. **Product development and product innovations**: Concepts of future offerings – often so-called »product scenarios« – are identified and assessed in consideration with the company’s strategies. This results in future offering potentials.

3. **Business development and business innovations**: The combination of market potentials and offering potentials leads directly to future business fields which could be assessed against external- and strategy scenarios. Promising business fields could be quantified within detailed business plans.

![Diagram showing the four-quadrant model](image-url)
»The future has several names. For the weak, it is impossible; for the fainthearted, it is unknown; but for the valiant, it is ideal.«

Victor Hugo
Future Management:

Continuously using the »Map of the Future«.

Strategic Early Warning Processes
Many companies have significantly enhanced their strategy implementation processes using performance measurement-instruments like the balanced scorecard. Nevertheless, they were surprised by changes in their market environment. It was only afterwards that they recognized that »weak signals« had already preceded these changes. With adequate sensitivity they could have recognized these signals. Strategic early warning emphasises the collection and evaluation of such external, qualitative and future open information.

On the strategic level the strategic early warning is mainly comprised of the scenario monitoring process. Existing scenarios are monitored in order to adjust the evaluation of the probabilities of these scenarios. If the scenario development is the »concept of a future map«, then the scenario monitoring is the continuous use of this map.

On the tactical level, early warning also includes a systematic trend management. Here trend reports are created and interconnected to the scenario monitoring-process.

Support of Strategic Change Processes
The success of corporate change processes depends strongly on the insight of the organisation in the need for change. Self-developed scenarios are a suitable tool to integrate different viewpoints about the future within a process free of pre-determinations. This leads to a common »Map of the Future« which illustrates the opportunities and threats of an organisation.

In addition strategy scenarios could illustrate the own »window of possibilities« and could give guidance in the development of corporate competencies. Here scenarios could be seen as a bridge between change and strategy processes within the organisation.

Future-oriented Corporate Communication
Scenarios are more and more used as a communication tool, too. This can happen on different levels:

- Within the internal communication, executives and employees could be integrated into the foresight-process. Often the objective is to stimulate a clear thinking: »What would this future mean for me?«

- Scenarios are also used to communicate with customers or partners. Very often they build a base for a different kind of communication: »Due to the scenarios, we talk about long-term opportunities – not about short-term problems.«.

- In addition scenarios are used for an open dialogue within the industry or with the public. One objective could be to present oneself as a forward-thinking organisation.
ScMI-Academy, Software and Future Knowledge:
How to strengthen the future- and strategy-competence of your organisation.

ScMI-Academy

The organization of the company’s strategic future requires abilities and commitment of all persons involved. Within our ScMI-Academy, we help you

- to gain first insights into methods and tools of scenario development as well as the use of scenarios in strategic-, change- and innovation-processes,
- to impart necessary knowledge, required abilities and skills as well as well-founded action competence for the independent future, innovations and change management in your organization,
- to implement future-open and systematic thinking as a basis of successful positioning and realignment and
- to create individual and enterprise-wide visibility, acceptance and willingness for the confrontation with your company-specific futures and, if necessary, with the inevitable strategic change

We offer you the service range of the ScMI-Academy within open events or as an in-house-event in your company (partly in corporation with associations, universities and other providers of open programmes). Through enterprise-specified adaption of our Inhouse-Events we take into consideration your individual needs with respect to didactics and content as well as place and time of implementation. In general our academy offers trainings and Seminars, development programs, presentations and keynotes, webinars and roadshows.
Software application Scenario-Manager™
Methodological knowledge and practical experience are vital but not the only ingredients for the effective development and application of scenarios. The use of an appropriate software application is an important additional success factor. ScMI AG therefore provides a powerful solution: The Scenario-Manager™. This tool is especially characterized by the following features:

- **Functional completeness**: Comprehensive support and documentation of scenario processes from project definition to the interpretation of results.
- **Superior performance**: Powerful algorithms enable the consistent real-time actualization of all project data as well as the use of numerous influence factors in the scenario creation process.
- **Proven processes**: Support of proven scenario creation processes based on the experiences of several applications in different industries and the public sector.
- **Intuitive usage**: Simple, graphical guidance through all necessary steps of scenario creation, catchy visualization of results and support of individual work flows.

- **MS-Office-Integration**: Easy and hassle free documentation and presentation of results and support of collaborative team-processes based on a complete Office-Integration.
- **Individual customizing**: Software modules allow for the flexible adoption of functionalities to your individual needs.

The software offering can be supplemented by training and coaching services, which allow for the individual support of your specific scenario project.

Future Knowledge
In addition to its role as a professional facilitator of scenario-based processes, ScMI integrates general future knowledge into its different offerings:

- **Scenario data base**: We are continuously monitoring the global development of different scenarios and integrate these reports into our scenario data base. That helps us to support our clients within their »view beyond their own nose«.
- **Scenario studies**: ScMI publishes scenario studies and working papers for relevant future topics. Sometimes these documents are worked out together with clients to stimulate a public dialogue about certain issues.
Our references:

Who ScMI is working with.

ScMI AG is a general – non-industry focused – service provider. Since its founding ScMI has accomplished more than 300 scenario projects. This included projects with the majority of the German Top50-companies as well as scenario developments with numerous innovative small- and medium sized companies, with organisations and public institutions.

Within its project work ScMI sees itself primarily as a methodical facilitator and coach within future-open strategy-, innovation- and early warning processes.

Automotive
Audi
Benteler Automotive
Bosch
Continental
Daimler
Dupont
General Motors
INPRO
Johnson Controls
KnorrBremse
KS Kolbenschmidt
Magna Powertrain
MAN Truck & Bus
Saab Automobile
ZF Friedrichshafen

Transportation & Logistics
Astrium
Berliner Verkehrsbetriebe
Deutsche Post
EADS
Eurocopter
Hamburger Verkehrsverbund
Logistikportal Niedersachsen
Network for Aerospace Management in Europe
RheinMain Verkehrsverbund

Engineering
Benteler Stahl/Rohr
Claas
General Electric
Heidelberger Druckmaschinen
Rheinmetall
Schott
Sulzer Innotec
Trumpf
Wöhler Messgeräte

Information & Communication
C-LAB
Deutsche Telekom
Diamant Software
Infineon
KDO
SAP
Scout24
Siemens Business Services
Siemens, ICM
Team
T-Systems Nova

Energy, Chemicals & Resources
AÜW Allgäuer Überlandwerke
BASF / Elastrogran
BKW FMB Energie
EDF Luminus
Gebrüder DORFNER
Mettenmeier
RWE Innogy
SWU Energie
Theben
Verband deutscher Papierfabriken
Wacker Chemie
ScMI has developed scenarios in more than 20 countries. One outcome of these projects is, that Scenario Management is a suitable tool to think into the future within different cultural backgrounds – and also to stimulate this foresight-process among participants from different regions.

Examples for interational ScMI-processes

Future powertrain-concepts in the North-American market

Energy market in the United Kingdom

The future environment of EUROPOL

The future of the Flemish labour administration

Profile alternative for the Austrian Defence policy

The future of the canton Valais

Strategy options for FRONTEX (European border control)

The Eastern-European logistics-market

Business options for an automotive market segment of a Swedish car manufacturer

The future of the Russian market

The Chinese market for Diesel-systems

The future of the chemical industry in the Middle East

The future of the Indian construction industry
Within the last years ScMI has published many different scenario studies – mainly in German. Some of the topics are:

- The Future of the countryside in Germany
- The Future of HR-development
- The Future of Shipbuilding- and Offshore-Supplier-Industry 2024 (VDMA)
- Integrated Scenarios for Environmental-related goals of the National Sustainability Strategy (German Federal Environment Agency)
- The Future of our Food (Federal Association of German Food-trade and Koelnmesse)
- The Future of the German Health Care System (Innovation centre Lower Saxony)
- The Future of IT in the Health Care System (FUJITSU)
- The Future of Social Networks
- Scenarios for the Future of Football in Germany 2025
- Future Mobility in German Con-urbations 2030 (Hamburg Transport Association, Innovation centre Lower Saxony, Logistics Portal Lower Saxony, MAN Trucks & Bus, Metro-Group, Deutsche Post World Net, RMV Rhine/Main Regional Transport, Siemens)
- Eastern Europe 2030 – Scenarios and Perspectives
- Scenarios for the Global Financial Crisis
- Scenarios for the Future of Africa 2030

In addition ScMI has supported companies in the development of internal, specific studies:

- Living together 2030 (Generali)
- Bus-based travelling in Europe 2030 (MAN Truck & Bus)
- The future of Agri business in Germany 2020 (AGRAVIS Raiffeisen)

The work of ScMI and its representatives is published in several books and articles:


Here is a summary of what others said about Scenario-Management, ScMI and the different books:

- "Scenario-Management completes strategic planning by systematically adding the future perspective on opportunities and threats." (Manager Magazin)
- "To identify trends early and to develop adequate scenarios has become an essential competitive advantage. With their handbook, the authors have found a structure for the diversity of foresight instruments." (Peter Bauer, former CEO Infineon Technologies AG, about the Handbook Future Management)
- "Scenario-Management allows companies to flexibly react on changing markets and political side conditions." (Financial Times)
- "Having spent half my career in the aerospace industry (corporate planning) and half in academe, I am quite conscious of the need for this approach." (Prof. Harold A. Linstone)
- "This book should be on fingertips of everybody, who understands itself not only as a mastermind, but also as a manufacturer of the future of its company." (Harvard Business Manager, about Scenario-Management, Carl Hanser Verlag)
- "Three main methods decide about success or failure (Systems thinking, Future-open thinking and Strategic Thinking). Scenario Management combines these fields and supports their systematic usage within the strategic management process." (VDI nachrichten)
- "The objective to combine Future-open, Systems and Strategic Thinking into a plausible and future-robust Scenario Management is the basis of the demanded consulting business of the futurists of ScMI." (Handbook Trend- and Future Management)
- "Sustainability is an essential success factor for small and medium sized companies. This book helps to easily step into the field of Future Management." (Arndt G. Kirchhoff, Board Member of Kirchhoff-Group, about Handbook Future Management)