

Future proof Corporate and Business Strategies



Visualization of
single steps and
alternative options

Using future
as a starting point
for strategic
discussions

Development
of future proof
strategies

Higher acceptance
due to systematic
dialogue

Integration of
differing opinions
in the scenario
process

Thinking ahead
future steps

Accompanying
strategic steps with
market monitoring



Future proof Corporate and Business Strategies

Strategic Orientation with Environment and Strategy Scenarios

Corporate and business strategies are not designed »on a greenfield site«, but must take into account future market and environment developments, as well as the company's own initial situation and potential. We therefore use three phases to develop a strategic vision and direction:

Development and evaluation of environmental scenarios:

In the first phase, the development opportunities of the relevant market as well as the economic, technological and socio-political environments are described in the form of alternative scenarios. By visualizing the scenarios in a »map of the future«, connections and development paths become clear. The individual key factors are then evaluated so that change potentials as well as expected and desired scenarios can be identified. In addition, the first consequences for the individual company or business area can already be derived from the environment scenarios.

Development and evaluation of strategy scenarios (phase 2): In the second phase, the perspective changes; now the framework conditions are set as given, while one's own options for action are being analyzed. These options are systematically developed in accordance with the methodology of Scenario Management™ in the form of alternative strategy scenarios. Here, too, the various futures can be visualized - now in the form of a strategy map. In addition, personal preferences can be developed in a strategy workshop. The result of this phase are strategy scenarios which are to be included in the strategy process.

Development of a strategic direction based on a future

matrix: In this phase, the environment scenarios are linked with the strategy scenarios in a future matrix. The matrix evaluates which strategies are suitable under which market conditions. It is also possible to clarify how robust certain strategies are. With the future matrix, the expected developments in the environment (phase 1) and the preferred strategies (phase 2), a sound basis for the development of the strategic direction including its actions is formed.

This tried and tested approach to strategic orientation can be supplemented by additional elements:

- **Strategic analysis:** The initial situation of the company or business area can be analyzed upstream or parallel to scenario development. Frequent tools are a business structure analysis, a portfolio analysis or a success factor analysis.
- **Strategy formulation and visualization:** Following the process, the strategic thrust can be further formulated and prepared for strategy communication.
- **Environment monitoring:** Parallel to the strategy implementation, the relevant indicators – in particular the strategy-critical scenarios – can be observed and incorporated into subsequent strategy processes.



ANIMEDICA Group

Further development of ANIMEDICA's strategic thrust based on environment and strategy scenarios

ANIMEDICA Group GmbH unites companies specialized in the field of veterinary medicine and thus bundles the interests of its owners for animal health as a holding company. In Germany, ANIMEDICA has established itself in the ten largest manufacturers of veterinary medicine in recent years. As part of the project »Further development of the strategic thrust of ANIMEDICA«, environmental and strategy scenarios were initially developed. In order to derive a future proof strategic direction, the developed strategy scenarios were evaluated with regard to their suitability for the conceivable environments.



Bosch Security Systems

Review of environmental scenarios and development of strategy scenarios for the strategic orientation of the building security product area

Bosch Security Systems GmbH, a subsidiary of Robert Bosch GmbH, is a provider of security and communication products and services. In 2007, Bosch-ST generated total sales of 1.4 billion euros with around 10,800 associates. The product area »Building Security« comprises the planning, installation and maintenance of security systems and solutions. This so-called »installation business« was faced with considerable market and industry changes – especially in the course of digitization. For this reason, market environment scenarios were first developed in a joint project, followed by strategy scenarios. The combination of both sets of pictures of the future resulted in several »strategy dimensions«, which were discussed with the division and management and summarized into a strategic orientation.



CSS Insurance

Development of environment & strategy scenarios for the further development of the strategic direction of impact

With 1.74 million insured persons, CSS is one of the leading health insurers in Switzerland. As part of the scenario project, the current strategic situation was analysed. On this basis – taking into account earlier work and current market developments – environment and strategy scenarios for the Group were developed and linked to form a future proof strategic thrust. The results were intensively prepared and serve as a basis for the further strategy process.



EDF Luminus, Brussels

The Future of EDF Luminus - Scenarios for Electricity Generation and Retail Business / Future Strategy Options for EDF Luminus in Alternative Futures

EDF-Luminus is the second largest supplier on the Belgian energy market. As part of its strategic orientation, EDF-Luminus has developed scenarios for its market. This environment was divided into 9 scenarios for electricity generation and 9 scenarios for energy supply and retail business. These two scenario maps were evaluated and combined in a future matrix. Another aspect of the project was the identification of alternative strategic options for EDF-Luminus by its management. The resulting options were evaluated in relation to the scenarios and, as a result of the project, it was possible to form strategic guidelines for EDF-Luminus.



Central German Transport Association

Strategic orientation of the Central German Transport Association

The »Verkehrsverbund Mitteldeutschland (Central German transport Association)« was faced with numerous challenges, so that the MDV management initiated a process for the development of a long-term strategy of the transport association. The core of this process was the development of a common understanding among all the network companies about possible environmental developments (environmental scenarios) and their own options for action (strategy scenarios). Together with ScMI AG, the corresponding scenario analyses were carried out and a strategic direction was derived from the combination of these views. This strategic vision was operationalized on the basis of a target system and broken down into concrete measures.



Austrian National Bank

Development of environment and strategy scenarios for the orientation of the Oesterreichische Nationalbank in the area of information technology

The development of the central banks in the Eurosystem has a major influence on the information technology infrastructure of the Austrian National Bank (OeNB). Against this background, the OeNB applied the scenario technique of the SMI. As a decision basis for the adjustment of the strategic orientation of the OeNB's information technology is used to assess possible future environmental conditions on the basis of environmental and strategy scenarios, which were developed and linked within the framework of two scenario conferences.



Otto Fuchs KG

Scenario »Forge 4.0TM«: Future developments in the business environment of OTTO FUCHS KG - Scenarios and strategic consequences

OTTO FUCHS KG is a leading international company in the non-ferrous metal industry. Within the framework of a first project phase, scenarios were developed which represented possible developments in industrial forging concerning the environment of Industry 4.0. In a second phase, possible own technology and digitization strategies were developed. These strategy scenarios were visualized in a Strategy map and linked to strategy paths. The link to the environment scenarios finally provided information for an integrative and robust strategy.



PERI GmbH

Development of a strategic direction for PERI in the Russian market based on environment and strategy scenarios

PERI GmbH is the largest international manufacturer and supplier of formwork and scaffolding systems. The family-run company with 5,500 employees and 49 subsidiaries is one of the top 50 companies in Bavaria. Within the framework of a strategy project, environmental scenarios were initially developed to show the development prospects of the Russian market up to the year 2020. The scenarios were developed at a Szenario Conference™ in which representatives of various Russian companies and institutions took part and which was held simultaneously in German and Russian. In a second strategy conference, alternative strategy scenarios were developed in Russia and their robustness was tested with the help of the environment scenarios. This approach provided PERI with a basis for defining a strategic direction for the business with formwork and scaffolding systems on the Russian market.



REINTJES GmbH

Future orientation for the business with ship gearboxes

REINTJES GmbH produces marine gear units in the 250 to 20,000 kW power range with 380 employees in Germany. Reintjes concentrates on the design and manufacturing of marine gear units for workboats as well as for fast ships and ferries. Concerning the background of an uncertain industry development in addition to an analysis of the technology environment with identification of possible innovation potentials, market environment scenarios describing the worldwide business with marine gear units were developed in order to create strategic orientation. Then, with the help of strategy scenarios, the company's own options for action were identified and formulated in a strategy. This included strategic measures as well as the anchoring of the proceeding in the strategy process.



TÜV Rheinland AG

The Future of TÜV Rheinland – Development of a strategic direction based on environmental and strategy scenarios

TÜV Rheinland is one of the world's leading independent testing service providers with 145 years of tradition. The Group employs over 20,000 people around the globe. As part of a strategy process, an international and interdisciplinary team initially developed environment scenarios for the TIC industry (Testing, Inspection, Certification). On this basis, strategy scenarios were developed to identify possible strategy paths for TÜV Rheinland. Both perspectives for the future finally formed the basis to develop a strategic thrust in the core elements of strategic positioning, the business portfolio and target markets as well as the organisational framework have been determined.

Imprint

Published by:

Scenario Management International AG
Zukunftsmeile 2, 33102 Paderborn
Telefon: +49 (5251) 871888-0
Email: info@scmi.de
Internet: www.scmi.de

Editor:

Dr. Alexander Fink, November 2019

Image source:

Front page: ©Станислав Ненахов - stock.adobe.com

Contact



Hanna Jürgensmeier

Phone: +49 (5251) 871888-74
Email: juergensmeier@scmi.de



Sarah Ohse

Phone: +49 (5251) 871888-85
Email: ohse@scmi.de