

Company profile

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Management-team of ScMI: Hanna Jürgensmeier, Dr. Alexander Fink (CEO) and Jens-Peter Kuhle

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 500 scenario projects.

» Future as the realm of possibilities is the space of freedom.«

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. **Opening up the possibilities of tomorrow:** It is important in a situation of increasing competiton 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.

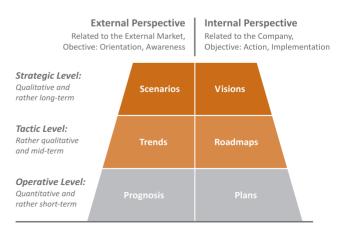
Scenarios are an important tool – but not the only one companies use in coping with the future. To use scenarios reasonably, they have to be seen in the context of the whole toolbox. Therefore ScMI has developed the model of Future Management, which contains three levels:

- 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 konwledge 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.

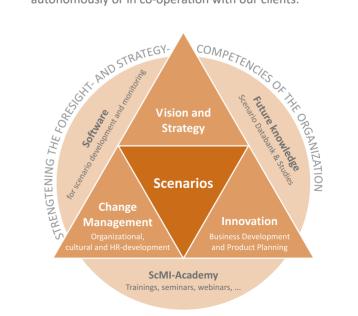
Neither isolated future research nor short-term »strategies« and innovations which are focusing on the next planning period could deliver guidance for sustainable success. In fact it is necessary to work with »strategic futures« to reach »future-robust strategies«. ScMI is positioning itself exactly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





Our scenario methodology:

How to think about the future.

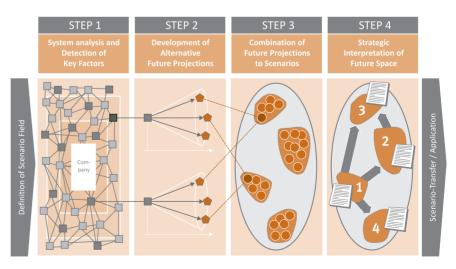
Scenarios are developed to support strategy or decision processes. Thus, they focus on a specific topic – for example a market, an industry or a specific environment. This scenario field needs to be defined before the four steps of scenario development can commence. **System analysis and selection of 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.



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.

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.



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:

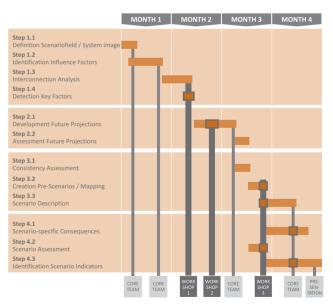
Scenario Projects

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.

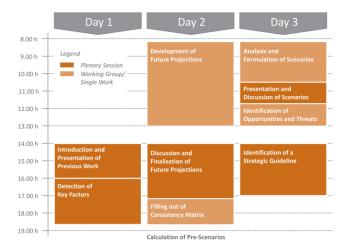


Example for a project plan of a Scenario project

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 targetoriented use of our software systems supports various scenario processes without dominating them.

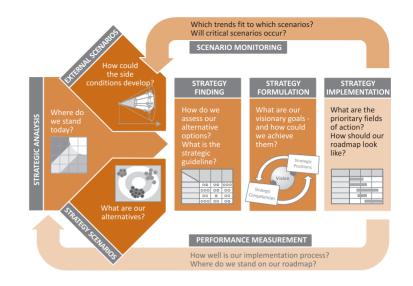


Example of a project plan of a Scenario Conference

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. Therefor 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.

Innovation management:

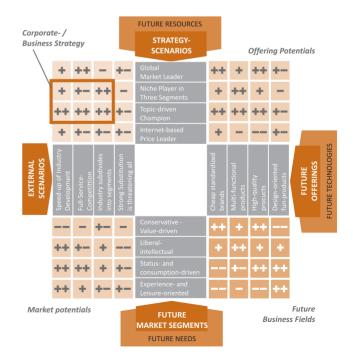
Identifying new markets, new products, and new business opportunities

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.
- 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.



»You see things; and you say, ,Why?' But I dream things that never were; and I say, ,,Why not?"« George Bernard Shaw » 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 propabilities 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 foresightprocess. 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.



Trainings, Software and Future Knowledge:

How to strengthen the future- and strategy-competence of your organisation.

Trainings, seminars and workshops

The organization of the company's strategic future requires abilities and commitment of all persons involved. Within our trainings, 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 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 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 few 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 500 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-, innoation- and early warning processes.



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



Transportation & Logistics

Astrium Berliner Verkehrsbetriebe Deutsche Bahn Deutsche Post EADS Eurocopter Hamburger Verkehrsverbund Hermes Logistics Logistikportal Niedersachsen Lufthansa Technik Network for Aerospace Management in Europe RheinMain Verkehrsverbund



Engineering

Benteler Stahl/Rohr Claas General Electric Hatebur Hatlapa Heidelberger Druckmaschinen Lenze Otto Fuchs Reinijes Rheinmetall Schott Sulzer Innotec Trumpf TÜV Rheinland Wöhler Messgeräte



Information & Communication

DB Systel Deutsche Telekom Diamant Software Fujitsu Infineon KDO PC Visit SAP Scout24 Siemens TK World T-Systems



Energy, Chemicals & Resources

AÜW Allgäuer Überlandwerke BASF / Elastrogran BKW FMB Energie EDF Luminus Enercon Evonik framatome Gebrüder DORFNER Mettenmeier RWE Innogy SWU Energie Theben Wacker Chemie



Retail EHI Retail Institute Fachverband Faltschachtel-Industrie Media-Saturn Metro OTTO Poco Rewe Wincor Nixdorf



Banking / Finance

Austrian National Bank Commerzbank Deutsche Bank LVM Insurance Munich Re Nassauische Sparkasse (Naspa) Quirin Bank Sparkasse Bremen

Future powertrain-

American market

concepts in the North-



Construction & Consumer goods

3L Architekten Bundesinnungsverband des Gebäudereiniger-Handwerks Fraunhofer IAO Fritz Becker KG Hettich HEWI Holter Regelarmaturen PERI

The future of the

flemish labour

administration

canton Valais

The future of the



Health & Lifescience

3M Agravis Raiffeisen AOK Schleswig-Holstein Bayer CSS Versicherung Health Care Upper Engadine Livisto MSD Merck Sharphe Dohme Münchenstift

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.

Public Sector

Archdiocese Paderbor Armasuisse Basel Area Berlin Partner Bertelsmann-Stiftung Bundeskriminalamt Federal Ministry of Defence and Sports (Austria) Bundeswehr European Academy of Science and Arts EUROPOL Federal Foreign Office Frontex Kanton Wallis Police Department Cologne City of Leipzig City of Minden Umweltbundesamt University of Lüneburg

The future of the

Russian market

Examples for interational ScMI-processes

Energy market in the United Kingdom

The future environment of EUROPOL

Strategy options for FRONTEX (European border control) for an automotive market segment of a Swedish car manufacturer

Business options

The Eastern-European logisticsmarket

> The future of the chemical industry in the Middle East

The Chinese market for Dieselsystems

The future of the Indian construction industry

of a Swe manufac

Eur ma Profile alternative for the Austrian

Defence policy

Our expertise:

Selected studies ...

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

- Post-Covid-Scenarios (ScMI with 80 Experts)
- Agricultural and food industry in Corona Pandemics
- Health Data Scenarios (DayOne / Basel Area)
- The future of city centres (CityLab Southern Westfalia)
- The Future of Artificial Intelligence in Retail (EHI)
- Scenarios for the Future of Tourism in Bavaria 2040 (Bavarian State Government)
- Urban Mobility 2040 (BMW, Bosch, Deutsche Bahn, Hannover Impuls, Hermes, IZN, Knorr Bremse, MAN, NTT Data, Rewe Group)
- Artificial Intelligence and Working Worlds (foresightlab, Fraunhofer IAO)
- Germany 2030 Eight Scenarios for Our Future
- The future of the Food industry (Competence Center Food & Nutrition, Bavarian State Government)
- The Future of Retail Logistics (EHI Retail Institute)
- Scenarios for the Future of Africa
- 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)
- Eastern Europe 2030 Scenarios and Perspectives

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)

Our publications:

Where to find out more ...

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

J. Stember / M. Vogelsang / P. Pongratz / A. Fink (Hrsg.): Handbuch Innovative Wirtschaftsförderung– Moderne Konzepte kommunaler Struktur- und Entwicklungspolitik, Springer, 2020

K. Burmeister / A. Fink / B. Schulz-Montag / K. Steinmüller: **Deutschland neu denken** – Acht Szenarien für unsere Zukunft, Oekom, 2018

A. Fink / A. Siebe: **Szenario-Management** – Von strategischem Vorausdenken zu zukunftsrobusten Entscheidungen, Campus, 2016

A. Fink / A. Siebe: **Handbuch Zukunftsmanagement** – Werkzeuge der strategischen Planung und Früherkennung. 2. Aufl., Campus, 2011

A. Fink / A. Siebe / J.-P. Kuhle: How scenarios interconnect Strategy,

Innovation and Early Warning Processes. in: World Future Review, 2/3-2010

A. Fink / J.-P. Kuhle / S. Brunnhuber: **Szenarien und Perspektiven für eine nachhaltige Entwicklung der globalen Geld- und Finanzmärkte**. in: io new management. November 2003

A. Fink / O. Schlake / A. Siebe: Wie Sie mit Szenarien die Zukunft vorausdenken. in: Harvard Business Manager. 2/2000







Consulting team of ScMI

The view from outside:

What others say about Scenario Management ...

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)
- »Scenario-Management allows companies to flexibly react on changing markets and political side conditions.« (Financial Times)
- »Future was yesterday. Today we have to think about the future. How to do this and what to look out for can be found in this book.« (Dr. Rainer Hillebrand, Deputy CEO of Otto Group, about Scenario-Management)
- »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)

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