



Scenario Management International
Corporation for Future Research
and Strategic Management

Scenario-Management

Inhouse-Trainings and Workshops

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The experts of future scenarios: Who should assist you in thinking about the future.

ScMI stands for **Scenario Management International**. The origins of the ScMI AG lay at the beginning of the 90s, when Dr. Alexander Fink, Dr. Andreas Siebe und Dr. Oliver Schlake developed Scenario-Management at the Heinz Nixdorf Institute of the University of Paderborn. Today, ScMI as one of the **market leaders in terms of scenario creation and application**, supports companies and organisations in developing and implementing strategic planning, strategic management and strategic early detection processes. Together with its customers, ScMI realised more than 200 scenario and strategy projects.

Within such projects ScMI concentrates on the **moderation** as well as on the **methodically-oriented coaching role**. Due to the experience in various fields, ScMI ensures taking into account intersectoral point of views.

Through **open and internal workshops and seminars**, ScMI hands down their considerable methodical expertise as well as their broad project experience to companies and organisations. The following formats of training ...

- ... address **individual executives** as well as **management boards and groups**, e. g. from corporate planning and development, from strategic marketing or from innovation management;
- ... strengthen the **future and strategic competence** of individuals or organisations;
- ... communicate **methodical knowledge**, point out the **possibilities for applications** and leave room for **first, own experiences** with future scenarios;
- ... offer various opportunities from the **introduction to scenario-management** to the preparation of broader scenario and strategy projects.



The challenge: Uncertainty, complexity

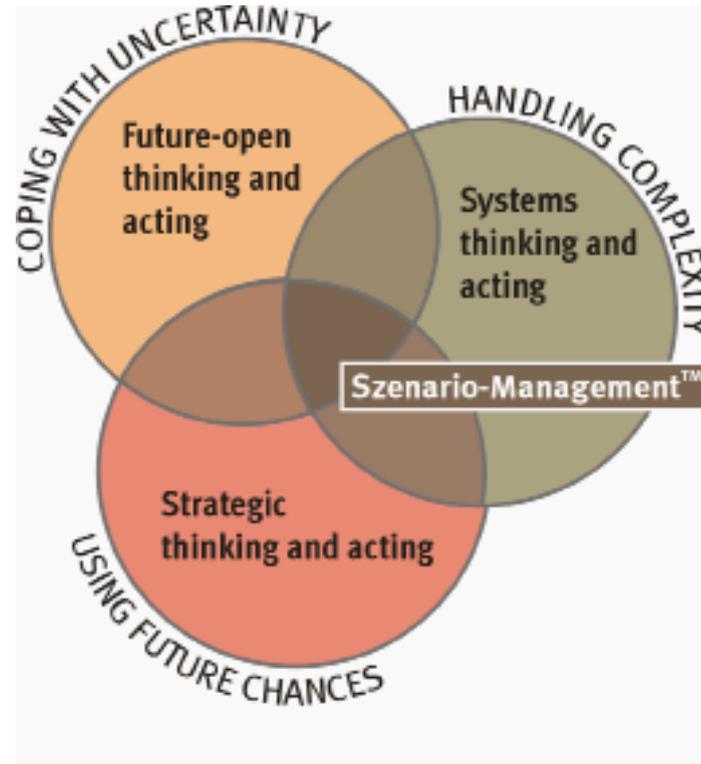
and competition.

Companies and other business players are restricted by three limits: Increasing uncertainty, increasing complexity and increasing competition. In order to cope with these challenges, the following three approaches need to be taken into account:

Including uncertainty: Due to continuous changes, static predictions fail. Therefore, companies need to dismiss the idea of a predictable future. But they should think ahead possible future paths and include this »multiple future« into strategic planning. This approach is also referred to as future-open thinking.

Handling complexity: Many industries and markets are growing together. The amount of relevant influence factors is increasing - the interaction is hard to overlook. Therefore, companies have to learn to understand the impacts and behaviour of connected systems. Only then, concise strategies can be developed. This approach is referred to as system thinking.

Using future chances: Due to increasing competition it is important to be the one crucial step ahead of competitors. Therefore, companies cannot only concentrate on short-term success, but they have to identify opportunities and risks



early in advance and incorporate them flexible into the decision making processes. This is the core aspect of strategic thinking.

If several alternative »futures« are shown on the basis of strategic thinking, it is referred to as **scenarios**. Their creation and application within the strategic decision making process is the subject of **Scenario-Management**. This approach is continuously further developed and adapted to new application fields.

Neither future-open, system and strategic thinking, nor their combination in the form of scenario-management are taken for granted within business every-day-life. Therefore, ScMI

The workshop and seminar concept: Three formats for Scenario-Management –

ScMI offers three different training formats to communicate Scenario-Management. The spectrum ranges from a one day presentation of the general method and its application options to a three-day seminar, where the method is applied to a customer-related example:

- The **one-day workshop** offers an initial insight into the method of scenario creation and the options for application of scenarios.
- The **two-day seminar** enables a broad insight into the method of scenario creation and application. In addition, scenarios concerning a certain topic, which is selected from a pool of possible topics in advance, are developed by the participants.
- The **three-day seminar** as the premium offer of ScMI communicates broad knowledge concerning the methods and options for applications of scenarios. At the core is the working on a selectable, specific topic.

The one-day workshop as well as the two-day seminar can be held as **open as well as in-house** events. The three-day seminar is only offered company-specific respectively within multi-client-projects.

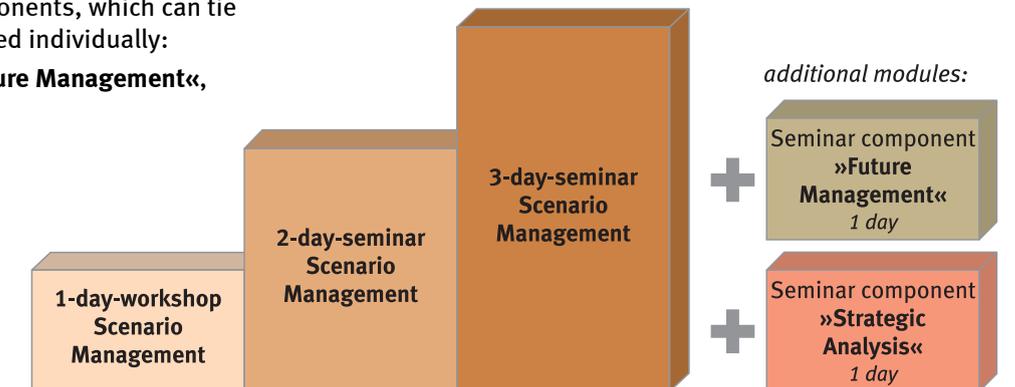
These three training formats for Scenario-management are complemented by two additional components, which can tie in with the contents and can be designed individually:

- Within the **seminar component »Future Management«**,

relevant instruments for dealing with future developments and strategies are presented. These are in addition to scenarios, trends and prognoses also visions, roadmaps and plans. Furthermore, the connections of the individual instruments as well as their links to Scenario-management are shown.

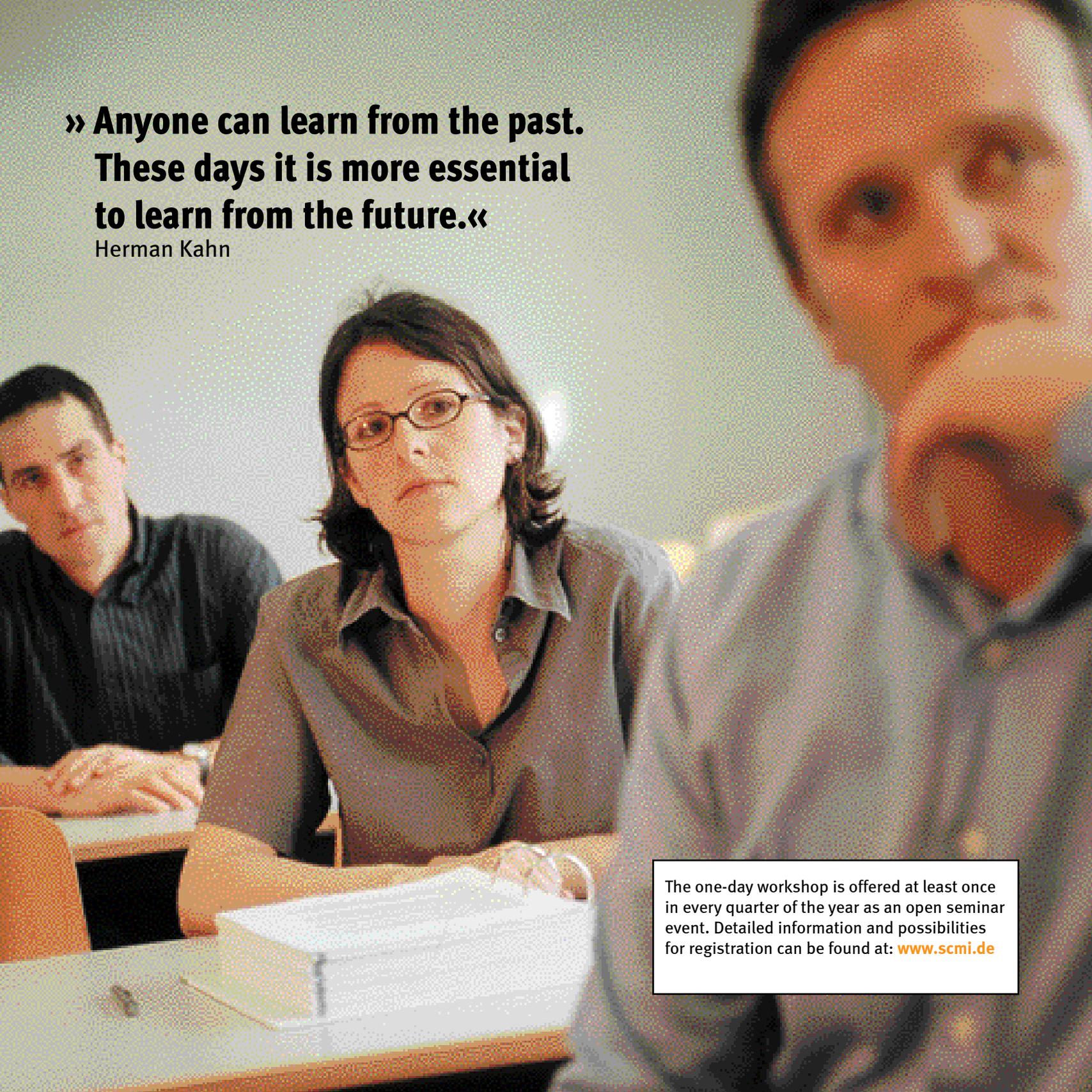
- Within the **seminar component »Strategic Analysis«**, the essential instruments for the analysis of the status quo are shown within a strategic process. These are the business field analysis, diverse portfolio-analyses, competitor analysis as well as the analysis of the internal success factors.

All seminars are illustrated by examples of the project work of ScMI. The participants are enabled to plan the application of the instruments independently and – concerning certain methodical approaches – use them self-contained.



» Anyone can learn from the past.
These days it is more essential
to learn from the future.«

Herman Kahn



The one-day workshop is offered at least once in every quarter of the year as an open seminar event. Detailed information and possibilities for registration can be found at: www.scmi.de

One-Day Workshop: Introduction to

Scenario-Management.

The **one-day workshop Scenario-Management** offers an insight into the method of scenario creation and application. The objective of this workshop is to sensitise the participants to future-open and strategic thinking and to foster a general understanding of the method. The participants learn which topics can be analysed and dealt with through scenarios, in which steps scenarios are created and which factors are crucial for a successful realisation of scenario projects. Furthermore, the most important steps of the scenario creation are tried by one-self in compact training sessions. Therefore, a practical example, proposed by ScMI, is used to develop short scenarios together. Through the practical ap-

Some quotations about the last workshops:

»Outstanding and advisable.«

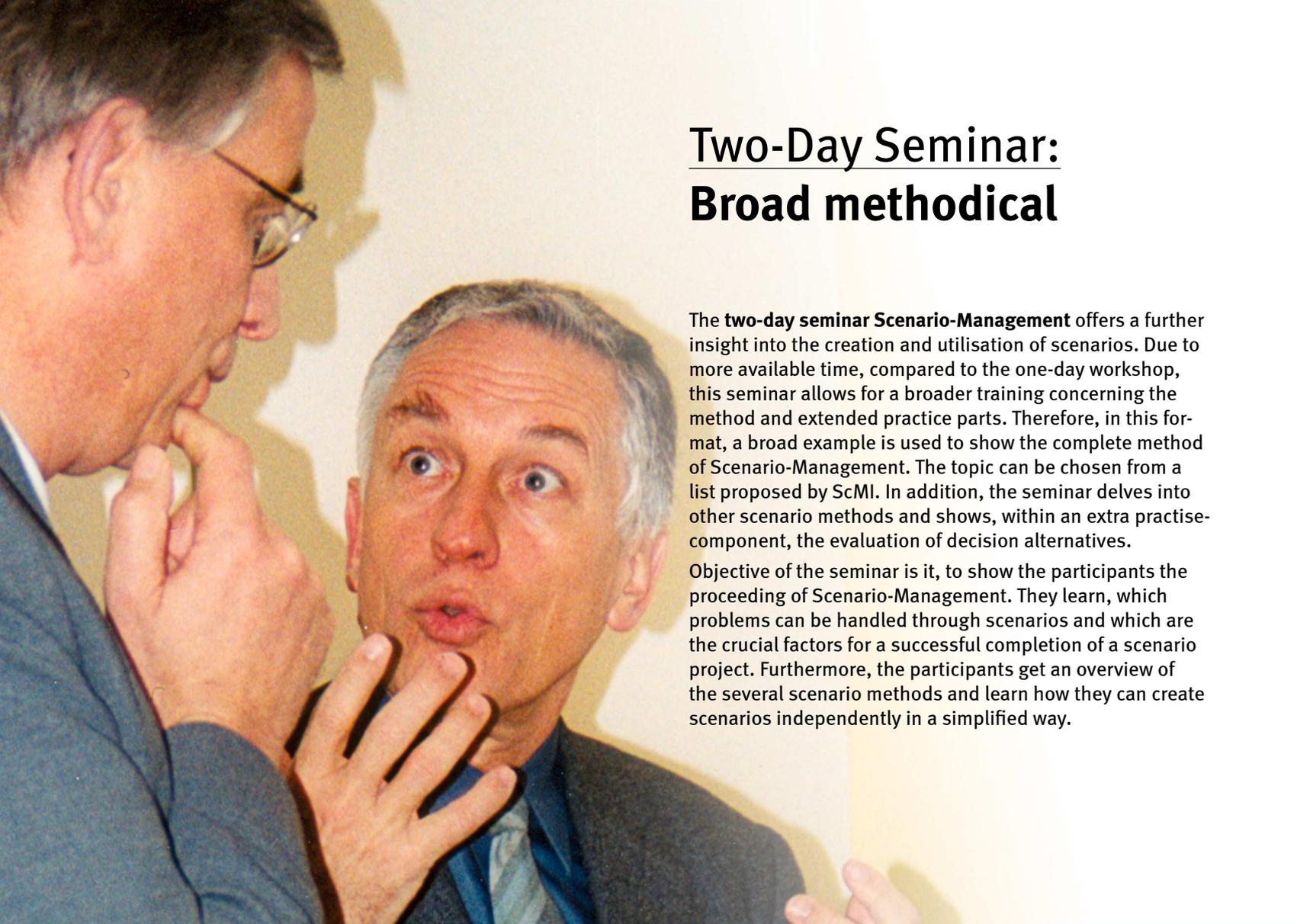
»Compact illustration of a complex approach.«

»Highly recommended to all strategists.«

»Interesting and very up-to-date.«

Exemplary schedule

Time	Phase	
8:30	Introduction to Scenario-Management	
9:00	Method: How scenarios are created Definition of the scenario field and influence analysis Determination of key influence factors Development of future projections Consistency analysis and scenario creation Future space mapping/ scenario description	
9:45	Coffee Break	
10:15	Exercise: Key factors and projections Determination of key factors within the plenum Development of future projections within groups Presentation and filling in of the consistency matrix	Groups
12:45	Lunch Break	
14:00	Method: How scenarios are used Evaluation of strategies and decisions Scenario-based strategy development Development and use of strategy scenarios Scenarios for innovation management and business development Product and technology scenarios Scenarios as a basis for early detection	
15:00	Coffee Break	
15:15	Exercise: Formulation and analysis of scenarios Presentation of results of the consistency analysis (Short scenarios) Description of the short scenarios in small groups Presentation of the short scenarios through the small groups	Groups
16:30	Coffee Break	
17:00	How scenario processes are organized Organisation of scenario projects Building scenario teams Case studies and experience	
17:30	Open Discussion	
18:00	End of the Workshop	



Two-Day Seminar: Broad methodical

The **two-day seminar Scenario-Management** offers a further insight into the creation and utilisation of scenarios. Due to more available time, compared to the one-day workshop, this seminar allows for a broader training concerning the method and extended practice parts. Therefore, in this format, a broad example is used to show the complete method of Scenario-Management. The topic can be chosen from a list proposed by ScMI. In addition, the seminar delves into other scenario methods and shows, within an extra practise-component, the evaluation of decision alternatives.

Objective of the seminar is it, to show the participants the proceeding of Scenario-Management. They learn, which problems can be handled through scenarios and which are the crucial factors for a successful completion of a scenario project. Furthermore, the participants get an overview of the several scenario methods and learn how they can create scenarios independently in a simplified way.

Possible topics (selection)



Exemplary schedule

Day 1		
Time	Phase	
8:30	Introduction: Dealing with the future / Basics Dealing with uncertainty and complexity How scenarios are created: An overview	
9:15	Method: Scenario field analysis Description of the scenario field Determination of the key factors	
9:45	Coffee Break	
10:00	Exercise: Scenario field analysis Creation of a system image / Identification of influence factors Realisation of an influence analysis Determination of key influence factors	Groups
12:15	Lunch Break	
13:15	Method: Scenario prognosis Future-open thinking Description of alternative future projections	
13:45	Exercise: Scenario prognosis Creation of future projections within groups Presentation of projections within the plenum	Groups
15:45	Coffee Break	
16:00	Method: Scenario creation (1) Consistency analysis/ Cluster analysis Description of pre-scenarios Alternative methods of scenario creation	
16:30	Exercise: Filling in a consistency matrix Consistency evaluation of the described future projections	Groups
18:00	End of the first seminar day Calculation of the short scenarios by ScMI AG	

Day 2		
Time	Phase	
9:00	Method: Scenario creation (2) Description of scenarios Interpretation of the future space/ Paths of development	
9:30	Presentation of the calculated pre-scenarios	
9:45	Exercise: Scenario description and interpretation Description of the scenarios Deduction of winners and losers Identification of early scenario indicators	Groups
11:30	Coffee Break	
11:45	Organisation of scenario processes Organisation of scenario projects Building scenario teams Case studies and experience	
12:15	Lunch Break	
13:15	Method: Scenarios for strategy development Evaluation of scenarios and decisions Scenario-based strategy development Creation and benefits of strategy scenarios	
14:15	Exercise: Options for action Description of opportunities and risks for each scenario Derivation of need for action for each scenario Building of a matrix of options for action Identification of future-robust measures	Groups
16:15	Coffee Break	
16:30	Method: Strategic early detection Concept of strategic foresight Trend management and scenario monitoring Process and implementation of strategic early detection	
17:30	Open Discussion	
18:00	End of the Seminar	

Three-Day Seminar: Work on topics of your own interest –

and thereby learn the method.

The three-day seminar Scenario-Management allows a broad training of the method through creation of scenarios for an individually chosen topic. Within the event, the complete process of scenario creation and implementation is covered, from choosing and defining the topic to deriving and evaluating the options for actions. The individual steps are dealt with intensively within groups. In addition, the creation of simple scenarios can be further practised through the use of other scenario methods.

The objective of the seminar is to show the participants the proceeding of Scenario-Management by processing a broad example. They learn, which problems can be handled through scenarios and which are the crucial factors for a successful completion of a scenario project. Furthermore, the participants learn how to conceive scenario projects independently.

By working on a company specific example, at the end of the workshop there will actually be useful results in respect



Exemplary schedule

Day 1		
Time	Phase	
9:00	Introduction of the participants / Expectations	
9:15	Handling the future / Basics Handling uncertainty and complexity Four steps of uncertainty Scenarios in the model of future management Four steps of scenario creation	
10:30	Coffee Break	
11:00	Method and case studies: Scenario field analysis (1) Definition and description of the scenario field Definition of influence factors	
11:30	Exercise: Determination of influence factors Definition of the scenario field Development of a system image and definition of influence factors	Plenum
12:45	Lunch Break	
13:45	Method and case studies: Scenario field analysis (2) Realisation of an influence analysis Determination of key influence factors	
14:30	Exercise: Influence analysis Connection of the influence factors	Groups
16:00	Coffee Break	
16:15	Presentation/ Discussion of the results	Plenum
17:00	How scenario processes are organized Organisation of scenario projects Building scenario teams Case studies and experience	
18:00	Open Discussion	
19:00	End of the first day of the seminar	

Day 2		
Time	Phase	
9:00	Summary of the first seminar day	
9:15	Method and case studies: Scenario prognosis Future-open thinking in practice Description of alternative future projections	
9:30	Exercise: Scenario prognosis Development of future projections within groups	Groups
10:30	Coffee Break	
11:00	Exercise: Scenario prognosis (Continuation)	Groups
12:45	Lunch Break	
13:45	Exercise: Presentation of future projections	Plenum
15:00	Coffee Break	
15:30	Method: Scenario creation Overview of methods of scenario creation Development of scenarios with the morphological box	
16:00	Exercise: Scenario creation concerning scenario logic	
17:00	Coffee Break	
17:15	Method: Filling in a consistency matrix Consistency analysis/ Clusteranalysis Creation of pre-scenarios	
17:45	Exercise: Filling in a consistency matrix	Participants
19:00	End of the second seminar day Calculation of the scenarios by ScMI AG	

Day 3		
Time	Phase	
9:00	Summary of the second seminar day	
9:15	Presentation of the calculated scenarios	
9:45	Exercise: Scenario analysis and description Analysis of the pre-scenarios: "Understanding the future" Description of the scenarios in a short form or as a story Derivation of winners and losers Identification of early scenario indicators	Groups
11:30	Coffee Break	
12:00	Exercise: Presentation of the scenarios	Plenum
12:30	Lunch Break	
13:30	Method: Scenarios for strategy development Evaluation of scenarios and decisions Scenario-based strategy development Creation and benefits of strategy scenarios	
14:45	Exercise: Options for action Description of opportunities and risks for each scenario Derivation of need for action for each scenario Building of a matrix of options for action Identification of future-robust measures	Groups/ Plenum
15:30	Coffee Break	
15:45	Method: Strategic early detection Concept of strategic foresight Trend management and scenario monitoring Process and implementation of strategic early detection	
16:30	Open Discussion	
17:00	End of the Seminar	

Seminar Component: Strategic analysis,

The starting point of a successful strategic alignment is the analysis of the status quo and the identification of strategic options for action. But how can the strategically relevant information be identified within the the daily information overload? And how can these be used in order to identify the own options for action? Responses to these question gives the seminar component »Strategic analysis«. This additional module can be combined with the mentioned scenario-formats.

One objective of this component is the communication of the core methods concerning the analysis of the status quo. Relevant topics are e. g. business structure analysis, several portfolio analyses, competitor analysis as well as the analysis of internal success factors.

Furthermore, it is shown how the analysis of the status quo can be combined with the created scenarios to identify possible options for action and develop consistent alternative strategies. As a conclusion, several forms of strategy development and formulation are presented. In combination with the scenario creation, the participants then can dispose of a broad method-box concerning strategy development.

Exemplary schedule

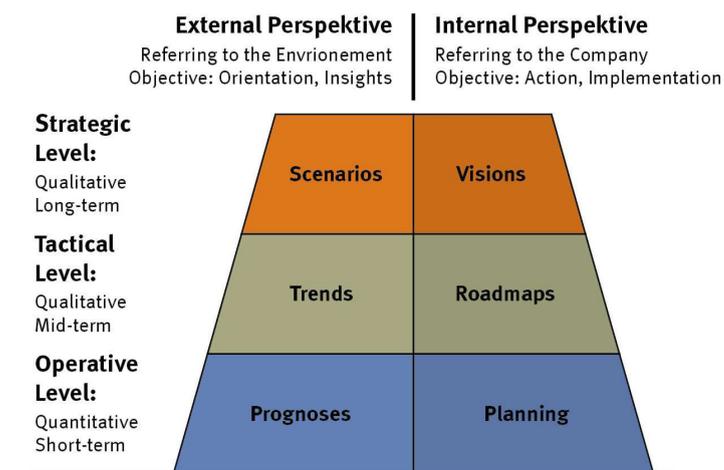
Time	Phase
9:00	Basics of strategic planning Strategic action in uncertain environments Future-oriented strategy development Determine, formulate and implement strategies
10:00	Coffee Break
10:15	Method: Strategic analysis of the status quo Basics of the strategic analysis Business structure analysis Portfolio analysis Competitor analysis Success factor analysis Practical examples
11:15	Exercise: Business structure and portfolio analysis <i>Groups</i> Segmentation and evaluation of markets and services Development of a market and technology portfolio Development of a business structure matrix Identification of main business fields
12:45	Lunch Break
13:45	Method: Strategy options Identification of options for action Four steps of developing strategy options Derivation of a strategic alignment
14:30	Exercise: Strategy options <i>Groups</i> Identification of strategy elements Description of future options Connection to strategy options/ strategy alternatives
15:30	Coffee Break
16:00	Method: Strategy determination and formulation Methods of strategy determination Elements of strategy description Instruments of strategy implementation Necessity of strategic early detection
16:45	Exercise: Strategic competence networks <i>Groups</i> Identification of strategic competences Development of a competence network
17:30	Open discussion
18:00	End of the seminar

Seminar Component: Future Management.

Dealing with the future is a core part of business management. Event though, it is difficult to keep an overview of the large number of instruments available. The model of future-management offers a simple and practical approach of categorizing future-directed activities. Within the seminar component »Future Management« this model is introduced. For each category, the most important instruments – Prognoses, Trends and Scenarios, as well as Planning, Roadmaps and Visions – are presented and supported by a practical example. This component can be combined with the named scenario formats as follows:

- As an orientation before the intensive training on scenarios
- As an additional module with the focus on »trend and early detection« after a scenario format or
- As an additional module with the focus on »vision finding and roadmapping« after a scenario format.

For those who understand German, in addition to this component, the »Handbuch Zukunftsmanagement« is recommended as attendant literature (Campus, 2006).



Source: Fink/Siebe: Handbuch Zukunftsmanagement
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Exemplary schedule

Time	Phase
9:00	Basics of future management The-three-level-model of future management: An overview External perspective: Prognoses, Trends, Scenarios Internal perspective: Visions, Roadmaps, Planning
9:45	The strategic level Overview of the several approaches to scenario creation Approaches to vision development
10:30	Coffee Break
11:00	Exercise: Strategy options <i>Groups</i> Identification of strategy elements Description of future options Connection to strategy options/ strategy alternatives
12:00	The tactic level Environment related methods: Trend research, wildcards etc. Company related methods: Roadmaps, wargaming etc.
12:45	Lunch Break
13:45	Exercise: Trend analysis <i>Plenum/Groups</i> Identification of external trends Prioritisation of trends Trend analysis with the Lotus-blossom-technique
15:00	Coffee Break
15:30	The operative level Environment related methods: Prognoses and their application Company related methods: Planning
16:15	Exercise: From roadmaps to planning <i>Groups</i> Development of a business case Derivation of factors for risk assessment
17:00	Presentation of results within the plenum Presentation of the business cases Field records / Lessons learned
17:15	Further methods / Open discussion
18:00	End of the seminar

Our references: Workshops and seminars of ScMI.

Bayer Industry Services:

Workshop »Scenario-Management« within the course of lectures »Impulses for decision makers«

The Bayer-Academy offers several projects within the course of lectures »Impulses for decision makers«, where state-of-the-art-knowledge is being imparted. Furthermore, the participants communicate actively, discuss controversially and work together. These elements were also part of the half-day workshop, where the theoretical basics of scenario development and creation were shown. Furthermore, simple scenario examples concerning the German health sector were created by the participants.

Robert Bosch Kolleg:

Three-Day Seminar »Scenario-Management«

The objective of the Robert Bosch Kolleg (RK) is to strengthen the competitiveness and innovation power of the Bosch-Gruppe by imparting the latest knowledge at a high level. Within three-day seminars, the basics of Scenario-management are communicated. Furthermore, the participants work intensively on case studies concerning the Bosch environment, e. g. drive engineering and mobility, energy supply or the future of China.

Ecole Nationale Supérieure d'Ingénieurs (ENSI):

Teaching of a class in scenario thinking

ENSI is a technical University, which concentrates on practical-oriented training for engineers. In order to foster the performance of the University and to improve its educational quality, a three-day course was developed, which introduced students to future-open thinking. By using case studies, the students were encouraged to participate actively and practice the principles of future-open thinking.

Europol:

The future environment of EUROPOL

Within the European Union, Europol is the organization of law enforcement, dealing with „Criminal Intelligence“. In its line of action, Europol feels confronted with increasingly complex and uncertain developments, which the organization is supposed to estimate and evaluate early in advance. Therefore, within a three-day seminar with participants from several

countries and departments, the methodical basic principals were recessed and the exemplary scenario development was presented by the means of scenarios for the future environment of EUROPOL.

3L ARCHITEKTEN INDUSTRIEDESIGNER:

One-day Workshop Scenario-Management
»Growth market: Object-Construction in Europe«

In cooperation with the ScMI AG, a one-day workshop with the exemplary application of Scenario-management on the topic »Growing Market: Object construction in Europe« was carried out. Participants of this workshop were large companies of the construction industry and the construction supplying industry. Through the exemplary scenario creation, a basis for carrying out collective future-oriented projects was laid out. Furthermore, the relationship of the customers to 3L was strengthened.

Rheinmetall:

Management-Seminar »Strategic Analysis«

Through the Rheinmetall-Kolleg the Rheinmetall AG offers qualification courses for specialists and executive staff of the company. Concerning the topic field »Strategic Management«, the ScMI AG carried out the management-seminar »Strategic Analysis«, which contained the methods and instruments for strategy development, strategic analysis and early detection. The seminar combined overview lectures, methodical instructions, trainings as well as practical examples.

Wacker Chemie:

One-day Workshop Scenario-Management
»Germany as location for Technology«

Wacker Chemie AG is the technology leader in the chemical and electrochemical industry. The area of information technology of Wacker carries out a course of lectures for project-leaders every year. In order to enable the classification of information technology aspects to the strategic context by the participants, the one-day workshop »Scenario-Management« was integrated into the program. Within the workshop, five scenarios for the future of Germany as a location of technology were developed and described in detail by the participants.

More than seminars and workshops: Connecting future

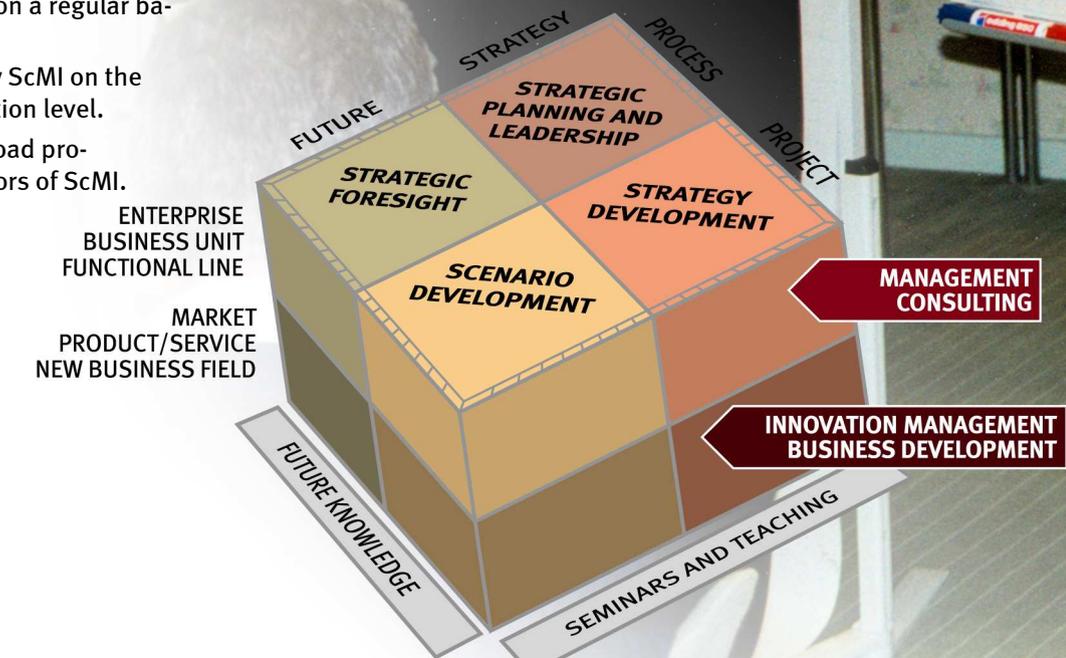
and strategy.

ScMI is a method-oriented and intersectoral company, specialised in future scenarios. It is positioned between future and strategy with its offers for project realisation and organisation:

- **Scenario creation:** This is the core business of ScMI. Together with its customers within several project formats, the future is evaluated systematically by creating market, branch, regional or global scenarios.
- **Strategy development:** These external scenarios, as well as the specific strategy scenarios are core instruments to develop visionary business strategies.
- **Strategy roadmapping:** The strategies become concrete and potentials are observed and continuously adjusted. Therefore, new options and decision points can be detected in advance.
- **Scenario monitoring:** The external scenarios and hence the premises of the strategy are revised on a regular basis.

These four core processes are supported by ScMI on the management level as well as on the innovation level.

The trainings and seminars profit from a broad project experience of the instructors/ moderators of ScMI.





Scenario Management International

Corporation for Future Research
and Strategic Management

Klingenderstr. 10-14
D-33100 Paderborn, Germany
Phone: +49 (0) 5251 - 150 570
Fax: +49 (0) 5251 - 150 579
E-Mail: info@scmi.de
Webpage: www.scmi.de