

# Scenario Planning

10<sup>th</sup> March 2021 – The Arts Council

Conor McAndrew, The Dock Accenture

# HISTORICALLY, PEOPLE OFTEN GOT THE FUTURE DISASTROUSLY WRONG



Stock prices had "reached what looks like a permanently high plateau."

-- Irving Fisher, 1929



"There is no reason anyone would want a computer in their home."

-- Ken Olson, 1977



"The Internet will...in 1996 catastrophically collapse."

-- Robert Metcalfe, 1995



"The iPhone's impact will be minimal."

-- *Bloomberg*, 2007

# ...BECAUSE WE LOOK AT TRENDS IN ISOLATION AND DON'T FOCUS ON THEIR COLLISION



Rise of emerging markets



Surging capital flows into the US



Booming housing market



Financial innovation



Rising stock markets



Rising debt



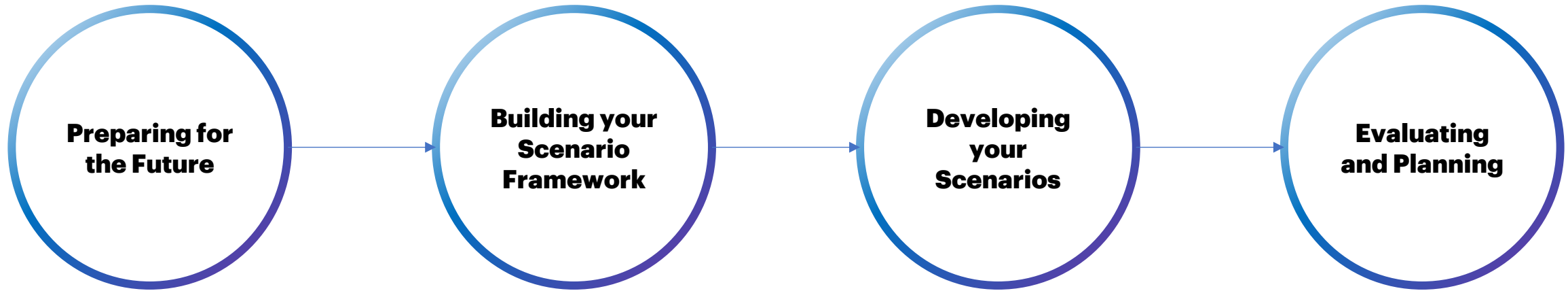
Consumer spending boom



**THE GREAT RECESSION**

# Benefits of Scenario Planning

- Expectation management
- Aid better and more targeted stakeholder communication
- Minimise and respond more effectively to future shocks
- Enables better decision making
- Highlight white space and opportunities
- Highlight gaps in strategy, services, suppliers etc



- Identify the **timeframe**
- Map your **current landscape** and **stakeholder ecosystem**
- Gather and review the recent past for **relevant data**
- Identify and shape your Scenario Focus: “What if...”

Create a **set of assumptions** around key trends and forces:

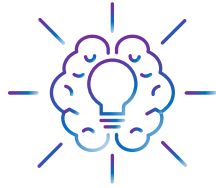
- Society and its structure, including demographic, economic and political factors, and public opinions
- Markets and Customer Behaviour
- Technology and Innovation
- Industry competitive structure
- Your organisational capacities and core competencies

Consider and track how certain/uncertain each assumption is

- Identify 3-5 scenarios:
  - **Possible** – what might happen?
  - **Plausible** – what could happen?
  - **Preferable** – what do we want to happen?

- Each scenario should contain enough detail to assess the likelihood of success or failure of different strategic options.
- Use these scenarios to identify key activity
  - No regrets decisions
  - Time bound decisions
  - Contingent decisions

**Refresh your data and assumptions regularly – scenarios adapt and evolve over time.  
Keeping them current will help you to make better decisions more regularly**



# THE IMAGINATION ECONOMY: THE FUTURE



## TREND CLUSTER



Extended Reality technologies



Peak consumption



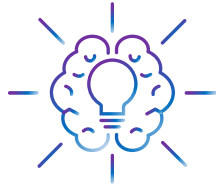
Importance of innovation and speed



Talent flow restrictions



Environmental and Public Health considerations



# THE IMAGINATION ECONOMY: IMPLICATIONS

## THE MARKETPLACE



Gaming industry



Interactive/In-venue events

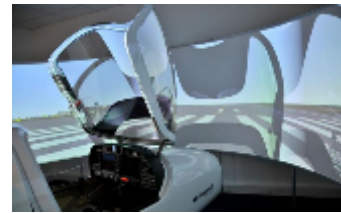


Consumer experience

## THE WORKPLACE



Business adoption of XR



Training



Innovation

## THE ECOSYSTEM



Therapy for illnesses

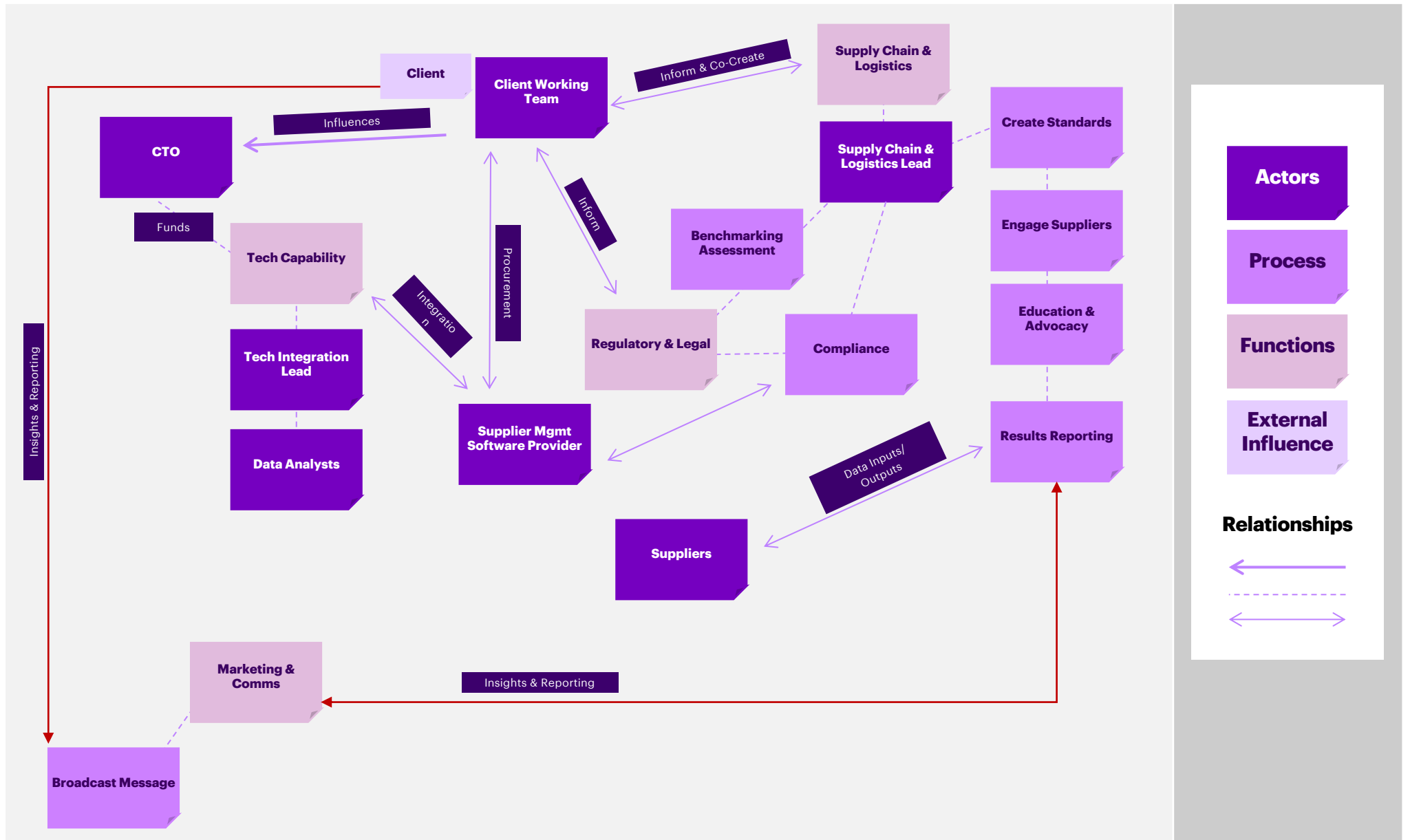


Fight against crime



New job creation

# Mapping Your Current Landscape and Stakeholder Ecosystem

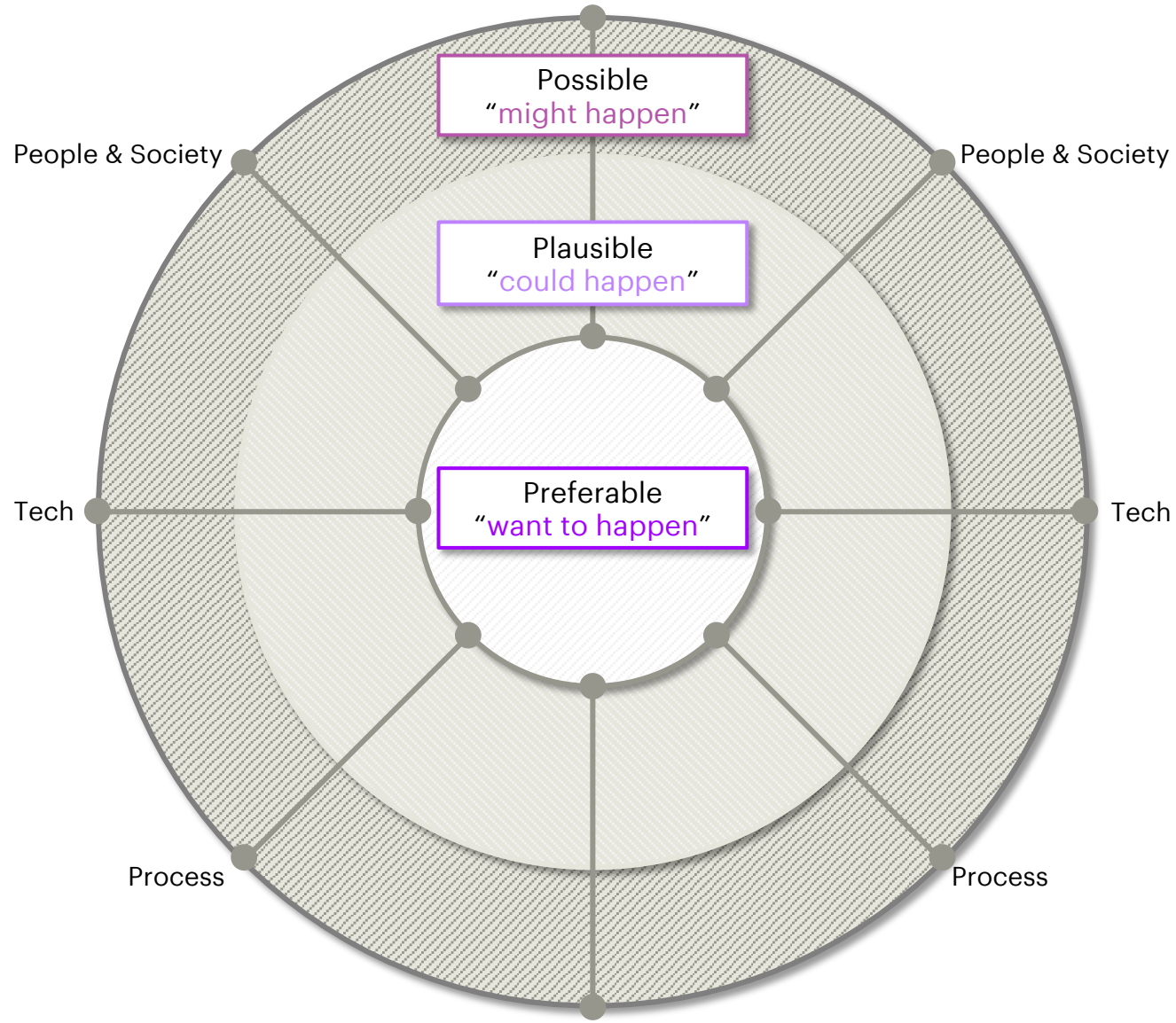




# Identifying the Consequences

## Positive Consequences

## Negative Consequences



People & Society

Tech

Process