INDEX

Adaptiveness (see also Complexity), 133-140, 143-145, 161, 163 wall, 133 Agents, 6 Aging, 7 Agrochemicals in Asia, 83 Airbus A400M, 38 Amazon, 92, 105 Apple, 90, 92–93, 99–100, 121–122 1973 Arab-Israeli War (see Yom Kippur War) Artificial intelligence (AI), 2, 18, 28, 74, 114, 145, 153, 165 advantages, 148 AI-generated insights, 103-105 augmenting modelling stage, 156-159 augmenting monitoring stage, 159-163 augmenting research stage, 154–156 excuse, 145 general, 148 scenario planning in combination with, 144-145 AT&T, 34-35, 44 Automation, 18 'Automotive', 155-156 Autonomous driving, 145 Availability bias, 49 Battery technologies, 9 BCG Matrix, 28 Bias availability, 49 cognitive, 10-11 Big bang problems, 47–48 Big Data, 2, 105, 170, 172 'Black box' of Game Theory, 144 Black swans, 79-80 Blockbuster, 7-8, 14 Brainstorm, 144, 154 Building Narratives, 89

California Institute of Technology, 39 Captive banks, 8-9 real competition for, 9 Carmakers, 10 Characters, 89-90 Chernobyl nuclear disaster, 79 Chicago Times, 35 Choice Cascade, 95-96 Clarity (see also Relevance; Validity), 13 - 17Classical agent-principal dilemma, 6 Classical crowdsourcing, 104 Climate change, 2, 4, 73, 132, 175 Cognitive bias, 10-11 Complex adaptive systems, 147-148, 154, 159, 180-182 Complex quantitative models, 33 Complex simulation models, 36 Complexity (see also Adaptiveness), 124-133, 138, 140-141, 143-145, 161, 163 management, 17–19 wall, 126 Complicatedness, 127-128, 136 Conflict, 90 Consultants, 12 Corporations, 11 Creativity, 19-20, 31, 48-49, 59, 77, 120 Crisis-response-scenario, 91 Critical uncertainties, 59, 76-83, 85, 156 - 158Crowdsourcing, 103-105 Cutting-edge technology, 97-100 Decision analysis, 32 Decision makers, 2-3, 6-7, 11-12, 16-17, 20, 23, 77-78 ideal, 13

liability of, 12

Decision making processes, 6, 11 quality, 13 Deep Blue computer, 146 DeepL, 146 Desirable future, 37 Dieselgate scandal, 9-10 Differentiator, 117, 119, 161 Digital dementia, 79 Digital media, 106–107 Digital photography, 77 Digital Strategy, 113 Digitalisation, 50, 107, 135, 147 Digitalising, 7 Driving forces, 72-76, 154-156 Dynamic scenario modelling, 142-143 Dynamic strategic thinking, 7–12 Dynamic strategy, dimensions of, 12-13 clarity, 13-17 relevance, 19-21 validity, 17-19

Economic drivers, 73 Enemies adaptiveness, 133–140 complexity, 124–133 Environmental drivers, 73 Environmental onion, 54 Epistemology, 4 European Bank, 71 Evolutionary change, 92 External circle, 55

Facebook, 92 Fast-moving Consumer Goods (FMCG) Company, 72 Fiction to science to strategy, 145–148 Financial engineering, 116 Flight of Flamingos scenario, 51 Focal question, 68–72, 154, 156–158, 161–162 Forecast methods, 32 Forecasting future, 31–36 Future desirable, 37 predicting or forecasting, 31–36 'Future-now' thinking, 38 Futurism, 31

Game Theory, 139–140, 143–144, 154 Garbage in, garbage out issue, 76 General Electric (GE), 42, 116 German Mittelstand, 53 Global Business Network (GBN), 26, 37, 43–44, 58–59, 67–68 Globalisation, 1–2 Gnoseology, 4 Go (Japanese board game), 146 Gold standard of corporate scenario generation, 67 Google, 92 Google Translate, 146 Group Planning department, 41 Gulf Stream, 88

Healthcare Company, 72 HMD, 100 Holistic view, 56 Horizon Planning initiative, 40 Horizon year, 70 Human intuition, 57–58 Humanity, 3 Humankind, 1–4 Hyper-connectivity, 1–2

IBM, 39, 44, 93, 146 Icarus scenario, 51 'Imitation Game, The', 146 Impact-uncertainty grid, 81 Indiana Jones, 12–13 Industry scenarios, 71, 85 Infinite-possibility archetype, 92–93 Innovation, 36, 49–50, 88, 92, 94, 179 iPhone (Apple), 99–100, 122 iPod, 27 iStockPhoto, 104

Kodak, 7–8, 14, 77, 98, 135 KPIs, 73, 111–112, 139

Lame Duck scenario, 51 Leaders, 8 Logic, 83 Long view, 13–17, 53 *Longitude Prize*, 104

Machine learning, 32, 146–147, 172 Machine objectivity, 57–58 Macro environment drivers, 73 Managers, 6 Markets, 7, 10 Med-Tech, 74, 84, 86 Media, 123 Media company, 82–83 Medium circle, 55 Mental model, 49, 127–129, 132–133, 135–137, 154, 159, 177, 179–180 'Middle of the road scenario', 59 Modern scenario planning, 37 Monitor Group, 62*n*7 Moore's law, 32, 62*n*18 Motivation, 48, 117, 120, 133, 140–141

Natural Language Processing, 104 Netflix, 8, 24, 27 Neural networks, 147 Nokia, 7–8, 99–100 Non-scenario-related forecasting techniques, 36 Non-strategic goals, 117

October War (*see* Yom Kippur War) 'Official' future, 39 Oracle of Delphi, 31 Organization of the Petroleum Exporting Countries (OPEC), 41 Ostrich scenario, 50 Outside-in thinking, 28, 44, 54–55, 69, 73

Paralysis, 94 issue, 78-79 Pendulum, 65n57 Perpetual transition, 93 Personas, 89-90 Plausibility, 27-28, 55-56, 108 Plausible futures, 30, 33, 49, 60 Playing field, 4, 14-15, 23, 84, 115, 122, 126 Political drivers, 73 Porter's five forces, 28, 116 Possible futures, 26, 33, 49 Pragmatism, 19-20 Predicting future, 31–36 Preferable futures, 33 'Principals', 6 Probabilistic modified trend scenario, 67 Probable futures, 33 Prognosis, 141–143 Project by project basis, 40

R&D strategy for global med-tech player, 84 Ramadan War (*see* Yom Kippur War) RAND Corporation, 37–39, 67 'Rank and yank' policies, 116

Real-time scenario modeling (see also Traditional scenario planning process), 153 AI augmenting modelling stage, 156 - 159AI augmenting monitoring stage, 159 - 163AI augmenting research stage, 154–156 Real-time update, 160 Relevance (see also Clarity; Validity), 13, 19-21 Renaissance scholar, 12-13 Research and Development Corporation (RAND Corporation), 25, 37–39, 67 Revolutionary plots, 92 Risk, 54

Saint, 12-13 Samsung, 90, 122 Scenario planning (see also Traditional scenario planning process), 25-27, 28-30, 37-6, 79 application, 46-52 in combination with AI, 144 guidelines for designing scenarios, 52 - 61key principle, 32 timeline, 37 usage of management tools, 46 Scenario process (see also Real-time scenario modeling), 103 AI-generated insights, 103-105 crowdsourcing, 103-105 democratising, 105-106 new ways of telling stories, 106-108 speeding up, 106 Scenarios, 23-31, 106 differing from predicting or forecasting future, 31-36 framework, 83-84, 158 health, 161–163 modelling, 144 monitoring, 97-100, 159-161 narratives, 84-93, 158-159 number of, 58-59 process, 68 team, 57-59 thinking, 14, 21, 33, 36, 39, 55, 67, 75-76, 141-142 Scenarios 5.0, 103 Second spring, 147

Self-learning approach, 146 Shareholders, 112, 123–124, 172, 177 Shell, 41-43, 67 approach, 42 legacy, 44 Slides, 107 Social drivers, 73 Societies, 7 Sound strategy process, 97 Stakeholders, 11, 16, 20, 31, 34, 49-50, 55-56, 47, 69, 75-76, 87, 99, 107–108, 111, 114, 117, 120-121, 139, 171-172 Stanford Research Institute, 37, 39 Static strategic thinking, 11-12 Static strategy, trap of, 5-7 STEEP framework, 73-74 Stochastic Neural Analog Reinforcement Computer, 146 Strategic Analytics, 113 Strategic goals, 114, 116–118, 132, 137, 153-154, 163 Strategic objective, 111, 115, 118, 154, 158 Strategic thinking, 1–2, 116, 137, 165 dynamic, 7-12 Strategy, 8, 13–15, 17, 113 advisors, 123-124 consultants, 138 fiction to science to, 145-148 narratives valid in, 171-172 Structural uncertainties, 79 Superiority, 153 Superpower for strategists, 111 attempts to protect against enemies, 139 - 143from fiction to science to strategy, 145-148 original strength of strategists, 116 - 124secret of strategic success-and failure, 114–116 against strongest enemies, 143-145 true enemies, 124-138 System Dynamics, 139–144 Systems thinking, 88 Technological drivers, 73 Tectonic-change-plot, 92 Tesla Roadster, 118, 121

Time, 117-119 horizon, 15, 70 Traditional 'rule-based' programming, 146 Traditional scenario planning process (see also Scenario planning; Real-time scenario modeling) critical uncertainties, 76-83 driving forces, 72-76 focal question, 68-72 implications and options, 93-97 monitoring scenarios with cuttingedge technology, 97-100 scenario framework, 83-84 scenario narratives, 84-93 'Tulip Mania', 115 Turbulence, 26 Turing Test (see 'Imitation Game, The') Uncertainty, 3, 10, 15, 25-26, 75, 83

oncertainty, 5, 10, 13, 23–26, 73, 85 critical, 76–83, 85, 156–158 dimensions of dynamic strategy, 12–21 dynamic strategic thinking, 7–12 embracing, 17–19 secondary, 82 structural, 79 trap of static strategy, 5–7 Unified Planning Machinery system, 40 Unknowingness, 80 US Air Force and Douglas Aircraft technology, 38

Validity (*see also* Clarity; Relevance), 13, 17–19 Volatility, 80

Wall Street company, 76 Wall Street Journal, 35 What-if analyses, 37 What-if principle, 47, 86 Wind tunneling, 160 analogy, 96 Winners-and-losers plot, 90

Yellow journalism, 89 Yom Kippur War, 41

Zoom-in approach, 57 Zoom-out approach, 57