

## ***Contents***

<b><i>Acknowledgements</i></b>	vii
<b><i>Contributors to the Second Edition</i></b>	ix
<b><i>Foreword</i></b>	xi
<b><i>PART I</i></b>	
Introduction	3
Chapter 1: The Development of Scenario Planning	11
Chapter 2: Where Are We Now?	29
Chapter 3: ICL's Experience of Building Scenarios for Strategic Planning	49
Chapter 4: Linking Scenarios to Strategic Planning	91
Chapter 5: Scenarios to Influence Public Attitudes	111
Chapter 6: Scenarios for Learning	153
Chapter 7: Summary and Conclusions	175
<b><i>PART II</i></b>	
<b>METHODS AND EXAMPLES</b>	185
Computer-Driven Simulations, e.g. StratX	187
The European Commission's Methodology	191
The French School	195
Generon Consulting	201
GBN Global Business Network	207
International Futures and the Terra Project	214
SAMI Consulting	216
ScMI	223
SRI Consulting Business Intelligence	227
The Arlington Institute	243
The Millennium Project	246
Futures Data	248
<b><i>PART III</i></b>	
<b>CASE STUDIES</b>	251
AMA: Roadmap to Utopia	253
British Airways	258
Cable & Wireless Experience	271

## *Scenario Planning*

Diabetes 2020: Designing New Business Models for Prevention and Treatment	276
Electrolux: Developing New Business Streams	286
European Commission: Using Scenarios to Create Common Understanding across Different Cultures	289
Finland: A Long-term View	296
KRONE: Scanning the Horizon	301
Morgan Stanley in Japan, 2002	305
Pharma Futures: Multistakeholder Scenario Planning for the Global Pharmaceutical Industry through 2015	312
Shell's Planning System in the 1990s	328
Surrey Vision 2020	334
The UK National Health Service	337
United Distillers' Experience: Investigating Market Potential	343
<b><i>PART IV</i></b>	
<b>EXAMPLES OF SCENARIOS</b>	353
Scenarios Developed by ICL – Mark I	355
Scenarios Developed by ICL – Mark II	365
Scenarios for the Telecom Supply Industry	380
The Hemingford Scenarios	385
Scenarios for the Future of Biosciences in 2020 and Beyond	398
Scenarios for Organisations in the Twenty-first Century	402
Scenarios for Scotland	406
Shell Global Scenarios to 2025	428
The Challenge Forum Global Scenarios for 2025	432
Z/Yen Scenarios for Voluntary-Sector Organisations	439
<b><i>Bibliography</i></b>	445
<b><i>Index</i></b>	451