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Scenario-based Strategic Planning (Roland Berger School of Strategy and Economics)

Burkhard Schwenker, Torsten Wulf

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In a world characterized by increasing complexity and volatility, managers must be able to flexibly adapt their strategies to changing environmental conditions. Traditional strategic management frameworks often fail in this context. Therefore, we present 'scenario-based strategic planning' as a framework for strategic management in an uncertain world. Previous approaches to scenario planning were complex and focused on the long term, but the approach developed by Roland Berger and the Center for Strategy and Scenario Planning at HHL Leipzig Graduate School of Management is different. By designing appropriate tools and integrating scenario planning into strategic planning, we have made our approach less complex and easier for firms to apply. We illustrate the approach with examples from different industries.

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