

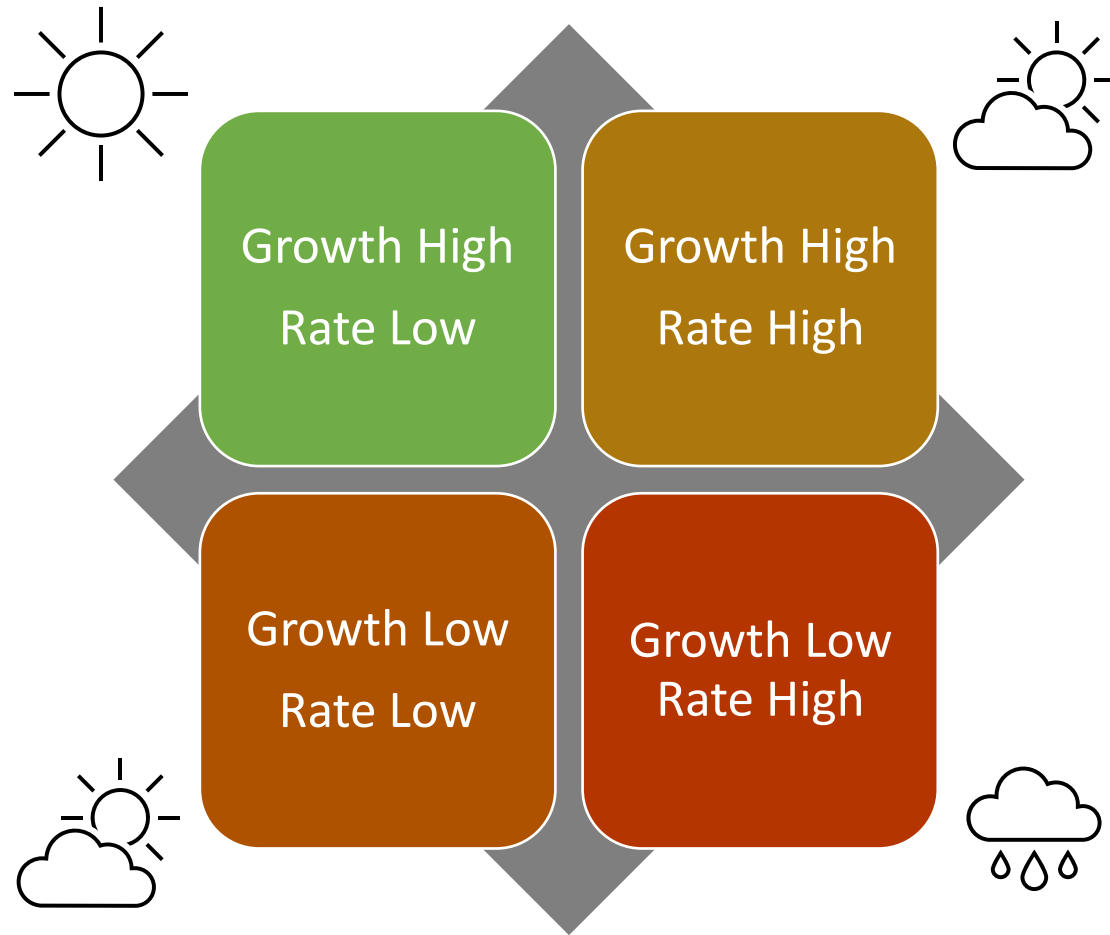
# Content overview

- Meaning, purpose and scope of scenario planning
- Scenarios and decision making
- Scenario development methods
- Scenario practice in the world of energy
- **Fundamental driving forces/key uncertainties**
- World Energy Scenarios – The future of nuclear (2019)

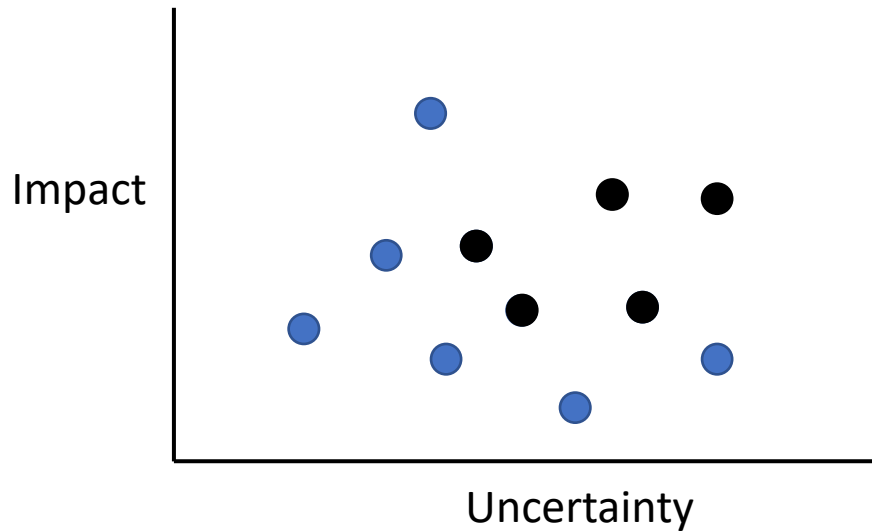
# Content

- Fundamental driving forces or critical uncertainties
- A hybrid method for scenario planning

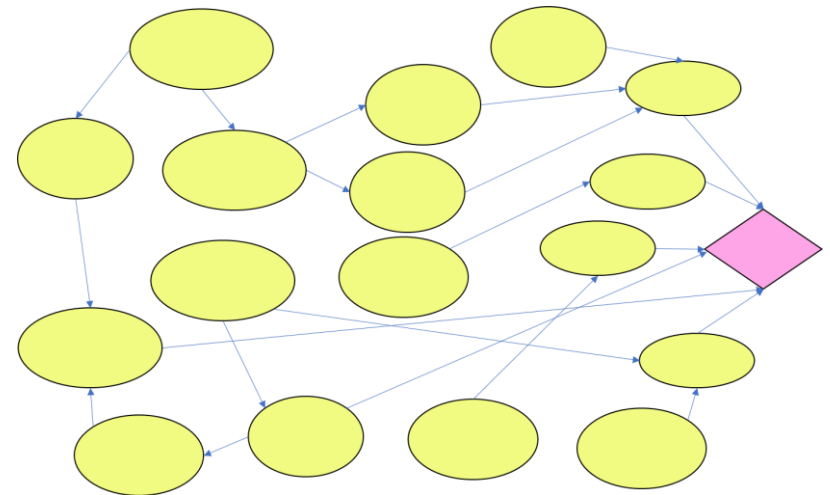
## Another example of 'deductive'



# Fundamental driving forces

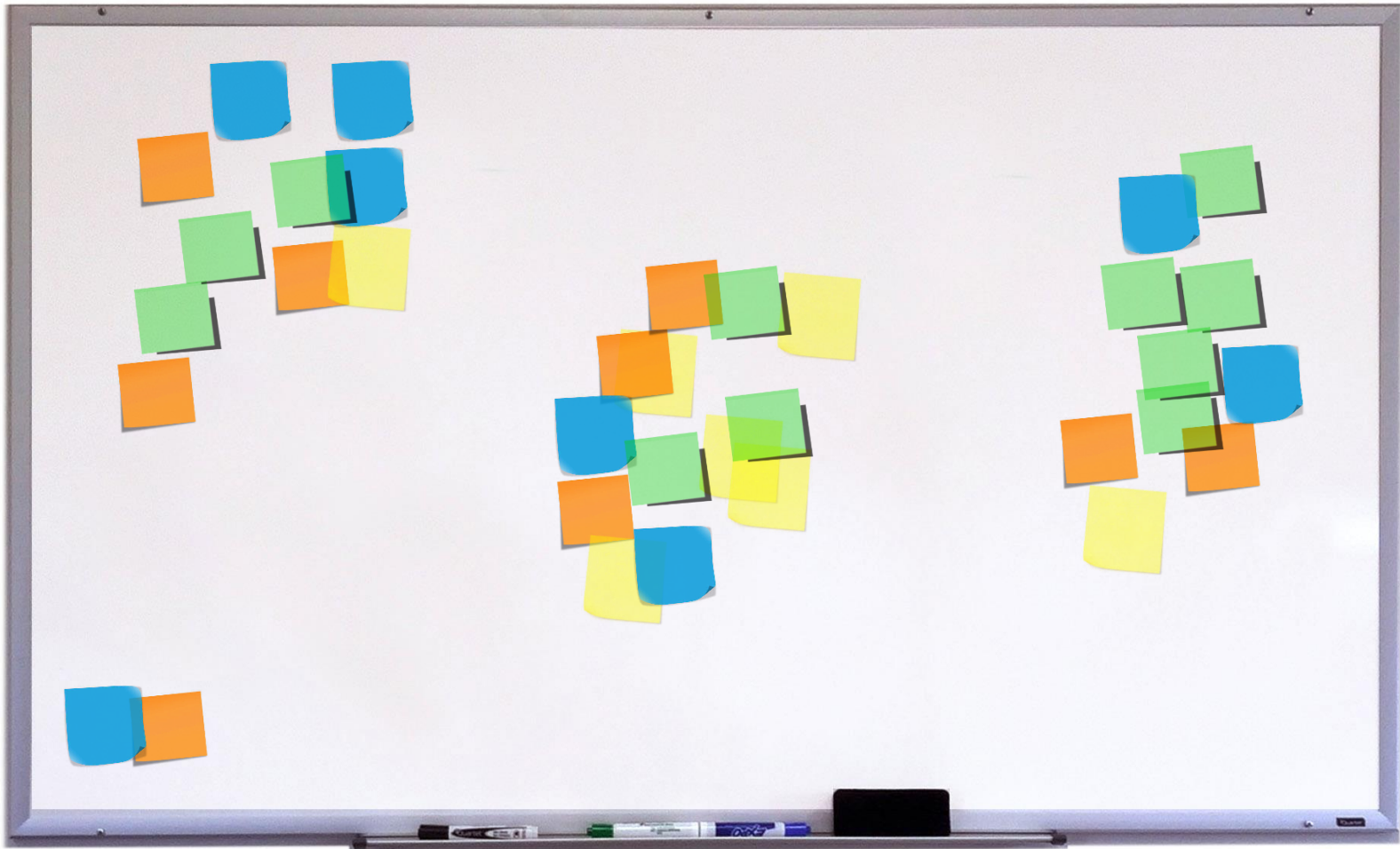


1. Choose 4-6 key factors (i.e.  $> 2$  !)
2. Look for UNDERLYING forces/uncertainties (NOT 'outcome uncertainties')



# Then apply inductive method

(but primarily focus on the fundamental driving forces)



# Recommended hybrid scenario method

1. Define purpose and scope
2. Examine current status and recent developments
3. Explore uncertainties/forces using influence diagram
4. Identify fundamental driving forces (4 – 6)
5. Consider various possible outcomes, use inductive method
6. Iteratively compose scenario story lines (brief)

# Example: exploratory global scenarios

**What are the most important uncertain future forces/developments that will shape the global order in the next 20-30 years?**

- Geopolitical developments and global governance models
- Development of emerging economies (China, India, others)
- Climate change and the response to it of mankind
- Technological developments and their market implications (internet, AI, etc)
- Monetary system/regulation, sovereign debt issues

# Pierre Wack about Scenario Planning (1986)

## *The forces behind*



Source: Youtube, Oxford Futures Library