STEP 1: SCANNING AND IDENTIFYING KEY UNCERTAINTIES

**SCAN**
- Brainstorm, involve divergent thinkers, systematic search, etc.

**COLLECT & SELECT**
- List 30+ factors
- Select 5-8 key factors

**BUILD SCENARIOS**
- Discuss and consolidate the key factors into two main factors that will form the axes of your scenario cross

**POLITICAL**
- New laws, executive orders, etc.

**ECONOMICAL**
- Factors driving supply, growth, etc.

**SOCIAL**
- Factors affecting customer needs, consumer behaviour, etc.

**TECHNOLOGICAL**
- Availability of technical solutions, automation, etc.

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Mission: Making organizations FIT to drive desirable futures.
# STEP 2: MAP STRATEGIC CHOICES.

**ACTION FIELDS**
Including, scope of offering, type of customer, channel, pricing, logistics, source of competitive advantage, etc.

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**ALTERNATIVES**
List all alternative choices you have in each action field.

- For example your offering may include only to produce a product or to produce the product and offer a range of value added services.
- Or your competitive advantage might be base on price or on quality.
- Your logistics could leverage own your own fleet of trucks or on

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**STRATEGIES**
After constructing the grid of alternatives you will be able to identity alternative strategies, which are choices that fit together and feel consistent and feasible.

Use colours to circle the choices that fit together and form a strategy

- Strategy A
- Strategy B
- Strategy C

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STEP 3: CRAFT ALTERNATIVE STRATEGIES

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ALTERNATIVES
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STEP 4: DECIDE ON WHAT TO DO NEXT.
Congrats you have built awareness of your key uncertainties, you have mapped your strategic choices, now is time to build the entrepreneurial drive.

NO REGRET MOVES
List all actions that will help you in all (or most) scenarios. Those can be implemented directly. For example build a closer relationship to your customer.

BUILD OPTIONS
List all actions that expand your strategic action field. For example find and make preliminary contracts with alternative suppliers.

PLACE BIG BETS
List actions that are risky, but highly interesting. From this list you can choose to make big leaps of faith that shape the future of your company or industry.

CREATE A CONSISTENT STRATEGY
Integrate the list of actions into a consistent strategy. Make it engaging by formulating it as Massive (aspirational) Transformative (cause significant change to industry, community or planet)
Purpose (the clear ‘why’ that can unite your people and stakeholders). Be bold!

Massive transformative purpose (MTP) examples:
- Tesla: “Accelerate the transition to sustainable transportation,”
- TED: “Ideas worth spreading.”
- X Prize Foundation: “Bring about radical breakthroughs for the benefit of humanity.”