

## ***Using scenario planning to navigate uncertainty***

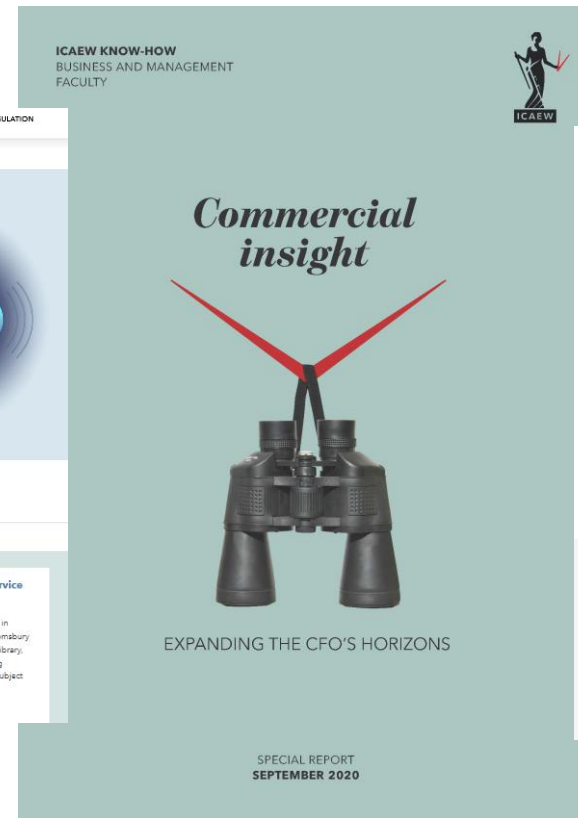
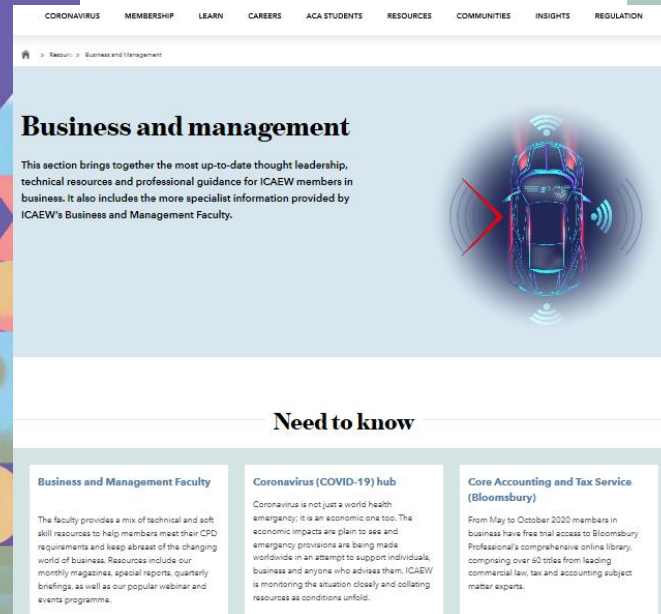
**RICHARD MORRIS**

***Today's presenter***



***Richard Morris***

# Business and Management Faculty



## Tourism in the UK - post covid



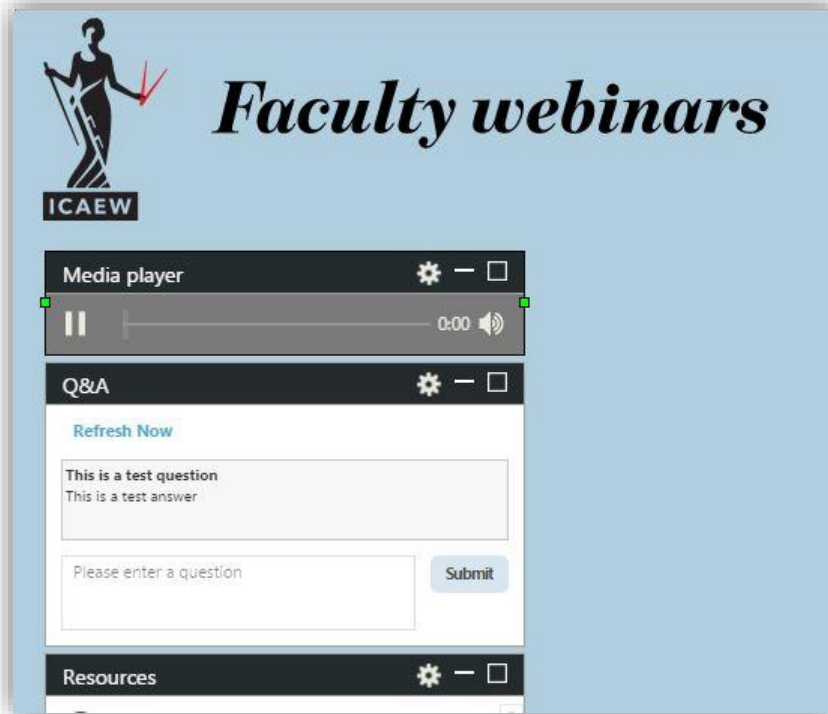
How UK tourism should respond to lockdown lifting.

[Read article](#)



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# *Ask a question or download resources*



## ***Audio problems?***

ENSURE YOUR VOLUME IS TURNED ON  
If you experience poor sound quality you may benefit from refreshing your page

## ***Ask a question***

Type your question into the question box then click submit.

# **Memories of the future: Using scenario planning to navigate uncertainty**

14 April 2021



# Introduction



# Agenda

1

What is scenario planning?

2

What are the advantages of scenario planning?

3

Overview to preparing scenarios for scenario planning



# What is scenario planning?





# Why is scenario planning worthwhile?



# Why is scenario planning worthwhile?

① ② ③

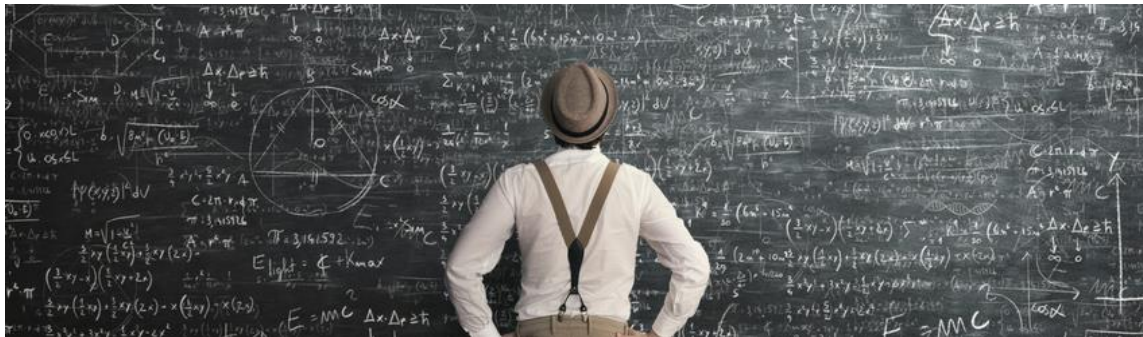
The VUCA acronym



**VOLATILITY**



**UNCERTAINTY**



**COMPLEXITY**



**AMBIGUITY**

# Why is scenario planning worthwhile?

Challenges predicting the future





# Why is scenario planning worthwhile?

Does scenario planning work?



# Preparing scenarios

*Identifying signals of change and making a forecast*



# Identifying signals of change

① ② ③

## Signal 1



US farmers see meatless protein at 10% of market in five years



# Identifying signals of change

① ② ③

## Signal 2



2020 a Record Year for Investment in Alternative Proteins

# Identifying signals of change

① ② ③

## Signal 3

LEVER CHINA ALTERNATIVE PROTEIN  
FUND & GREEN INITIATIVES PARTNER  
TO ADVANCE PLANT-BASED  
PROTEINS IN CHINA

力矩资本中国替代蛋白基金与绿色倡议合作，  
共同推进中国植物蛋白的发展



China's appetite for meat fades as vegan revolution takes hold



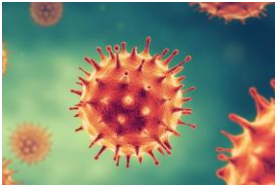
# Drivers of change



# Drivers of change



Climate change



Public health risks



Interest in animal welfare



Development of cell line technology

# Making a forecast



By 2031, large scale slaughter of animals for consumption will have ceased



# Preparing scenarios

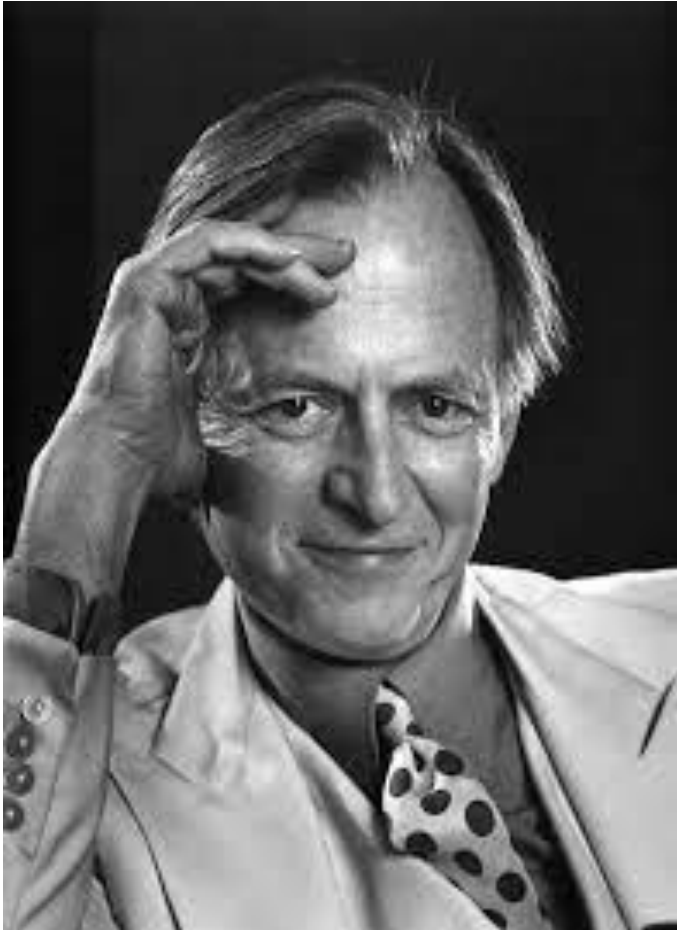
*Creating a scenario*





# Creating a scenario

## 1. Make it plausible, not probable



“The problem with fiction, it has to be plausible”

———— Tom Wolfe ————

# Creating a scenario

## 2. Be relevant





# Creating a scenario

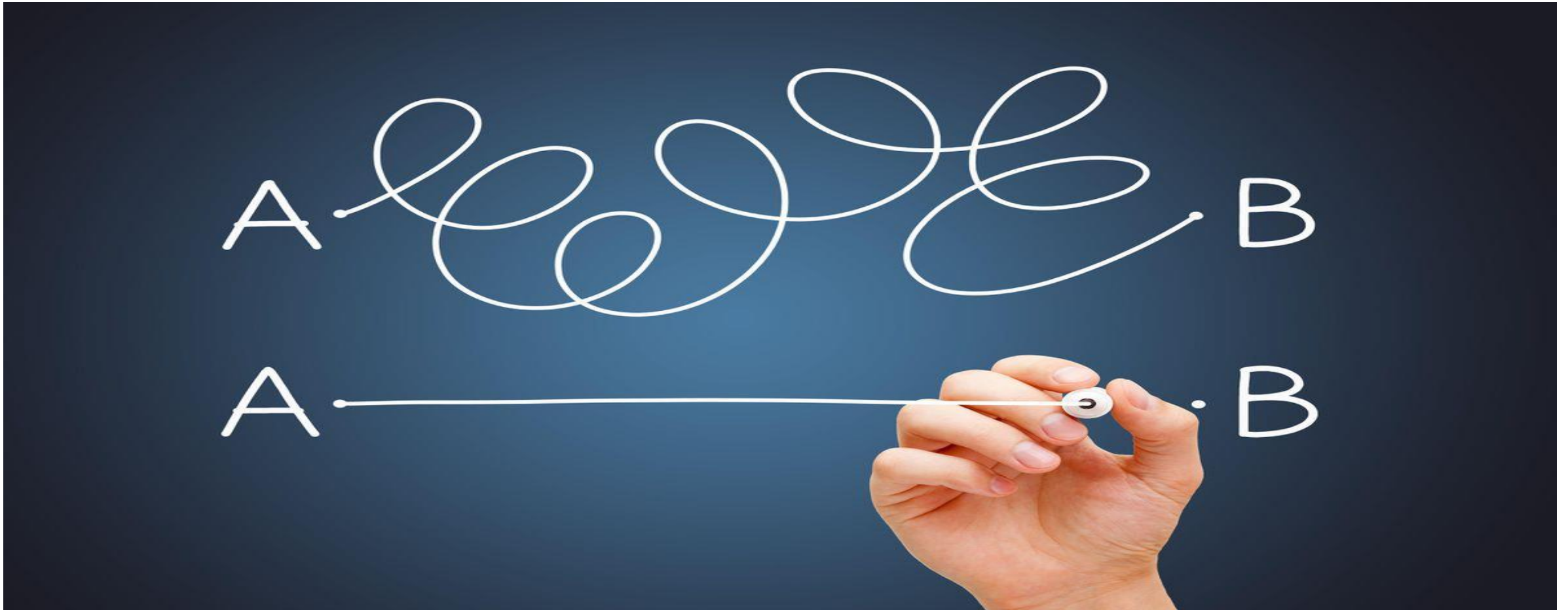
## 3. Tell a story



# Creating a scenario

1 2 3

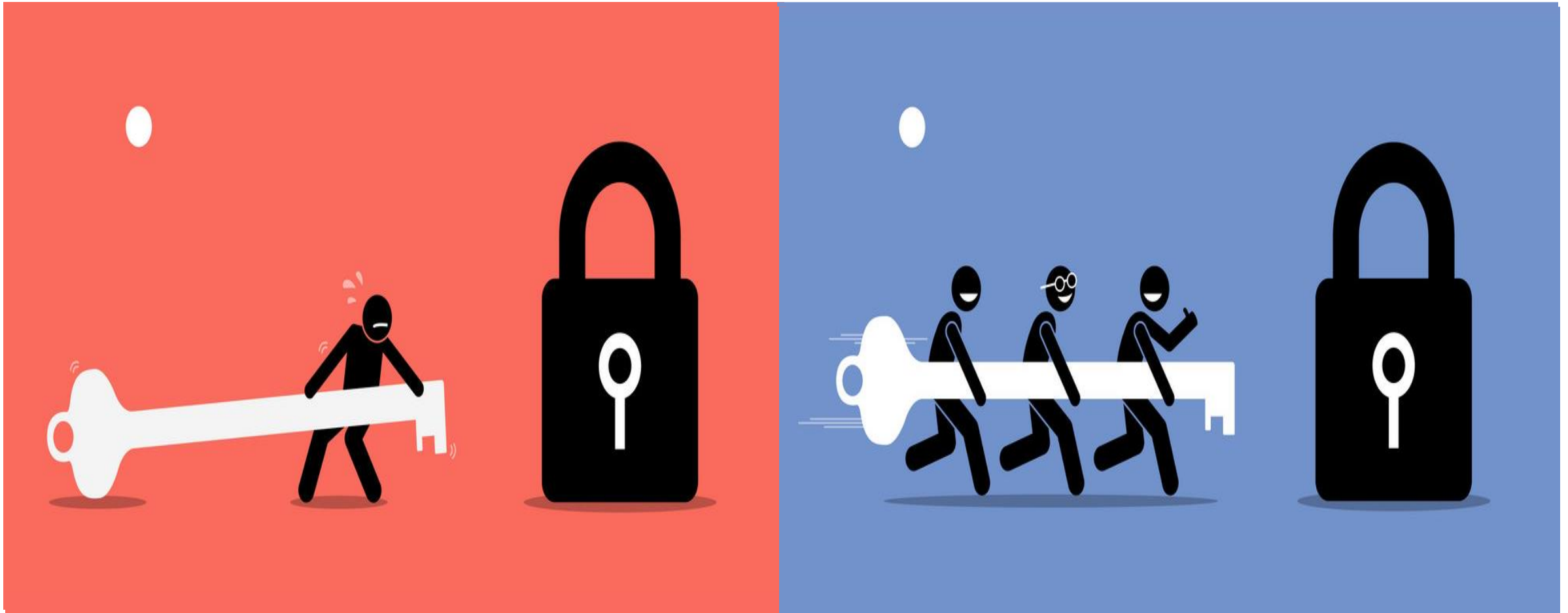
## 4. Keep it simple



# Creating a scenario

## 5. Work in a team (if possible)

1 2 3



# Preparing scenarios

*Consider the implications*





# Consider the implications

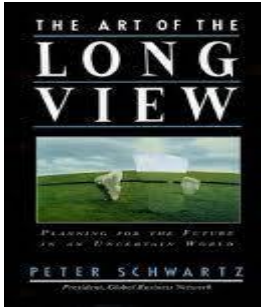
Having strategic conversations

① ② ③



# Recommended resources

## Scenario planning



## Signals of change



**NewScientist**

## Futures thinking



شكراً جزيلاً  
ngiyabonga  
teşekkür ederim  
рахмат  
danke 謝謝  
spas  
Bаярлалаа  
спасибо  
faafetai lava  
kiitos dankie  
dhanyavad  
nanni nandri  
bayartalaa  
gracie  
hvala  
mauruu  
koszonom  
vinaka  
спасиби  
blagodaram  
mersi  
kia ora  
barka  
welalin  
tack  
dank je  
misaotra  
matondo  
paldies  
grazzi  
mahalo  
tapadh leat  
xвала  
asante  
manana  
obrigada  
murakoze  
tenki  
chokran  
mochchakkeram  
djiere dieuf  
tau  
dякую  
mamnun  
sulpay  
go raibh maith agat  
arigatō  
takk  
dakujem  
trugarez  
merci  
dhanyavadagalu  
shukriya  
merce  
merci  
xiexie  
감사합니다  
rahmah  
terima kasih  
najis tuke  
kam sah hamnida  
didi madloba  
sagolun  
dekuji  
sobodi  
mesu  
obrigado  
dziękuje  
bedankt  
enkosi  
chnorakaloutioun  
gratias ago  
gracies  
kop khun krap  
taiku  
griez  
tanemirt  
rahmet  
dialch  
eucharistw  
merci

# ***Upcoming Business and Management Faculty webinars***

## **60 minute webinars – 10.00am**

*Business resilience*  
27 April

*Skills to future proof your career*  
5 May

*Economic update*  
9 June

*Building an innovative team*  
7 July

*An introduction to machine learning*  
28 September

*Financial modelling scenario planning*  
14 October

*Practical Excel tips*  
7 December

## **20 minute webinars – 12.30pm**

*Data valuation: the key to more value creation*  
26 April

*Managing bribery and corruption in a downturn*  
12 May

*Why You? 101 job interview questions you'll never fear again*  
21 September

*Catching a money launderer*  
13 October

## **Online learning – 10am**

*Get the job you want*  
14 September

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