

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.



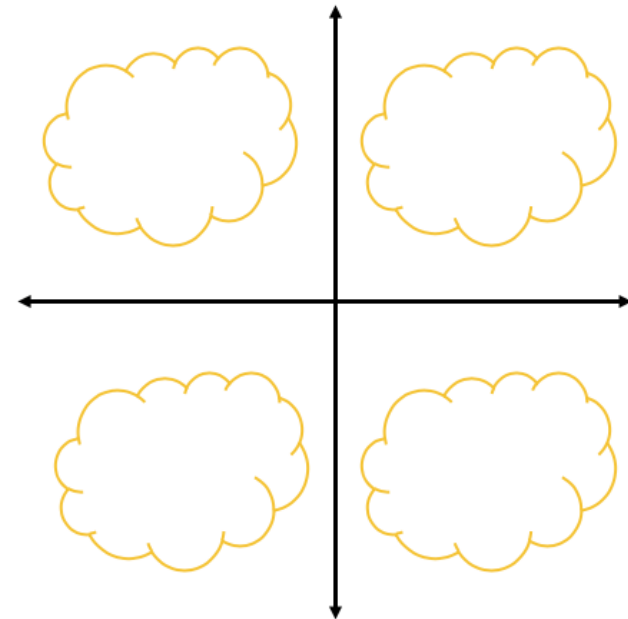
ECONOMICAL
Factors driving supply, growth, etc.



SOCIAL
Factors affecting customer needs, consumer behaviour, etc.



TECHNOLOGICAL
Availability of technical solutions, automation, etc.



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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... *Add more field if needed*

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

STRATEGIES

After constructing the grid of alternatives you will be able to identify 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

STEP 3: CRAFT ALTERNATIVE STRATEGIES

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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 you 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."