

3-Day WORKSHOP Process

Day 1: Generate a framework of 4 future scenarios (3 hours)

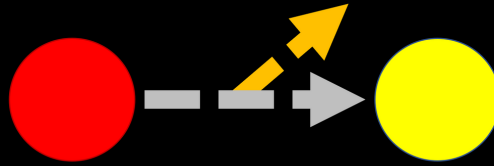
- **As a group:** Presentation of the rationale and process of scenario generation, using examples from previous workshops conducted by W. Wade, that best illustrate the steps of the methodology. Result: the group understands the logic of the process before we actually begin working.
- **In 4 working teams:** Identification of *key driving forces* that will affect the future business environment of the client and its work, in terms of the “PEST model”, i.e. political, economic, societal and technological changes. This will be followed by presentation of the findings by each team to the entire group.

Day 2: Defining and describing the scenarios (3 hours)

- **As a group:** Discussion and selection of the *most critical uncertainties* from the driving forces presented on the 1st day. Based on this selection, we generate a matrix of 4 plausible scenarios.
- **In 4 working teams:** Elaboration of the key characteristics of the 4 scenarios in relevant detail, and presentation by each team to the entire group.
- **As a group:** Discussion, fine-tuning, and validation.

Day 3: Opportunities, challenges, strategic responses (3 hours)

- **In 4 working teams:** Elaboration of what each scenario would actually mean for the organization, and presentation by each team to the entire group:
 - Opportunities the scenario would present that could be exploited
 - Challenges that the organization would need to address (or even avoid if possible)
- **As a group:** Definition of sensible action ideas for each scenario:
 - Strategic initiatives that would have a good chance of success
 - Innovations that could plausibly be launched



Calendar duration	A total of 3 sessions (3 hours each), one in each of 3 consecutive days
Language	English (Simultaneous translation available at additional cost)
Price of the program	USD 6.000.- (plus taxes)

Woody Wade: experience and credentials

- Author of Scenario Planning: A Field Guide to the Future (2012), a guidebook published in four languages. In Japan, readers of Harvard Business Review ranked the book in the top 15 business books of the year
- Former member of the Executive Board of the World Economic Forum, organizers of the annual gathering of business and political leaders in Davos, Switzerland
- Author of See Your New Normal (2021), a scenario planning handbook for the post-COVID landscape
- Former Director of Marketing at the Ecole hôtelière de Lausanne, the No. 1 ranked hospitality management school in the world
- Creator of several online courses on scenario planning (on the Udemy and Teachable platforms)
- MBA from Harvard Business School
- Scenario generation experience with organizations in 30+ countries



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