

## Further reading and references

### Scenarios and scenario-based planning

Peter Schwartz (1991) *The Art of the Long View – Planning for the Future in an Uncertain World* Doubleday 258pp; ISBN 0-385-26731-2, paperback 1996; ISBN 0-385-26732-0)

This is one of the best starting books describing the fundamentals of scenario planning. Peter Schwartz is a futurist and a founder of the *Global Business Network* (GBN) but has also worked at Stanford Research Institute (SRI) and Shell.

Kees van der Heijden (1996) *Scenarios – The Art of Strategic Conversation*, Wiley, 305pp; ISBN 0-471-96639-8)

An excellent book about scenario planning in a business context because it connects to strategy and its practice in a strategic context. The author Kees van der Heijden is one of the founders of GBN and has also a history as head of the Scenario Planning group at Shell.

Gill Ringland (1998) *Scenario Planning – Managing for the Future*, Wiley; 401pp, ISBN 0-471-97790-X

This is mainly focused on providing experiences from a number of scenario planning projects in different companies. Gill Ringland works for ICL and the book reflects scenario projects within ICL, but there are also examples from a number of other projects in other contexts.

Liam Fahey and Robert M. Randall (1998) *Learning from the Future*, Wiley 1998; 446pp; ISBN 0-471-30352-6

This contains a number of articles focusing on different application areas or aspects of scenario planning.

Art Kleiner (1996) *The Age of Heretics*, Doubleday, 414pp; ISBN 0-385-41576-1

This book relates stories about the heretics who challenged the prevailing views at companies like Royal Dutch/Shell. By using scenario planning they saw possible future events which management didn't see at all. Art Kleiner, among other interests, teaches a scenario class focusing on the future for telecommunication infrastructure at New York University.

Wilkinson, Lawrence (1996) 'How to Build Scenarios', *Scenarios: Special Wired Edition*, January, pp. 74–81.

### Useful websites

[www.library.nijenrode.nl/library/publications/nijrep/1997-01/1997-01.html](http://www.library.nijenrode.nl/library/publications/nijrep/1997-01/1997-01.html)

#### Scenarios, strategy and the strategy process

Interesting paper by Kees van der Heijden, a strategic planning veteran from Shell who is also a member of GBN. Scenario planning is treated as a strategic tool that can be used to develop business idea by testing it in several futures and getting a more powerful and more robust strategy.

[www2.shell.com](http://www2.shell.com)

#### Current Royal Dutch/Shell scenarios and introductory texts

Shell provides both introductory information about scenario planning as well as several downloadable scenarios.

[www.innovation.gov.uk/projects/converging\\_techn/summary/html](http://www.innovation.gov.uk/projects/converging_techn/summary/html)

#### Converging Technologies – consequences for the new knowledge-driven economy

A UK government initiative on innovation has produced a number of scenarios on the effects of technology on an economy.

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