

# Strategic Planning with Scenarios

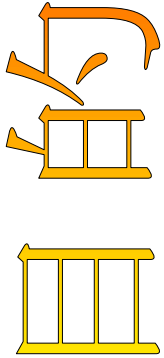
## 附有方案的战略规划

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MagicTable

# Purpose



To build your skills in strategic planning

In a way that you learn how to develop scenarios for possible future worlds

So that the actions you take today increase your chances for success in the future.

旨在培养你的战略规划技能

学习如何为未来制订情景规划

这样，今天的行动将增加你未来成功的机会。

Outcomes:

- Introduction to scenario planning
- Complete a scenario development cycle
- Improved strategic thinking/insightful planning

目标结果：

- 介绍情景规划方法
- 完成一个情景规划周期
- 改进的战略构想/透彻规划

# Agenda

## 内容

Introduction

引言

Overview of the process

情景规划方法概要

Creating AVIC scenarios

创建AVIC的不同情景方案

SEVENTY-SIX

A man is born gentle and weak.  
At his death he is hard and stiff.  
Green plants are tender and filled with sap.  
At their death they are withered and dry.

Therefore the stiff and unbending is the disciple of death.  
The gentle and yielding is the disciple of life.

Thus an army without flexibility never wins a battle.  
A tree that is unbending is easily broken.

The hard and strong will fall.  
The soft and weak will overcome.

人之生也柔弱其死也堅強萬物草木之生也柔脆  
其死也枯槁故堅強者死之徒柔弱者生之徒  
是以兵強則不勝木強則兵斫大下柔弱處上

# Sun Tzu, "Art of War," Foretelling Triumph 孙子兵法：始计

Those who triumph,  
Compute at their headquarters  
A great number of factors  
Prior to a challenge.  
夫未战而庙算胜者，得算多也；

Those who are defeated,  
Compute at their headquarters  
A small number of factors  
Prior to a challenge.  
未战而庙算不胜者，得算少也。

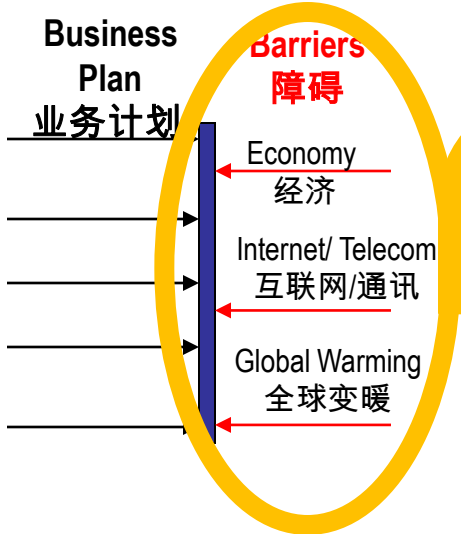
Much computation brings triumph.  
Little computation brings defeat.  
How much more so with no computation at all!  
多算胜少算，而况于无算乎！

By observing only this,  
I can see triumph or defeat.  
吾以此观之，胜负见矣。

1. While I do not know the future, I can increase my chances for success in the future.  
我不知未来，然而我能增加未来胜利的机会。
2. My decisions, today, are influenced by which future I believe is coming.  
对未来的信念、影响我今天的决定。
3. I can make an intelligent guess about a range of possible futures.  
我可对各种可能的未来，做出明智推测。
4. I can design strategies to succeed in different futures.  
我可制订针对不同未来情况的取胜战略。
5. There are actions I can take today that position me for multiple futures.  
今天可做某些努力、为不同未来情景做好准备。
6. I can shift my strategy as more information becomes available about the future.  
随着有关未来的信息增多，可以调整我的战略。

# Scenario Planning 情景方案规划

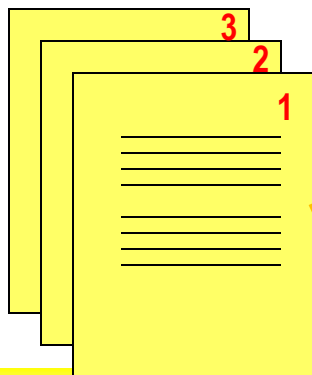
## Step 1: The World in 20XX 步骤1：20XX年的世界



## Step 2: High-Stress Scenarios 步骤2：高强度方案

	Economy 经济		Internet/ Telecom 互联网/通讯		Global Warming 全球变暖	
	Slow慢	Fast快	Low低	High高	Min最小	Max最大
1	X	X	X	X	X	X
2		X	X	X	X	X
3	X			X		X

## Step 3: Future Histories 步骤3：未来历史



## Step 4: Strategic Moves That Anticipate Future 步骤4：为未来预期采取的战略行动

Choose common items  
选择共同项目

	1	2	3
aaa	aaa	aaa	aaa
bbb	bbb		bbb
ccc	ccc	xxx	ddd
ddd	ddd	yyy	xxx
eee	eee	zzz	yyy

- Building new aviation, big aviation, strong aviation  
建设更新、更大、更强航空工业
- Implements and fulfills scientific development 落实和完成科学发展
- Commits to contribute to the nation with aviation industry 承诺航空报国
- Strengthen the military 强军
- Enrich the people 富民
- Commit to integrity, innovation and preeminence  
着眼全局、致力创新、创造辉煌
- Realize core competitiveness 实现核心竞争力
- Upgrade management and technology to the new branding, business model and integrated network 提升对新品牌、业务模式和整体网络的管理和技术
- Promote market oriented reform, center of excellence integration, capital operation, globalization based development and industrial scale based growth  
促进市场导向改革、优势整合、资本运作、全球化发展和规模化增长
- Generate revenue of 1 trillion by end of 2017  
2017年营业额达1万亿

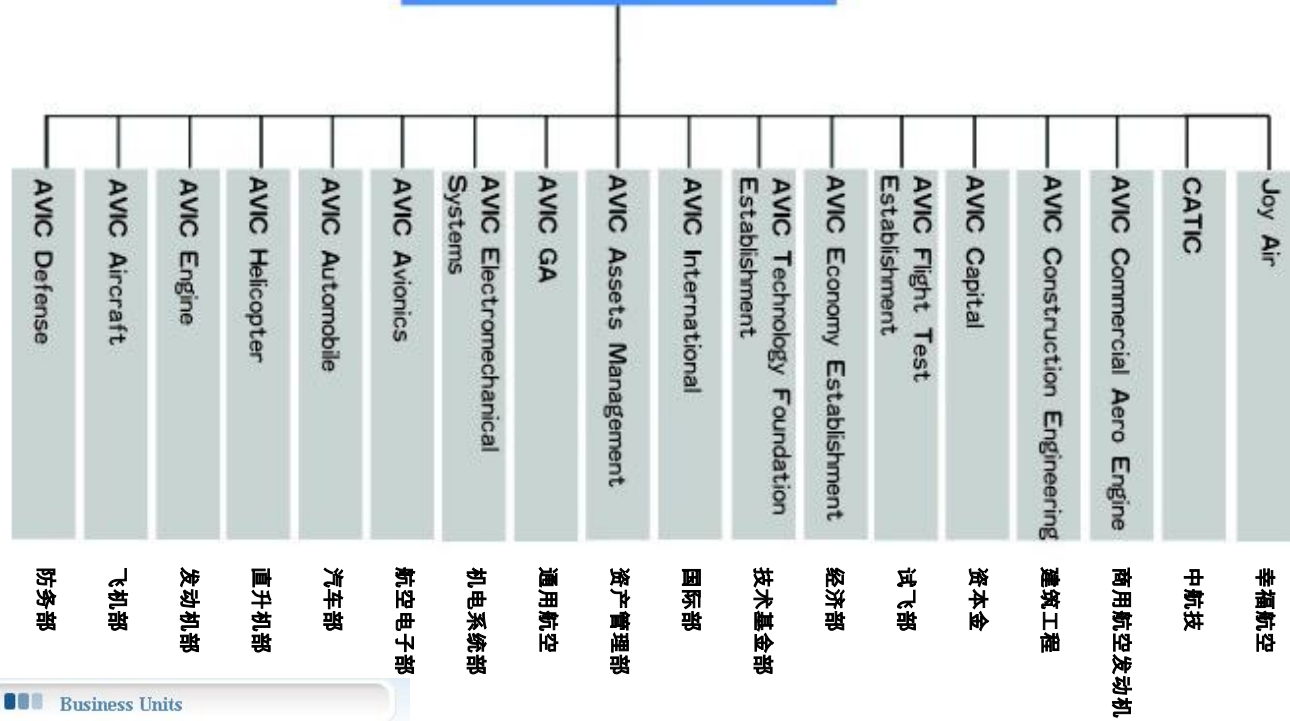


# Organizational Structure

中国航空工业集团公司

## 组织机构

AVIC Industry Corporation of China



# Defining the Arena

定义施展的舞台

# Forces Driving AVIC

推动AVIC发展的力量

# Forces Restraining AVIC's desire

制约AVIC意愿的因素

# Scenario Matrix

不同情景方案

# Pick Scenarios

选择情景方案

Best case, hardest case  
最佳方案，最艰难方案

# Describe Future Histories

描绘未来历史

# Strategy for Excelling

获胜战略



# Common Strategic Actions

共同的战略行动

# The Strategic Plan

战略计划