



4 :

❖ 학습 목표

- 1.
2. 가 .

❖ 학습 내용

1.
 - 1-1.
 - 1-2.
 - 1-3.
 - 1-4.
 - 1-5.

1)

Scenario planning is a discipline for rediscovering the original entrepreneurial power of creative foresight in contexts of accelerated change, greater complexity, and genuine uncertainty.

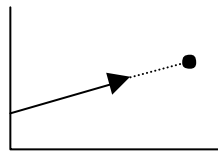
- Pierre Wack, Royal Dutch/Shell, 1984 -



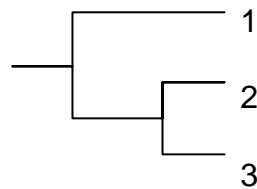
, _____ 가 _____



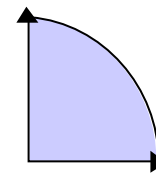
_____ 가 _____



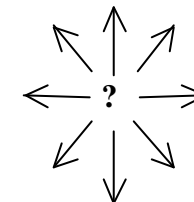
Clear -enough future



Alternative futures



Range of futures



True ambiguity

-
-
-

(KSF)

-
-
-

-

- Analogies & pattern recognition

1)

Forecasting/Conventional Planning	Scenario Planning
• ?	• 가?
•	•가
•	•
•	•가
• ()	• ()
• (certainty)	• (uncertainty)
• 量的	• 質的
•	•

• 가	• (key variables)	•
•	•	•
•	•	• 動因(key drivers)
• 가		
•		

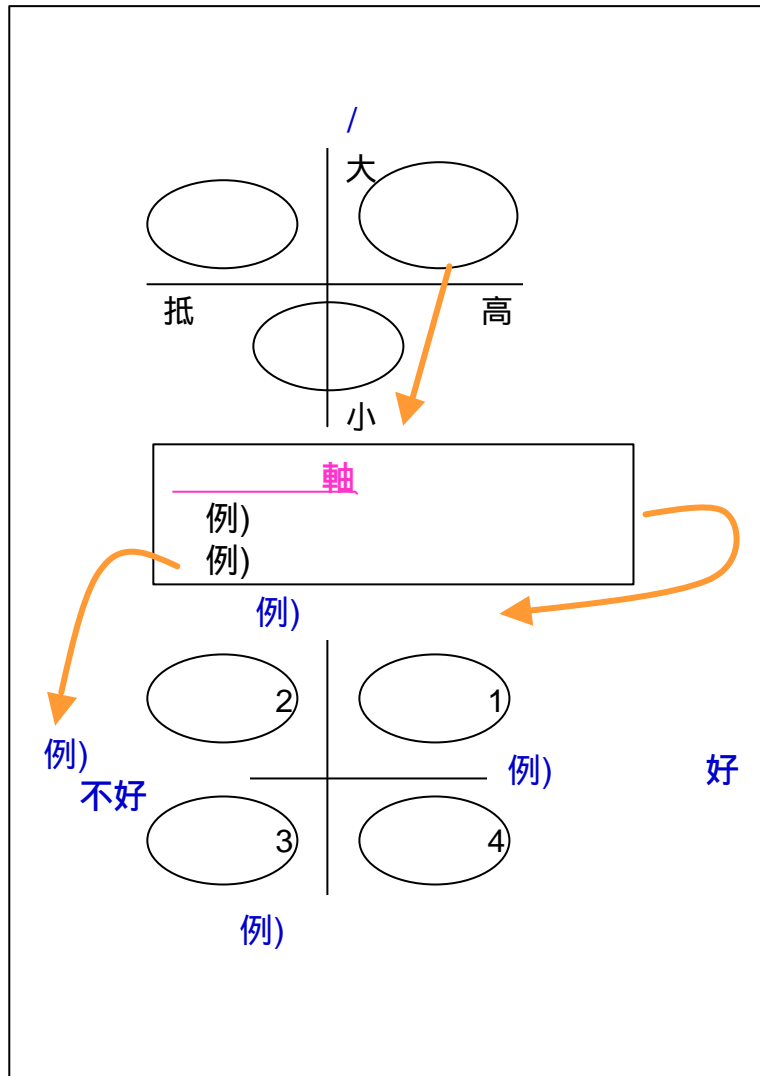
1-5.

1.

2)

_____ : 例) SERI : 00

• _____ , 動因 _____ (uncertainty) _____ / _____ (impact/importance)가



1	動因	• 31 / (가 W/S)
2	動因	• /
3	軸	• 2 軸
4		• 4 軸

1-5.

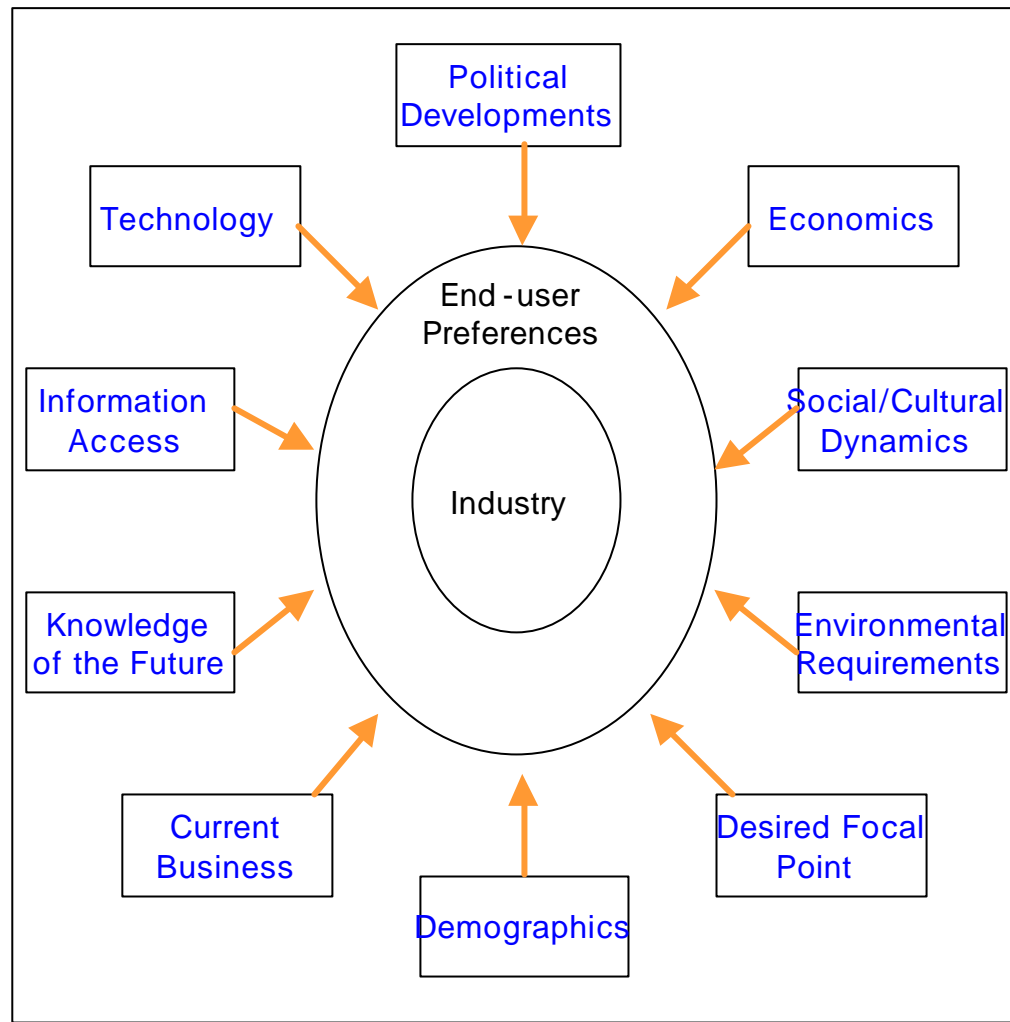
1.

2)

: 例) SERI : 00

(1) _____ : Factors

가 _____ (30)



- .
- .
- .
- .
- 가
- .
- 가
- .
- .
- .
- .
- .
- M&A
- .
- .
- 가
-
-

1-5.

1.

2)

: 例)SERI : 00

(2) : 例

		抵	高
	强	[: 6]	[: 8]
	弱	[: 17]	[: 8]

1-5.

1.

2)

: 例) SERI : 00

(3) 軸 : 例

8

2 軸

-00

2

:

.

軸 1 :

-

[

], [

對

], [

가

], [

]

4

(가

)

<ul style="list-style-type: none">••• 가• 円抵	<ul style="list-style-type: none">• Soft Landing••• 円高

軸 2 :

.

-

[

], [

], [

],

[

]

4

.	.
<ul style="list-style-type: none">••• 가• 가	<ul style="list-style-type: none">•••• 가

1-5.

1.

2)

: 例) SERI : 00

(4) : 例

軸 00

.	『L』 (15%)	『U』 (35%)
.	『ㄱ (Double Cascade)』 가 (5%)	『ㄴ (Upward L)』 (45%)

: U

a.

-[], [.]

b.

- ()

c.

- /
- /

d.

- /

1-5.

1.

2)

: 例) SERI : 00

(6) 突發要因 : 例

-

,

-

-

(7) : 例

-

-

1. 가

2. 가
(Shift)

,

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