



## Responsiveness & Scenarios

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Planning for the Future – Dinner discussion - The Royal Society  
May 24<sup>th</sup>, 2006

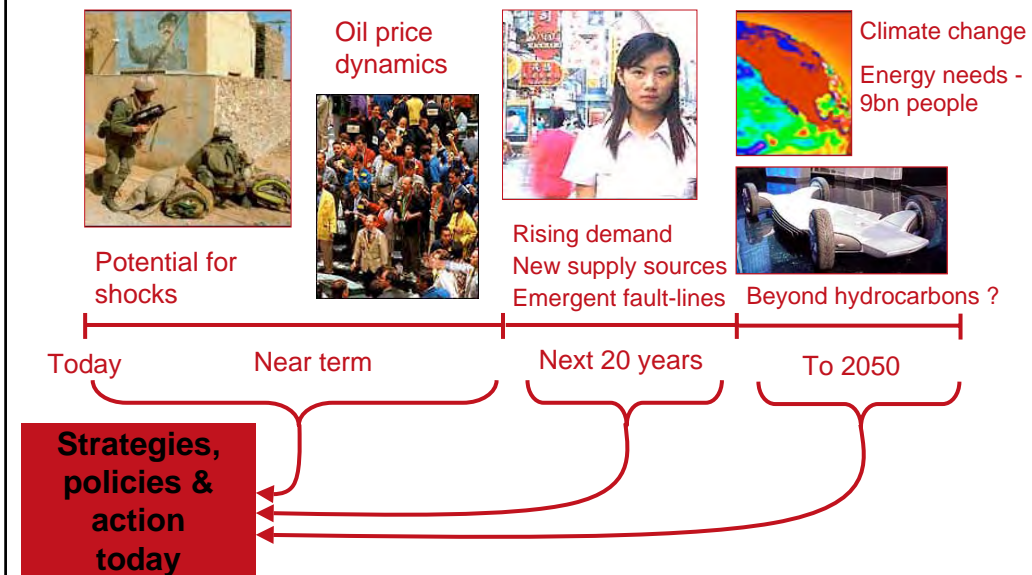


## Responsiveness & Scenarios

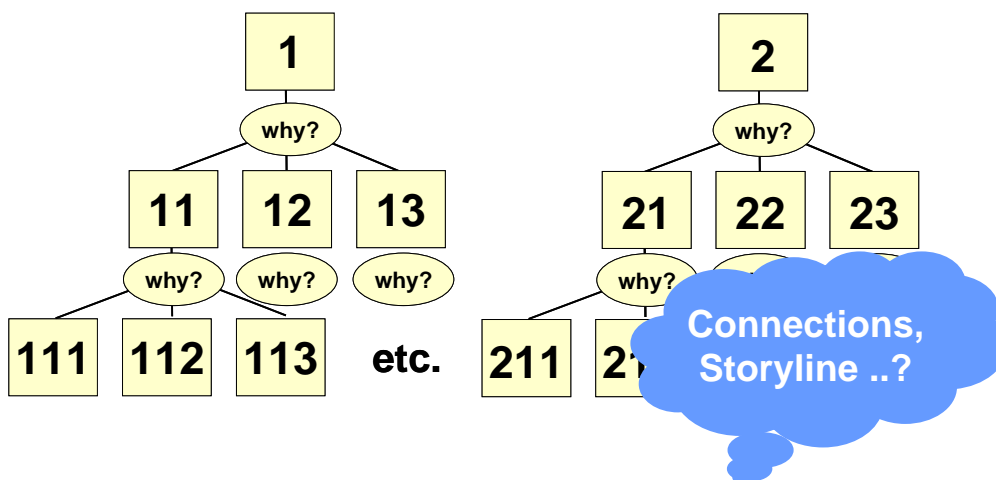
- Scenarios: why and what?
- Predetermined trends
- Critical uncertainties
- Planning for the Future - Using scenarios
- Organisational DNA

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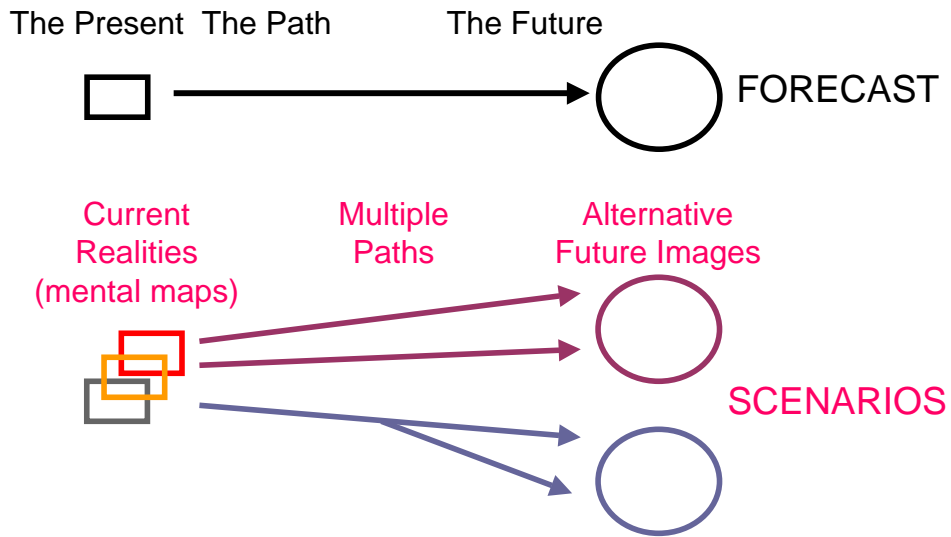
## Relevant time horizons



## Making assumptions .....

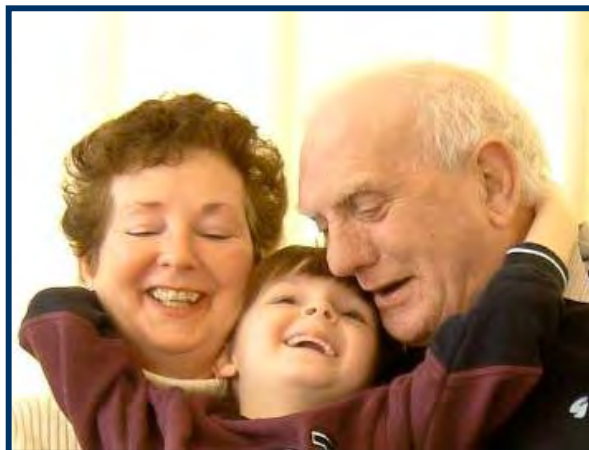


## Scenarios versus a forecast

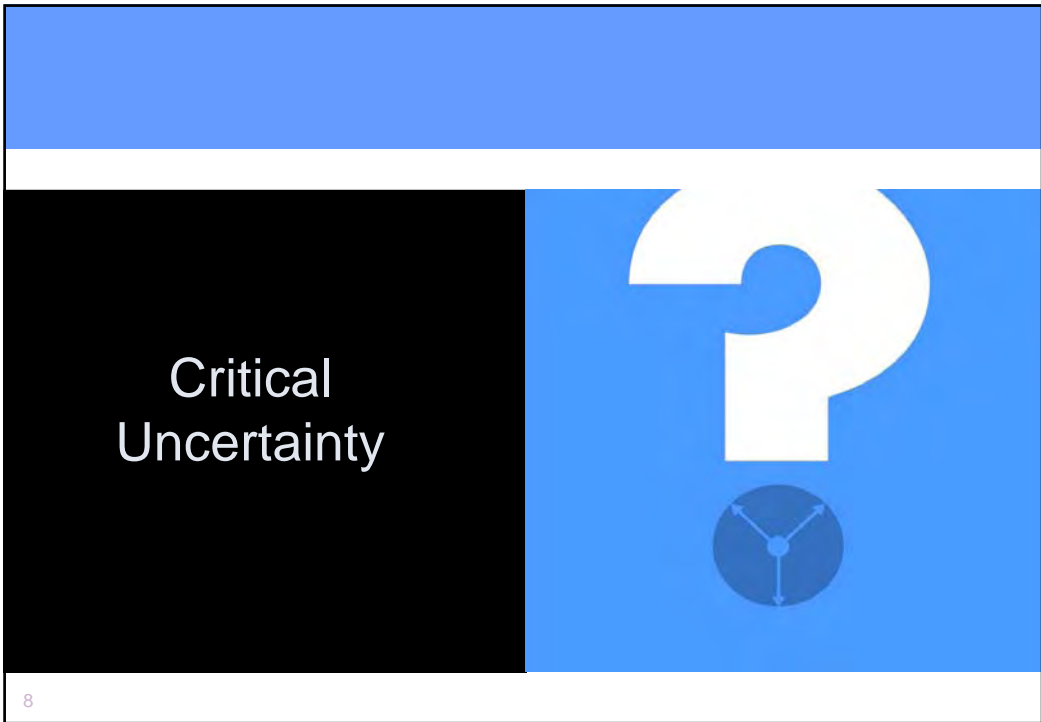
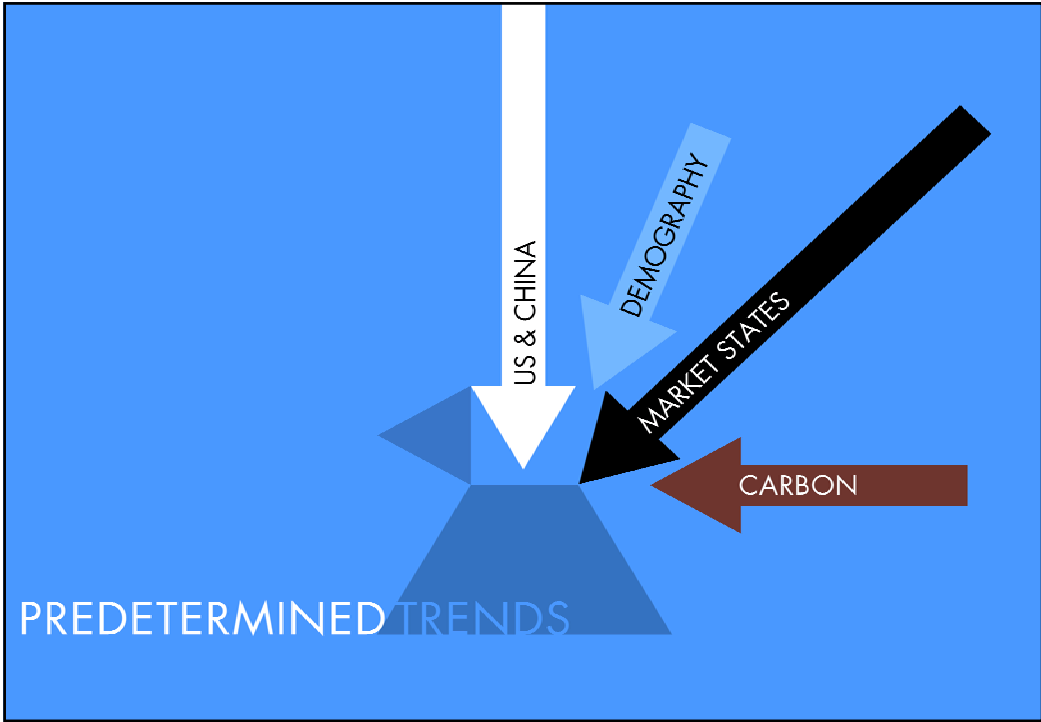


## The enduring power of rich Narratives

Stories connecting past, present & future



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## 2001–2005: The dual crisis of 'security' and 'market trust'



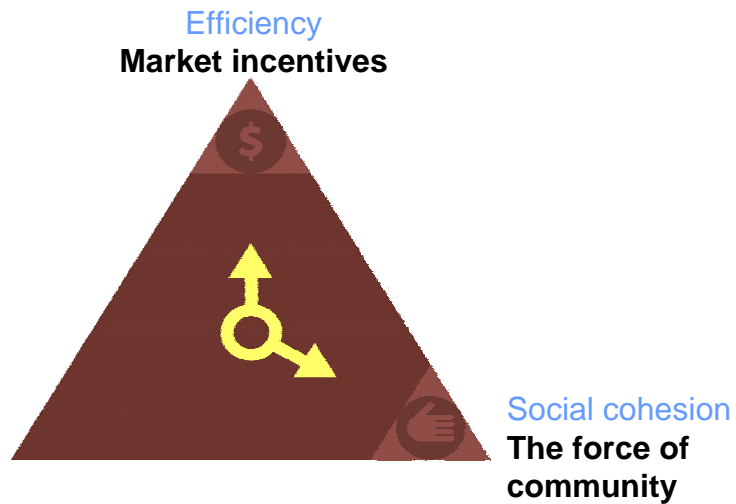
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## Strong states

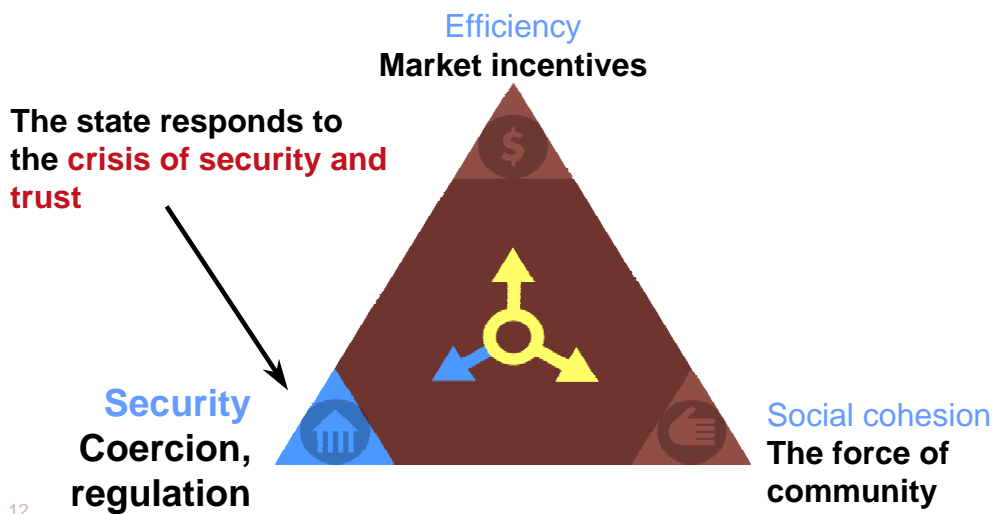


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## Three forces shaping our global business environment



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## Mapping competing forces that influence strategies & behaviours

Points on the map show complex **trade-offs**...  
... as competing forces pull **towards** the triangle apices.

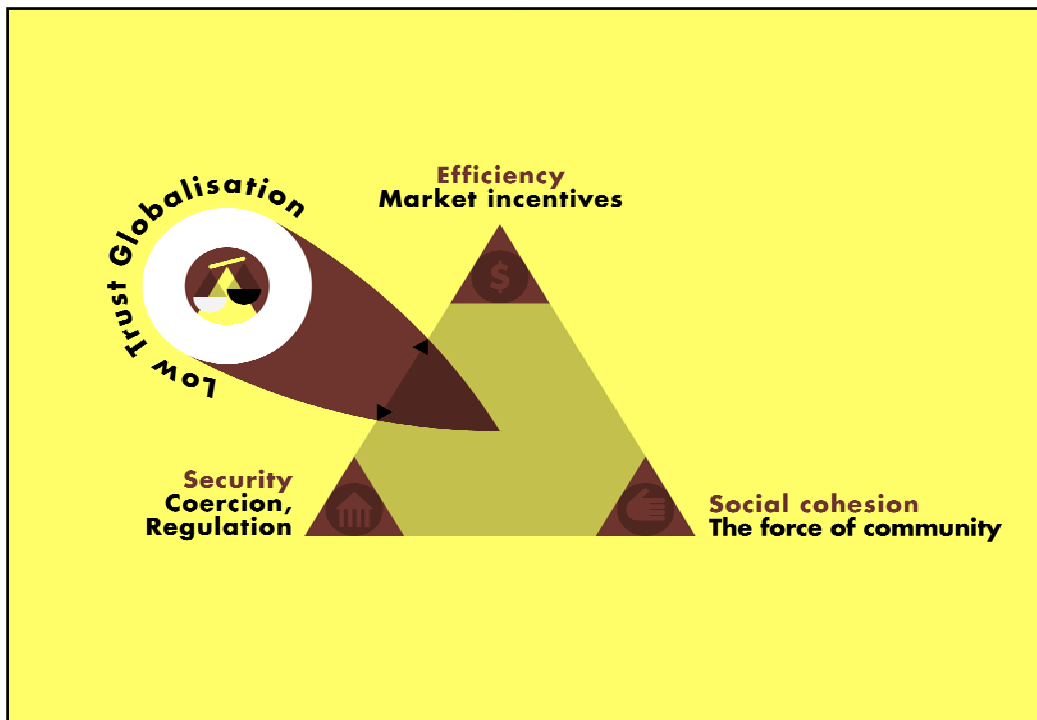
**Efficiency**  
**Market incentives**

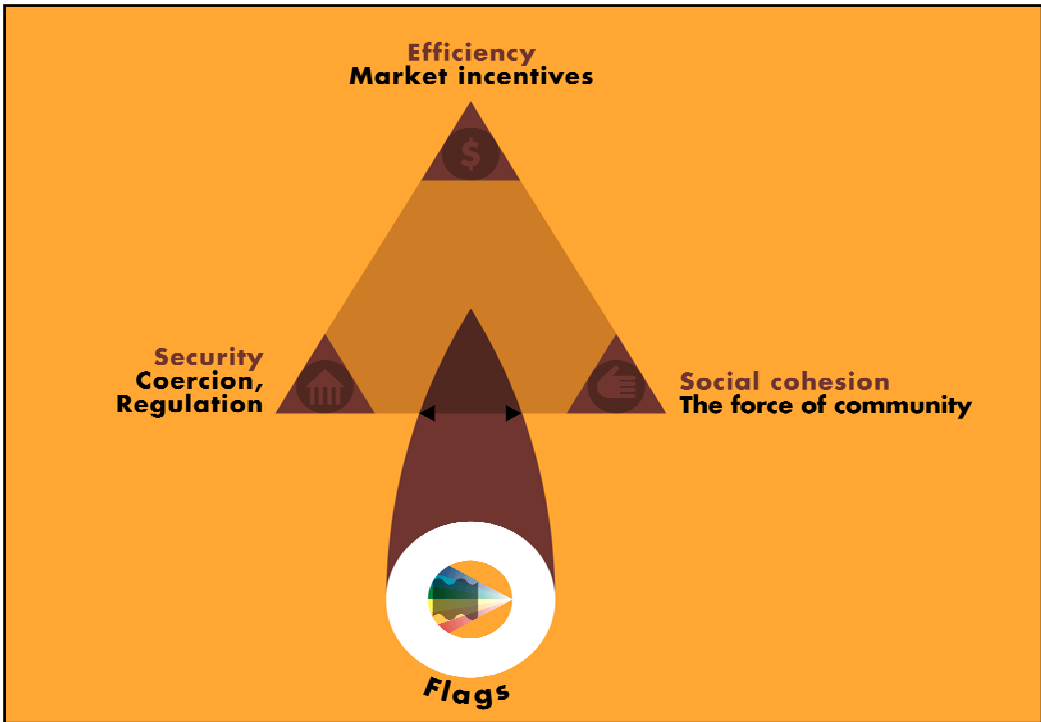
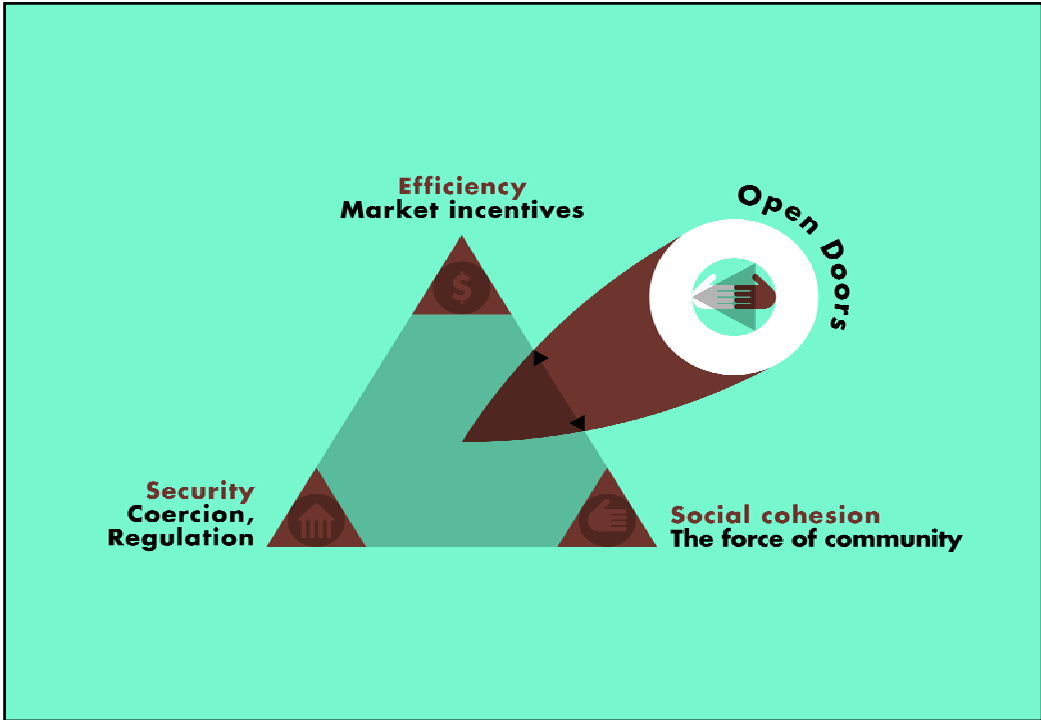
Shell Scenarios are built in the "**2 wins-1 loss**" areas where one moves, simultaneously, towards two objectives.

**Security**  
**Coercion, regulation**

**Social cohesion**  
**The force of community**

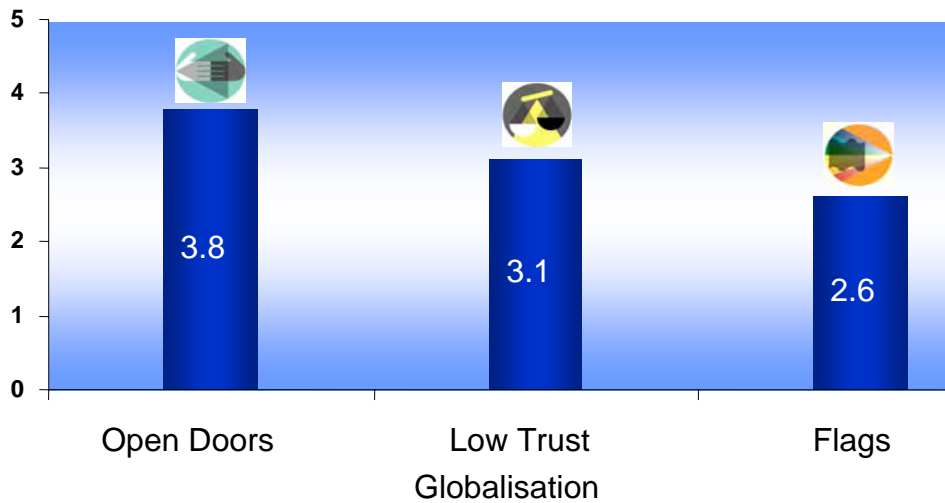
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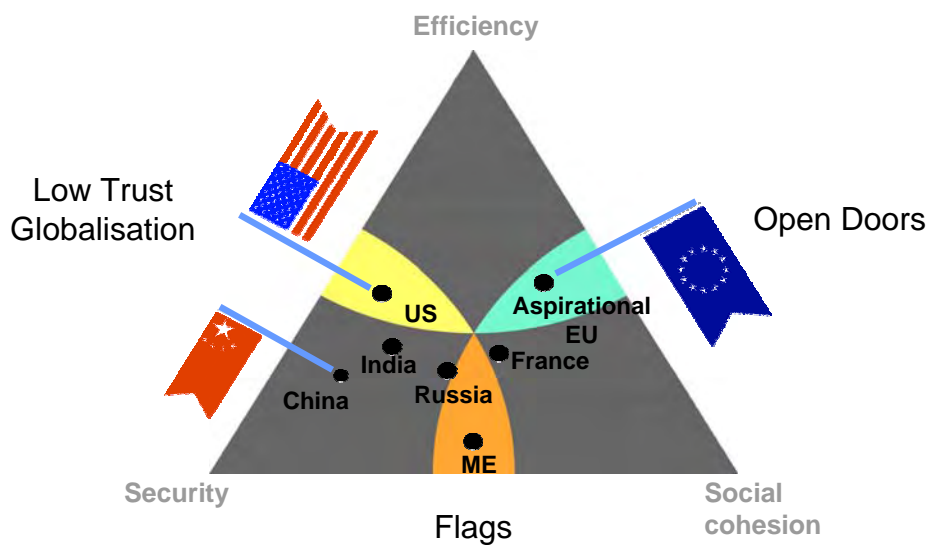


## 2025 GDP: 40% higher in Open Doors vs. Flags



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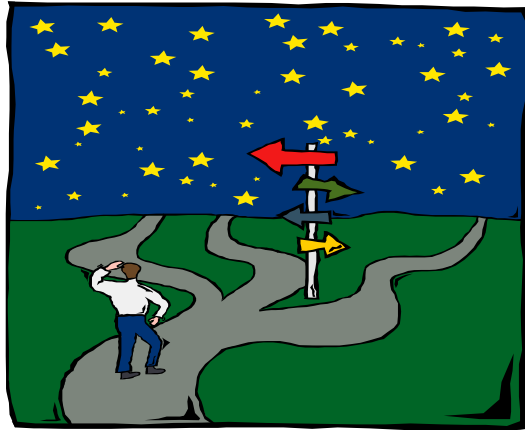
## Addressing country contexts Not everywhere is the same ...



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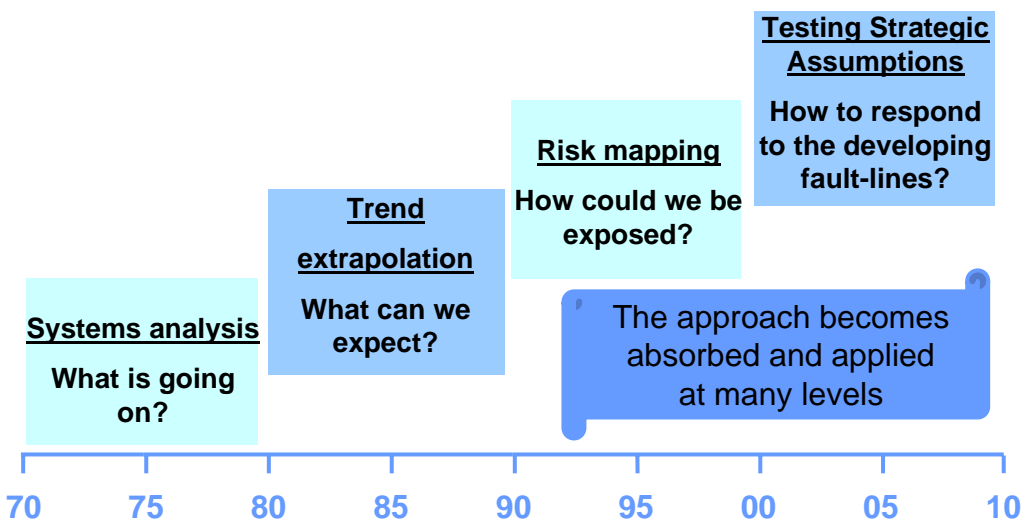


## Using scenarios – Recognising the Signposts




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## Planning for the Future - Using scenarios: Becoming part of the Institutional DNA



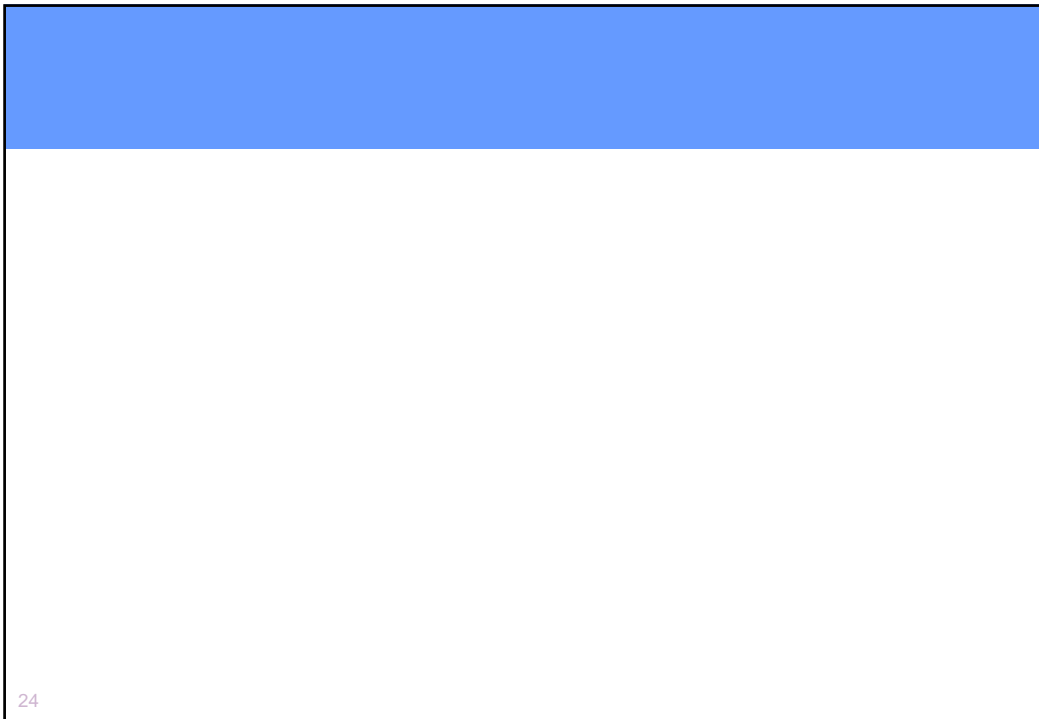
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Thank you for your attention

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Shell Global  
Scenarios **2025**



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