



# **The Essence of Scenarios**

Angela Wilkinson

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This is a major case study of scenario planning, something that is not easily available to the student of this subject.

Kees van der Heijden, Director and co-founder of the Global Business Network (GBN) in the United States. Emeritus Professor, Strathclyde University. Former head of the Business Environment Division in Group Planning at Royal Dutch/Shell and author of the bestselling business book 'Scenarios: the Art of Strategic Conversation'|With unique access to all the Shell players, this study, should be extremely useful for all those companies and governments that have already introduced or that will be introducing scenario planning in the near future. It will help their managers to learn much more quickly how to improve their planning procedures and better deal with the unknowable future. The book shows the value of scenario use as a sustained practice, rather than as a one-off exercise



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