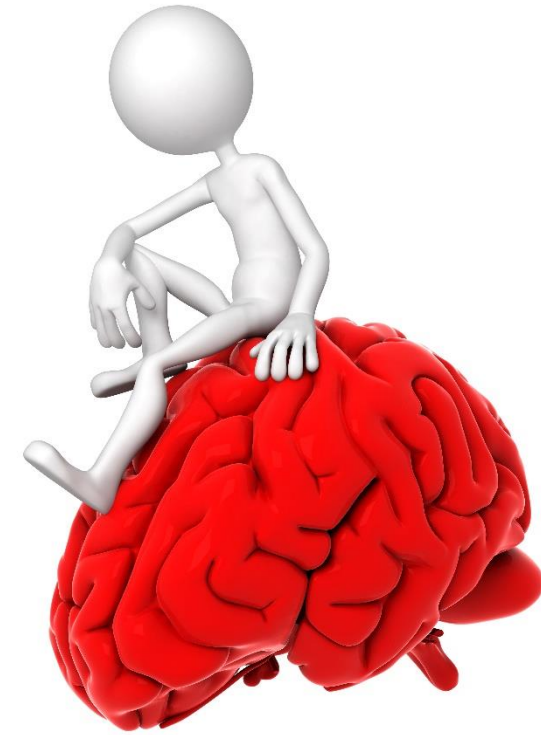


'Most people think it is about the future. Ultimately it is not...it is about using the future as an excuse to think long and hard about what we are doing today.'

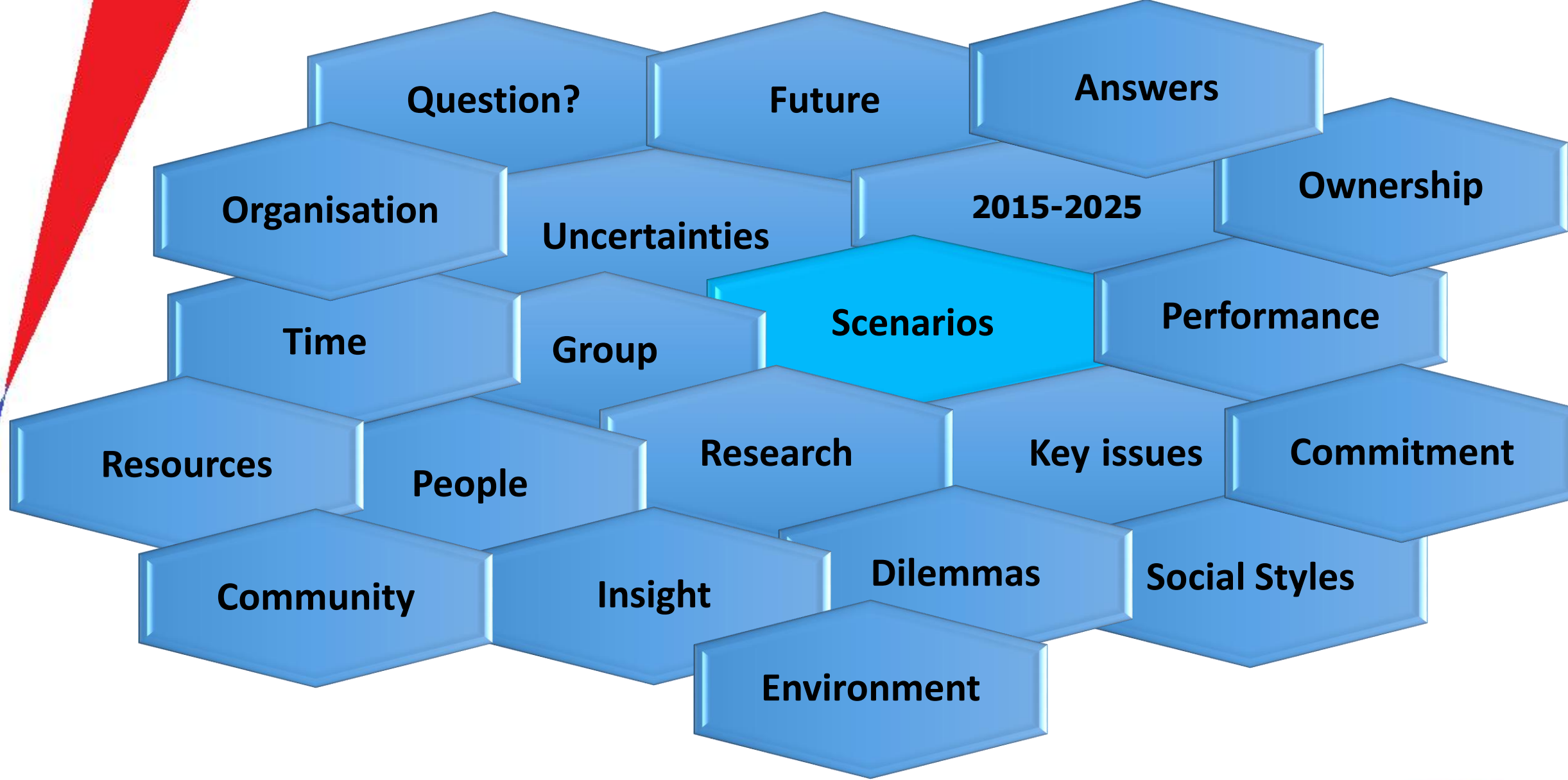
[Watson and Freeman, Futurevision 2012, p. 210]



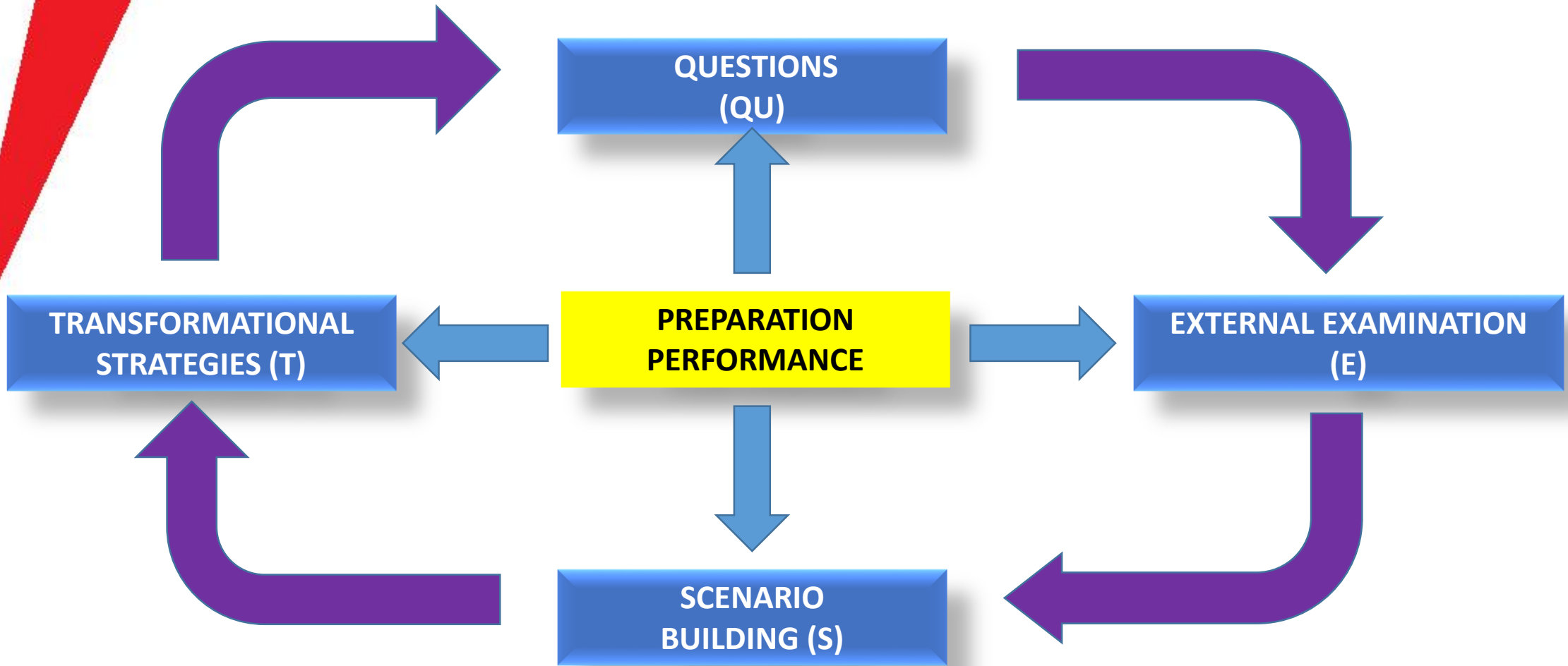
So what is scenario building?



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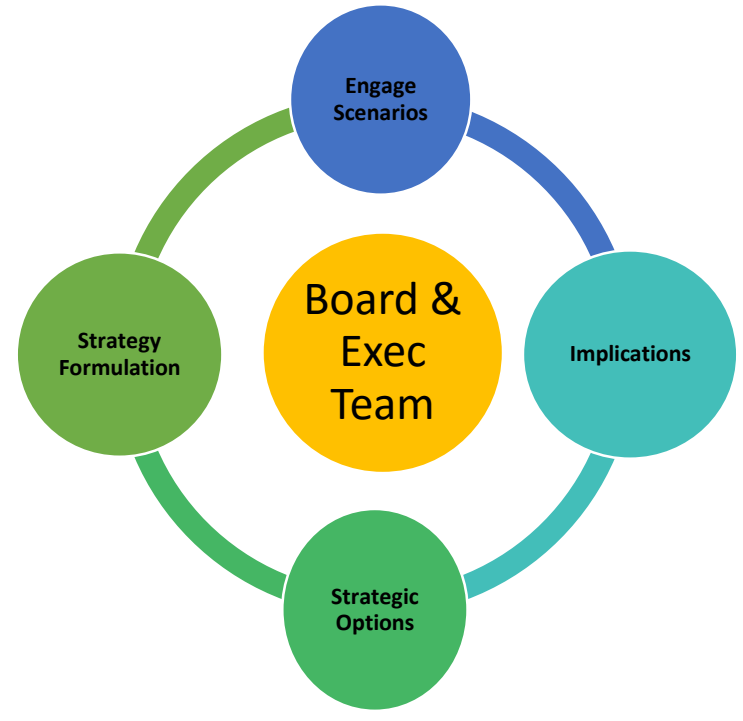
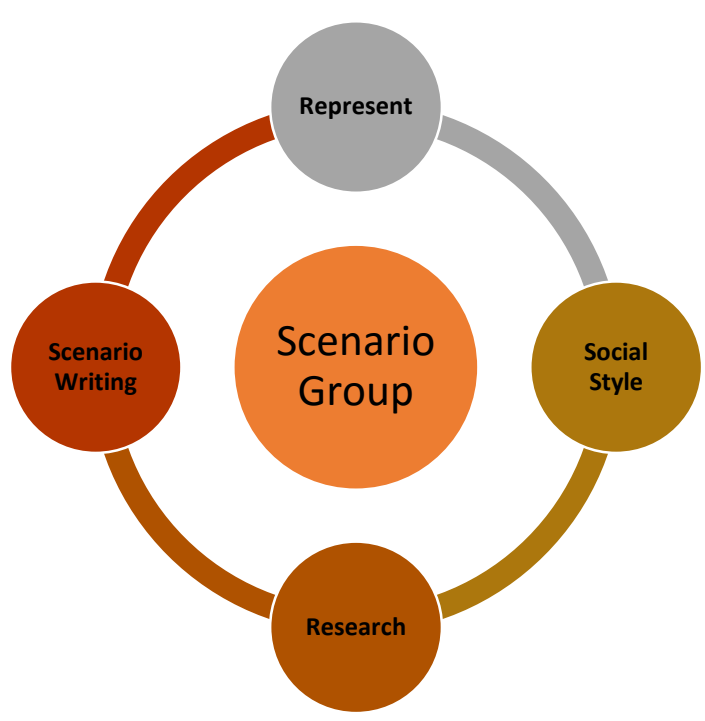


Considerations for Strategy Formulation



QUEST...





Three phases...