

# Scenarios – a keynote for Twenty65

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We want companies to show more ambition than ever to deliver:

- Great customer service
- Long term resilience – resilience in the round
- Affordable bills that offer value for money
- Innovation and new ways of doing things

- Why it matters to think futures, and in particular scenarios
- What it means to have scenario insights
- What might we be able to do with that

Think of three things

- A fan
- A kaleidoscope
- A shelf

“We are all in the gutter, but some of us are looking at the stars”

*TWENTY65 is paving the way for a future that is inspired and enabled by research; that collaboratively and coherently accelerates innovation and generates a dynamic and energised water sector that delivers sustainable tailored water solutions that positively impact on public health, the environment, the economy and society.*

- *‘An internally consistent view of what the future might turn out to be’ (Michael Porter 1985).*
- *‘A tool [for] ordering one’s perceptions about alternative future environments in which one’s decision might be played out right’ (Peter Schwartz 1991).*
- *‘That part of strategic planning which relates to the tools and technologies for managing the uncertainties of the future’ (Gill Ringland 1998).*
- *‘A disciplined method for imaging possible futures in which organizational decisions may be played out’ (Paul Shoemaker 1995).*

A scenario is not a forecast, nor a vision

It's a picture, a range of possibilities

It's a disciplined way of thinking

**A scenario is like a commitment**

- So many great examples of scenarios
- Such a great range of insights
- Reflect on some of the learning

- Not taking the obvious for granted
- Going beyond the comfortable
- Looking for the future in the now

A process, rather than a product

Inclusion, rather than a virtuoso solo

A challenge, and a welcome one





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