



دهمین کنفرانس بین المللی مهندسی صنایع

Tenth International Industrial Engineering Conference

۷ و ۸ بهمن ماه ۱۳۹۲

27-28 January, 2014



APRACA Strategic Plan Based on Scenario Planning Approach

Hamid Reza Nematian
Bank Keshavarzi- R&D Department

Keyvan Abdoli
Bank Keshavarzi- R&D Department

Introduction

Uncertainty of conditions, discreteness of occurring events, unpredictability of future, and complexities of environment are some of the specifications of the condition, in which an appropriate response calls for reduction of intricacies and examination of future to avoid being surprised by unexpected events. In today's ever-changing environment, the classic planning does not meet the needs and managers are obliged to use new planning tools, including the scenario planning.

Scenario Planning

Scenario Planning is one of the modern tools of strategic management, which has furnished the thinking, formulation and implementation of strategic plans in organizations with a new meanings and a new dimension. Managers, confronting variety of happenings from natural disasters to organizational crises, need appropriate thinking basis on occurring events. In fact, scenario planning is a tool to arrange and organize managers' understandings of future environments, in which decisions outcomes may turn out and lead into results.

Scenario planning is a tool assisting decision-makers through providing the groundwork for planning and

scheming, reducing the uncertainty level, and promoting the knowledge and understanding level regarding the measures taken or being taken. Scenario thinking is an approach through which justified futures can be described, drivers and warning signals for occurrence of any scenario are identified, and major constituents of each scenario are forecasted. Scenario planning, while creating required flexibility in plans, can reduce the decision-making stresses and organize management's thinking and mentality in crises conditions, when classic methods do not respond any more.

Devising variety of scenarios, capable to form views of probable situations in future and build on multiple versions of the future, enables management to identify warning signals of each scenario and, accordingly, apply the intended one aimed at realizing the organizational objectives. It is noteworthy that planning based on scenario formulation is not a linear process and needs to be revised and improved

Scenario Planning through TAIDA Methodology

APRACA Strategic Plan is formulated based on TAIDA model, which includes five main stages. Figure 1-2 displays the set of measures taken in each stage by the team of strategic plan formulation.