

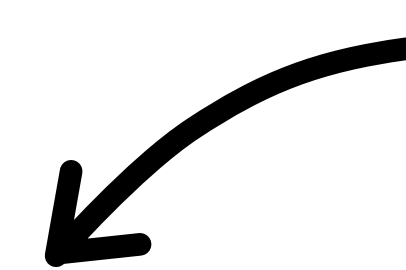
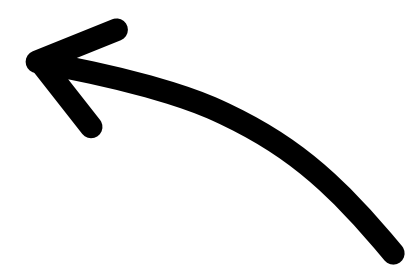
“We cannot predict the future, but we are able to come up with multiple scenarios of the organisation's future context and define adequate strategies.”



The story I want to share

Solidar Suisse's core issue is Decent Work. **Working contexts will change a lot in the next few years** and Solidar Suisse is affected by these looming changes. When the last long-term strategy was being developed, it was assumed that the years ahead would be stable, not only for us but also for our partners.

However, in 2018, as the strategy took shape, **we had the impression that the future was going to bring some surprises.** Instead of the usual strategic process, we decided to use a 'scenario approach'. Solidar Suisse could not implement the methodology by the book, but **the results still seem convincing.**



Barbara Burri
Co-Director



Planning in uncertainty? Take the scenario approach!

Lessons learnt

One challenge was how to **involve the field representatives** – for many of them this approach was completely new. The good news is that the outcome is positive. Executives believe the approach has helped Solidar Suisse to become more innovative and courageous.



What is a scenario approach?

The strategy process is not based on one future, but analyses different scenarios with different futures, and the position Solidar Suisse should take in these various political, economic, social contexts. These scenarios become the basis for further strategy development.

The organisation answers questions in the strategy paper with a time-line of 4 years. The underlying scenarios, however, are designed with a perspective of 10 to 15 years.

