

1995-2020 Global Scenarios

The 1995 Global Scenarios were distributed to managers in Operating Companies and Central Offices in October 1995. The Scenarios are in two volumes. The first volume covers the forces shaping the global environment and the two new scenarios; the second volume focuses on topics of special interest. Below is a short introduction to the Scenarios.

The Scenarios begin with an analysis of forces which are seen to be almost pre-determined: the forces of globalisation, liberalisation, and technology. The phrase, 'There Is No Alternative' (TINA), has been used to discuss the power and reach of these forces. It is also clear that these forces are impersonal and apparently beyond the control of individuals and even national governments. The two new scenarios therefore ask the question "What sort of society would be best able to harness the forces of TINA and thus be more successful?"



In 'Just Do It!', individualism is the key value which is reflected in a political view that government should get out of the way and where the economy is characterised by fast-paced innovation. Successful companies will seize the opportunities offered by 'bubbles of value'. The exemplar country is the United States.

In 'Da Wo', on the other hand, successful societies are cohesive, governments matter as the enabler of basic physical and social infrastructure, and successful companies pursue clear and shared long-term strategies. East Asia becomes the fastest growing area of the world and the twenty-first century is the Asian Century.

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Both scenarios imply worlds of strong competition but with different success factors. Both worlds involve major change and also create very serious challenges for Shell companies.

While there were requests to produce the Scenarios on a CD-ROM, the costs of production to a sufficient quality that would add value over the books, and the less than ubiquitous availability of CD-ROM drives in the Group, did not make this an attractive alternative.

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John Stanning, administrator