

Scenario Building
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Scenario 1

The record industry, 2010, GBN method.

An online chat transcript from the computer of Natalia, 15 years old.

<pinCH> I can't find nuthin good today
<Natalia> yeah lastweek was so cool
<pinCH> yeh I can't find any cool tunes this week. Nothing new :(
<RaZiNg> im gunna see you there
<Natalia> didja here the new one from Iraiza....its crazy
<pinCH> you mean Kaji? he's old like two weeks..... Iraizas boys are all the same...cutey winky boring... he cant designf or shit
<Natalia> Kajis so rip he still souds new. Zane's got a whole band coming out next week- Dals seen them and says they move so real
<RaZiNg> see ya there
<pinCH> wowowowow Dals so cool nat your lucky! Zane hasn't got a gf so i'm hoping.....one day he'll be mine!!!! :)
*** **rosie_glow has entered the room**
<Natalia> yeah Dal was hangin in this world Lindz is making and htey've got all this cool music nshit... yknow real real new shit
<Natalia> HEY ROSIE!!
<RaZiNg> my bodys sayin yeah
<pinCH> EVERY1s talkin bout it nat. you seen it?
<Natalia> naaaah its like real secret and its only guys in Lindzs band... neway they found this new server and theres all this shit there theyve never heard
<Natalia> loads of its shit yeah like always but they got this real new Zane stuff like prototyp[es..... Dal said its sooooo cool
<pinCH> Dal always knows the newest stuff..... he rox
<Natalia> =)
<pinCH> I wanna work fro Zane itd be awesome. I did this like japanese woman last week and 100s of people played her
<rosie_glow> ugh omg my dad is such a freakin a-hole
<Natalia> yeah she was cool pinch - I played her like monday lunch
<pinCH> uh but I finished her last week
<Natalia> oh..... well she was still cool =)
<pinCH> thanx nat
<RaZiNg> boredboredboredbored
<rosie_glow> hes like buying all this music. he thinks CDs sound better
<Natalia> duh hes a dad rosie
<RaZiNg> mmmmmm whos got Harmony pix?????
<rosie_glow> my dad sez the only real music is the music you buy
<Natalia> Lindz duznt like fx music. he sez it duznt have ne soul but hes like 22 or sumthin. but like millions of ppl listened to the song he made at the w/e
<pinCH> Just cos its *real* doesnt mean its good Nat :)
<Natalia> yeh but some companys going to sell his next song on early release next saturday.
*** **RaZiNg has left the room**
<pinCH> yeh some real musics cool but its so cheesy. I can wait to hear it free on Saturday afternoon :) Zanes it. Ive bought all his figures
<Natalia> r u gonna get his new memory stick?
<pinCH> of course!!!!!! yeh some things you *have* to pay for!!! but its gonna be like so cool i'm gonna play it for days!!!

<Natalia> bring it to school so I can here it pinch! Dal sez you can copy music from the sticks now

<pINCH> noo not these ones they changed them again

<Natalia> hmm.... well I can wait - someone'l crack it again soon and I can copy yours then..... pleeeeeeeze!!!

<pINCH> LOL sure

<rosie_glow> have u got n e new Hazel Ray?

<pINCH> no..... nat you were into her

<Natalia> No I think she's gone now. Haven't heard anything for like 2 weeks. She was like so big for weeks and weeks and weeks!!!

<rosie_glow> yeh I thought maybe she was over.

<Natalia> Harmony's really like her tho, you'd like her rosie. shes on the same site too

<rosie_glow> I haven't heard her. she new?

<Natalia> well, like a few days. keep up rosie!!!!

Notes:

Step 1 - Identify focal issue or decision

What alternatives to selling CDs/cassettes/records should the industry be looking at as sources of income in light of the Internet, MP3s, etc?

Step 2 - Key Factors for success or failure in local environment

- Consumers.
- Musicians.
- Labels.
- Retailers.
- Distributors.
- Secure digital music formats.
- MP3.
- Ability to control illegal digital distribution.
- Ability of illegal digital distribution to evade control.
- CD sales.
- Advertising.
- E-commerce.
- Enthusiasm of consumers/fans.
- Profit.
- Ability to cross-promote music across media.

Step 3 - Identify driving forces

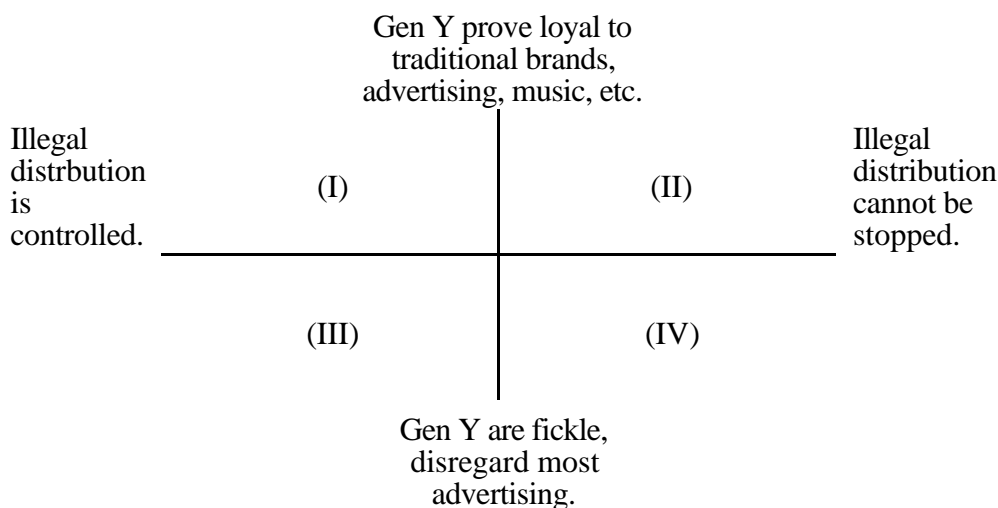
- Rising total CD sales, especially to 35+ consumers.
- Drop in sales to 15-29 year olds.
- Increasing e-commerce.
- Increasing illegal online distribution of digital music.
- Increased interaction between fans and other fans or the musicians.
- Increasing media industry consolidation.
- Increasing variety of media (radio, TV, movies, online streaming, portables, WebTV, etc.)
- Increased sales of soundtrack albums.
- Increased sales of R&B/Gospel.
- Sales from non-record stores increasing their market share.
- Consolidation among large retailers.
- Sales of singles dropping.
- Increasing numbers of older people.
- Growth of the Internet.

- Increasing consolidation of companies.
- Rise of large 'Generation Y' cohort.
- Failure of traditional advertising to succeed with 'Generation Y'.
- Fragmentation of traditional media channels.
- Increasingly tech-savvy audience.
- Rise of mp3.com-type legal alternative distribution for musicians.

Step 4 - Rank driving forces by importance and uncertainty

- Most important:
- Generation Y stuff - drop in sales, failure of traditional advertising, tech saviness.
- Increasing illegal online distribution of digital music.
- Increasing e-commerce (and rise in CD sales?).
- Increasing numbers of older people.
- Most uncertain:
- Generation Y stuff - drop in sales, failure of traditional advertising, tech saviness.
- Increasing illegal online distribution of digital music.

Step 5 - Selecting scenario logics



Step 6 - Fleshing out scenarios

(IV) - 2010: Generation Y are fickle and disregard most advertising, while illegal online distribution of digital music cannot be stopped.

- Craze for bands begin 'underground,' by distribution of MP3s/whatever among fans looking for new music.
- CD sales dropped.
- Less tech-savvy, the wealthy, and those with less time to spare, still pay for original, official music, eg, Boomers.
- Huge stars are created and then disappear in short time frames.
- Increasing sponsorship and less upfront methods of promoting music.
- Music companies co-opted illegal distribution forums, eg Napster, Gnutella, as a new means of distribution.
- Music companies using illegal distribution forums as test-beds and ways to begin promotion of new artists.
- Companies make more money from selling merchandise, websites, games, movies, access to stars.
- Computer-generated stars, fine tuned to today's tastes. People are fans of CGI stars' creators, rather than the stars themselves.

- Music which is brand new isn't available via illegal methods, so people will pay for the truly cutting edge stuff.
- Secure music formats succeed if they tap into a current fad?
- Gen Y are now aged 16-31, voting, buying houses, starting to have children.
- More non-domestic stars.
- Too much music available - how to choose? Word of mouth, recommendation agents?
- Shoutcast-style personal broadcasting very popular. Very diverse stations, 'broadcast' to many devices.
- Knowing about something really new and obscure is a mark of status.
- Emergence of style leaders, opinion formers.

Scenario 2

An imaginary company concerned with the integration of technology into everyday life, creating solutions for work and play, indoors and outdoors. 2010, Manoa method.

The slideshow (1.6Mb) is online at

http://www.gyford.com/phil/uhcl/methods2/scenario_building_02.mov

I decided to try and use photographs in some format, which could be a mistake for a futures scenario; obviously all the images look just like aspects of the present day. Rather than simply collect photos together, I sequenced them in a slideshow, in an effort to give the presentation some more strict narrative. Even so, I think it more gives an impression of an aspect of a possible future, rather than a description of one.

In addition, the first trend seemed difficult to integrate with the other two, and I could see little way to illustrate it obviously in photos. Consequently this trend was left out of the finished presentation rather than make it more confusing.

Notes:

The impacts of three trends:

- **Increasing power of supra-national organisations.**
 - Reduction of powers of national governments.
 - More solid EU.
 - Emergence of euro as major currency standard.
 - Increasingly larger companies consolidate markets; less reliance on national boundaries.
- **Spread of mobile communications.**
 - Most people are contactable anywhere, anytime.
 - Arrangements/schedules are less formal and pre-planned.
 - More people work freelance/contracts; less need for a 'home base.'
 - Families always in touch, even if they're not at home as often.
 - Benefits for both criminals and police.
- **Search for alternatives to combustion-engined cars.**
 - Electric/combination cars become cheaper and more common.
 - Smaller cars.
 - Restrictions on combustion-engined car usage in many cities (no-go areas, only on certain days).
 - Increasing taxes on petrol.
 - More light rail, trams, bus services.
 - More cycling.
 - More pedestrianisation.
 - Angry car users.
 - Toll roads.
 - People move closer to sources of work.
 - Some people stuck in sprawling suburbs, unable to afford frequent car use, but with little public transportation.

Combined effects of trends:

- **Supra-national organisations and mobile communications.**

- More people travelling from one country to another on business, but always in contact, connected.
- **Mobile communications and car alternatives.**
 - Access to public transportation schedules on handhelds, bus-stops, many places.
- **Car alternatives and supra-national organisations.**
 - Europe-wide controls on emissions, car use.

Scenario 3

**For a company setting up online voting, 2010, SRI method,
Excerpts from personal communications received by Steven Gable on one morning.**

Phone text message

From: Democratic Party of Well City

Date: Mon, 27 Mar 2010 00:00:31

Happy Birthday Steven!

Phone text message

From: The Green Party

Date: Mon, 27 Mar 2010 00:00:57

Steven, many happy returns!

Phone text message

From: Save Our Schools

Date: Mon, 27 Mar 2010 00:01:09

Best wishes on your birthday.

Phone text message

From: Democratic Party of Harding County

Date: Mon, 27 Mar 2010 00:04:23

Happy Birthday Steven!

etc....

From: Marge Bayers

To: Steven Gable

Subject: Your voter registration key

Date: Mon, 27 Mar 2010 00:07:32

Steven John Gable,

Congratulations on your 16th birthday. As you are no doubt aware you are now eligible to vote in all federal, state, county, city, town, district, neighborhood and block elections. (Note: Not all forms of election may take place where you live. Check with your area's authorized voting agency for further information.)

You should now register to vote with your area's authorized voting agency. If you do not know the address of your authorized voting agency please visit our website's service area, where you will be able to locate the agency for your area.

You will be able to vote the same day you register with your authorized voting agency, so do not delay. You are now last able to take part in your country's decision making process and enjoy the democracy that has made our country what it is today.

With this power comes great responsibility, so exercise judgement and use your votes wisely.

Yours,
Marge Bayers,

Secretary for Democracy,
The White House.

Phone text message

From: 34th and Live Oak Republicans

Date: Mon, 27 Mar 2010 04:23:44

Happy Birthday Steven!

From: Salon.com

To: Steven Gable

Subject: Free quality political coverage from Salon.com

Date: Mon, 27 Mar 2010 07:35:52

Hi Steven,

Here at Salon.com we've been providing in depth political coverage for more than twelve years, and now's your chance to try it for free! We'd like to offer you two weeks of free access to our service with no obligation; we're convinced that once you've tried us you won't be able to cast your daily votes without a daily dose of Salon.com.

Our journalists are experienced at getting to the root of the issues to help you make the right decision for all your votes; from the Presidential elections to your street's referendum on frequency of trash collection.

A subscription to our popular premium service entitles you to live footage from all the major debates that affect you, interactive discussions with candidates at all levels, and constant up-to-the-minute reports from your choice of voting regions.

We take pride in providing the most comprehensive discussion on all the matters that affect your life, so don't miss your chance to try us for free! We're not the number one political news source in the country for nothing.

The Salon.com team.

From: Heather Gable

To: Steven Gable

Subject: Happy Birthday!

Date: Mon, 27 Mar 2010 08:58:33

Happy birthday! I hope you have a wonderful day - don't forget to register!

It would be nice if you could send a message to your grandpa... I finally showed him how to use email. He can be so stubborn at times. Do you know, he was the very last person in his community to get online?

Anyway, I'll see you at the weekend for your party and I want to hear about all your first votes!

Love,
Mom

From: CNNpn
To: Steven Gable
Subject: Watch today's debates LIVE!
Date: Mon, 27 Mar 2010 09:31:03

We all want to be up to speed on the latest political twists and turns. Here at CNNpn we think you should be able to make up your own mind and that's why we offer live coverage of all the major political debates. Political analysis can only tell you so much, and seeing candidates in action makes all the difference.

Today and every day you can watch the debates live, interrupted only by CNNpn's exclusive and in-depth interviews which have taken us to the top of the Nieslens for eight straight months! Available on your favourite video device on a subscription or pay-per-view basis, CNNpn is the only place to watch.

From: Republican Party of Harding County
To: Steven Gable
Subject: Back to Work Bill
Date:

Don't forget to vote for today's Back to Work Bill. Unemployment in Harding County was approaching 2% last month so this is really important for our beautiful county.

Be sure to vote YES for the Back to Work Bill, #233452/A.

Notes:

The scenario described is "Life gets better" from the table below.

	Life gets worse	Present trends	Life gets better	Life is different
% of voters voting	20%	50%	90%	<ul style="list-style-type: none">• Compulsory voting.• No voting; dictatorship.• Theocracy.• Eligibility criteria changes.• Gvt controlled by states on a rotating basis.• Computers learn how you would vote, so no need to do so in person.
Number of local elections.	?	?	?	<ul style="list-style-type: none">• Local gvt demolished; federal only.• New levels of local gvt, down to block level.
% of people online.	20%	90%	100%	<ul style="list-style-type: none">• 'Online' is a blurred concept; if you have a phone, TV, etc, you're

				online. • Net is too slow; most people don't use it.
GNP/capita	\$20,000	\$30,000	\$40,000	•
Wealth gap	grows a lot	grows slightly	shrinks a lot	• Income shared equally. • All social security abolished.
Citizens' involvement in politics.	No one cares.	Some involvement/interest.	Many people join parties.	• People forced to watch coverage. • Joining a party brings status, wealth, other benefits.
Number of political parties.	1	2+	6+	• No political parties; all candidates are independent. • Parties are continually fragmenting, making alliances.
Media coverage of politics.	None.	Some.	Becomes deeper.	• Media controlled by government. • Politics is blurred with entertainment and sports.
Voting age	21	18	16	• Anyone can vote if they pass an exam. • Maximum voting age introduced. • A minimum level of education is required.
Unemployment	10%	4%	1%	• Work is compulsory. • Robots and computers do many old jobs.
Acceptance of technology.	Big anti-tech movement.	?	Tech far more integrated with life.	• Online voting banned as discriminatory. •