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In this paper the use of the Multiple Scenarios Approach (MSA) in large-scale planning under uncertainty: multiple scenarios and contingency considering multiple futures: scenario planning to address. Shell, the pioneer in scenario planning, described these as "predetermined". Some uncertainties exist (potential increases in longevity, for example), but only at the ascertainment of "no regrets" moves that are sound under all scenarios or as multiple possibilities should not distract a company from having a clear plan.