In this paper, the use of the Multiple Scenarios Approach (MSA) in large-scale planning under uncertainty: multiple scenarios and contingency planning is considered. Scenario planning to address multiple futures is discussed.

Shell, the pioneer in scenario planning, described these as "predetermined." Some uncertainties exist (potential increases in longevity, for example), but only at the strategic level. Ascertain the "no regrets" moves that are sound under all scenarios or as of multiple possibilities should not distract a company from having a clear plan.