



Complementing Scenario Planning to the Strategic Value of Corporate War Gaming for Foresight and Decision-Making

Rizza Mae C. Azarcon, James Q. Grefalde*

Department of Business Management, North Eastern Mindanao State University, Tandag City, Surigao del Sur, Philippines.

*Email: jgrefalde@nemsu.edu.ph

Received: 29 December 2025

Accepted: 28 March 2026

DOI: <https://doi.org/10.32479/irmm.23377>

ABSTRACT

Corporate war gaming is becoming more widely regarded as a complementary approach to classic scenario planning in assisting organizations during uncertain and complex times. Scenario planning has been used for decades to prepare for uncertain exogenous circumstances and provide long-haul foresight, but its descriptive and narrative approach does not appropriately capture competitive dynamics and hidden risks. Corporate war gaming offers experiential, role-play simulations that progressively stress-test strategies against adversarial environments and responses from stakeholders. This paper examines how corporate war gaming complements scenario planning and ultimately creates value in an organization's decision-making process. Qualitative research design was employed in this study to answer this question by leveraging semi-structured interviews with fourteen individuals who acted as key informants across various sectors, and data were analyzed using Braun and Clarke's thematic analysis process. The findings produced six themes—active simulation, strategic agility and readiness, revelation of blind spots, integration of competitors and stakeholders' perspective, cross-functional collaboration, and multi-level application, which together demonstrate how a war game aspires to transmute foresight in planning to rehearsed action. Given these findings, the study finds that corporate war gaming can enhance organizational agility, resilience, and strategic readiness in dynamic environments when coupled with scenario planning.

Keywords: Corporate War Gaming, Scenario Planning, Strategic Foresight, Strategic Agility, Organizational Resilience

JEL Classification: M21, D81, C53, L10, D83

1. INTRODUCTION

Organizations are dealing with unprecedented turbulence resulting from multiple forces including globalization, technological disruption, and consumer behavior. Many organizations have used traditional strategic planning tools for a long time, including scenario planning, to provide the business foresight to anticipate potential futures and create contingency plans (Wright et al., 2020). Scenario planning enables organizations to explore alternative futures, assess uncertainties, and support long-term decision-making in complex environments (Gerbrandy et al., 2024). As a result, there is increased interest amongst academics and practitioners in complementary approaches that better capture competitive and uncertain business realities and one promising

emerging approach is corporate war gaming, a participatory simulation-based exercise distilled from military traditions, uses serious games to test strategic assumptions and prepare for competition through an informed outlook on competitor responses (Schwarz et al., 2019; Werro et al., 2024; Augier et al., 2018). The scenario planning literature has described its ability to create strategic ambidexterity, to broaden organizational foresight, and to enable unlearning from previous fortification of mental models (Lew et al., 2019; Burt & Nair, 2020). But recent scholarship has identified some of the drawbacks of narrative-driven approaches to scenario planning, specifically their lack of consideration of endogenous uncertainties, particularly (competitor behavior and stakeholder relationships) (Augier et al., 2018).

Corporate war gaming focuses on role playing, competitors' simulation, and modeling real-time decisions under time pressure and has been shown to improve strategic agility, create awareness of blind spots, and encourage cross-functional collaboration in organizations (Schwarz et al., 2019; Werro et al., 2024). However, despite its potential, corporate war gaming has received much less attention in mainstream management research than scenario planning and has limited empirical studies directly comparing the two practices in a systematic manner (Schwarz 2020). Scenario planning has been used for decades to prepare for uncertain environments and support long-term strategic foresight (Wright et al., 2020). It enables organizations to explore multiple plausible futures and improve decision-making under uncertainty (Frith & Tapinos, 2020). However, organizations may still face challenges related to entrenched mental models and cognitive rigidities that limit strategic imagination and adaptability, highlighting the need for complementary approaches (Burt & Nair, 2020). The majority of studies have looked at corporate war gaming from a theoretical lens, and few have empirically looked at both approaches from practical respect and lived through the experience of having participated in both research approach (Augier et al., 2018), further, considering the importance of differentiating the value of corporate war gaming relative to scenario planning in practice, practitioners providing qualitative insights would be of significant value to the field of strategy.

Following the call for more qualitative strategies on participatory forms of strategy development, this study builds on previous management literature by conducting a qualitative thematic analysis of practitioner narratives on corporate war gaming in contrast to traditional scenario planning. In using Braun and Clarke's (2006) complete process of thematic analysis framework to guide semi-structured interviews with key informant participants, the empirical findings provide meaningful insights of the unique value of corporate war gaming in providing strategic agility, creating awareness of blind spots, and fostering cross-functional collaborative efforts to address strategic imperatives. These findings contributed valuable empirical insights to theoretical discussions on foresight and competitive strategy, identifying implications for managers in search of valid tools to facilitate uncertainty. Ultimately, this study has portrayed corporate war gaming as a dynamic complementary form to scenario planning to sustain an organizational resilience and informed decisions in today's increasingly complex business environment.

2. LITERATURE REVIEW

2.1. Scenario Planning as a Strategic Foresight Tool

Scenario planning has become a widely utilized tool for organizations to manage turbulent and uncertain environments. It provides decision-makers with a vehicle to explore alternative futures and stimulate strategic thinking (Wright et al., 2020). However, research also indicates that organizations may experience rigidities in imagination, where existing assumptions and mental models constrain the effectiveness of scenario planning (Burt & Nair, 2020). These limitations suggest the potential value of complementary approaches that enhance strategic agility and decision-making. Scenario planning, in conjunction with foresight,

is specifically valuable for confronting exogenous uncertainty, including external and macro level forces, such as technological disruption, regulatory change, and geopolitical change (Augier et al., 2018). Formalized scenario planning endorses the use of structured and rule based processes, whereas informal scenarios are often reliant upon intuitive reasoning as situated in management practice (Lew et al., 2019).

Scenario planning has been widely recognized as a valuable tool for managing uncertainty and guiding strategic decision-making. It allows organizations to examine multiple plausible futures and evaluate potential policy and strategic implications (Gerbrandt et al., 2024). Although scenario planning has merits for fostering foresight, it has also been critiqued for challenges related to the quality, consistency, and applicability of scenario development processes. Large-scale scenario development efforts may produce varying levels of usefulness depending on methodological rigor and contextual relevance (Crawford & Wright, 2022). These considerations suggest the importance of complementary approaches that can help organizations translate foresight insights into actionable strategies.

2.2. Corporate War Gaming as Experiential, Competitive Simulation

Corporate war gaming, a practice derived from military games (or wargames), allows participants to engage in role-based simulations that imitate competitor and stakeholder actions. By proactively simulating the behavior of competitors, organizations stress test their strategies, identify blind spots, and predict tactical actions (Schwarz et al., 2019; Werro et al., 2024; Augier et al., 2018). War gaming can help address endogenous uncertainty, which is the risk and disruption that arises from the interaction of competitors, regulators, and customers (Augier et al., 2018).

Research suggests that business wargaming enhances strategic foresight by integrating intelligence, competitive analysis, and simulation-based decision-making. Through structured simulations, organizations can test strategies, evaluate uncertainties, and convert intelligence into actionable strategic insights (Werro et al., 2024). Schwarz et al. (2019) show that war gaming has impacts but requires a strong intelligence input and structured facilitation in order to produce outputs that are useful for decision-making. More recent studies point out that important implications of war gaming extend beyond just strategic agility and impact cross-functional collaboration through participatory simulation exercises that bring teams together (Schwarz, 2020). Finally, the literature recognizes that strong empirical evidence that war gaming leads to improved performance outcomes through implementations is rare, highlighting the need for future research (Augier et al., 2018).

2.3. Comparative Perspectives: Scenario Planning and War Gaming

While scenario planning and war gaming share an intellectual legacy dating back to the mid-20th century at RAND Corporation, they have since grown into practices that are quite distinct (Augier et al., 2018). Scenario planning considers changes in the outside environment (exogenous uncertainty), while war gaming captures the investigation of interactions among actors in that environment

(endogenous uncertainty). Scholars are warning that the two practices may be complementary rather than competing (Schwarz et al., 2019). For example, executives could use scenarios to ascertain the landscape of plausible futures and then use war gaming to practice the strategic moves within those futures.

At the same time, some authors have written critiques of war gaming, highlighting it as labor-intensive and subject to behavioral bias emanating on the part of the participants, whereas scenario planning has been critiqued as abstract and without tactical relevance (Lew et al., 2019; Augier et al., 2018). This discussion informs the bounds of each practice: scenario planning is advantageous for what may happen in the long-term, while war gaming is helpful for short- to mid-term competitive practice.

While scenario planning enhances long-term foresight, organizations may still struggle to translate insights into actionable strategies. Cognitive rigidities and entrenched assumptions may limit the effectiveness of foresight activities and hinder adaptive decision-making (Burt & Nair, 2020). In this context, corporate war gaming may complement scenario planning by providing interactive and experiential mechanisms for testing strategic responses.

2.4. Organizational Learning, Collaboration, and Strategic Agility

Scenario planning and war gaming relate to high-level organizational outcomes such as enhancing foresight, improving strategic agility, and facilitating cross-functional learning. Lew et al. (2019) explain that scenario planning supports organizational ambidexterity by enabling organizations to think of futures with high levels of disruption while keeping their core business going. Using war gaming can take this further by offering a form of learning in action that enables various groups to create playbooks and contingency plans (Schwarz et al., 2019; Werro et al., 2024).

Recent perspectives indicate that scenario planning and war gaming contribute to resilience but occupy distinct and complementary roles. For example, scenario planning deepens a discussion about strategy while war gaming improves decision-making by forcing teams into hostile adversarial situations (Schwarz, 2020). Both require roles to maintain quality facilitation and intelligence inputs and providing strong transfer from the exercise into strategy and governance following the exercise for both to realize their full potential (Wright et al., 2020; Augier et al., 2017).

2.5. Synthesis and Research Gap

The synthesis of literature indicates that scenario planning and war gaming are both well-established and practiced, however, the specific relationship between their use and organizational performance has not been deeply explored. Current research places emphasis on how scenario planning and war gaming can provide complementary value, but not ample comparative research has investigated the effectiveness of scenario planning and war gaming across industries. Additionally, most of the research done has focused on either Western, developed worlds, or other contexts such as emerging markets, where uncertainty and turbulence may have certainly been much more pronounced.

This paper will go a long way to close the gaps by providing practitioner narratives on how corporate war gaming is different from scenario planning, where it uniquely adds value in the strategic decision-making process.

3. METHODOLOGY AND DATA

3.1. Research Design and Process

A qualitative, exploratory research design was utilized to understand the differences and advantages of corporate war gaming compared to scenario planning. Qualitative research designs allow for deeper exploration of complex organizational practices and participant experiences, so this design was chosen for this study. Braun and Clarke's (2006) thematic analysis framework has been used as an analytical approach; it is considered one of the most rigorous, commonly used methodologies for qualitative data analysis in the management and social sciences.

3.2. Participants and Sampling

A purposive sampling approach was used to identify and recruit 14 key informants with significant professional experience in the areas of corporate strategy, scenario planning, and war gaming. Participants represented a range of industries, which included manufacturing, information technology, consulting, financial services, and energy. This cross-sectional approach was intentional to ensure a wide range of perspectives and to enhance the trustworthiness of findings. All participants were mid- to senior-level management and had practical experience in the process of planning, developing, and implementing corporate strategy.

3.3. Data Collection

Data was collected using semi-structured interviews as a method of data collection; using this method of data collection allowed participants to deeply reflect on their experiences. The interview guide included a mix of central topics that explored perceptions of differences between war gaming and scenario planning, war gaming advantages for strategy, and new perspectives offered on strategy during and after war gaming activities. Open-ended questions were utilized to facilitate richness of narrative and to elicit emergent findings from the interviews. The average duration of the interviews was between 45 and 75 min, and with participants' consent the interviews were audio-recorded and transcribed verbatim for analysis.

3.4. Data Analysis

In this study, data was analyzed using Braun and Clarke's (2006) six-phase process: (1) Become familiar with the data through repeated reading of the transcripts, (2) generate initial codes by locating meaningful excerpts of text, (3) search for themes by combining first-order codes (one-word description of the meaningful text), (4) review themes by examining perceived and narrative connections between themes, (5) define and name themes in a manner that captures what the theme encompasses, and (6) generate the final report. Codes and themes of analysis (e.g., thematic coding) were developed inductively from the data to enhance credence as reflective of the actual experiences of the research participants. To strengthen validity, for each theme the analysis was continually refined using direct evidence

from the data to ensure that it was grounded in the evidence and conceptually justified.

3.5. Trustworthiness and Rigor

In line with qualitative research rigor, findings were enhanced in credibility and trustworthiness using multiple strategies (Lincoln & Guba, 1985). Member checking or sharing of preliminary interpretations of the data with selected informants to validate findings, was used to enhance credibility (Lincoln and Guba, 1985). Thick descriptions that included the participants and organizational context were provided to the reader, as a matter of transparency to assess transferability (Shenton, 2004). Dependability was documented through an audit trail to enhance trustworthiness. The process of note taking was done throughout the study to develop a record of methodological decisions, the actual phases of coding, and themes as they were developed. Confirmability was heightened through reflective journaling and peer debriefing, which allowed for transparency of the researcher’s biases and to ensure that the researcher’s interpretations were grounded in the narratives of the participants (Nowell et al., 2017).

4. RESULTS, DISCUSSION AND IMPLICATIONS

The findings of this study are consolidated into a conceptual framework reflected in Figure 1 that illustrates how Corporate War Gaming (CWG) generates six interrelated mechanisms that ultimately lead to Resilient and Informed Strategic Decision-Making. This narrative integrates the verbatim voices of key informants with existing literature to demonstrate how each theme functions as a bridge between practice and outcome.

- Theme 1: Active simulation
Corporate war gaming distinguishes itself from scenario planning through its immersive and interactive character, transforming abstract forecasts into lived simulations where

managers can rehearse strategies before they face real-world crises. Corporate war gaming was repeatedly recognized to be qualitatively and quantitatively unlike from scenario planning because of its immersive, interactive mode of decision-making.

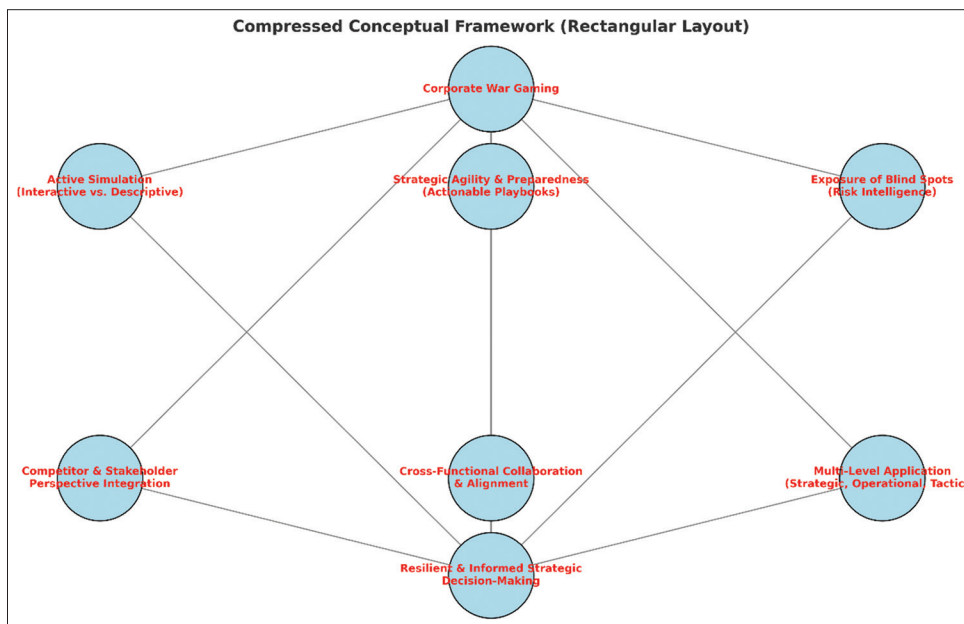
“Corporate war gaming is different to conventional scenario planning, because it actively simulates the actions and plans of stakeholders and rivals. This essentially turns forecasting into not only passive but also active rehearsal of strategy and helps to build a role-oriented approach.” (Informant 1).

“It is a rehearsal for real world embedded strategy” (Informant 3).

War gaming transitions foresight into practice by allowing organizations to simulate strategic environments and evaluate decisions before real-world implementation. Business wargaming supports the transformation of data into actionable intelligence and helps organizations test or develop strategies within competitive environments (Werro et al., 2024), noted war gaming is heavily experiential-focused, particularly situating managers in the middle of actively imagining adversarial role-based situations. In contrast, scenario planning is typically structured around plausible futures, and its effectiveness depends on the quality of scenario development and the extent to which scenarios are integrated into decision-making processes (Crawford & Wright, 2022).

- Theme 2: Strategic agility and preparedness
The second mechanism recognized was embedding strategic agility and preparedness through actionable detailed risk-based strategy. By producing detailed contingency plans, corporate war gaming strengthens organizational agility, enabling leaders to anticipate rival moves and trigger rapid responses that enhance resilience in turbulent environments. While informants recognized that war gaming is based on rival actions, they went on to recognize:

Figure 1: Corporate war gaming framework



“It is unique in its ability to create and generate actionable playbooks and contingency plans; facilitating and enhancing further in strategic agility and alignment” (Informant 13).

"It clears the space for when leaders and need to see their blind spots and puts pressure on their plans and prepare next actions" (Informant 7).

War gaming extends decision-making triggers and rapid-response strategies and consequently organizational resilience. In addition, Schwarz et al. (2019) and Werro et al. (2024) argue that war gaming creates adaptable foresight by preparing organizations for unknown or unexpected shifts. That being noted, Augier et al. (2018) also remarked that facilitators must steer simulations in such a way that biases maneuver themselves on overly simplified assumptions.

- Theme 3: Risk intelligence

Unlike the narrative focus of scenario planning, war gaming functions as a risk intelligence tool, exposing hidden vulnerabilities and assumptions that could undermine otherwise well-designed strategies. Informants recognized that war gaming can expose risks that were undetected in scenario planning:

“War games expose blind spots, spark new insights and create clickable strategies” (Informant 3).

“It exposes weaknesses or unintended risks with the current plan” (Informant 5).

War gaming provides risk foresight, as insofar as it can isolate weakness that could undermine otherwise well-designed strategies. This is consistent with Schwarz et al. (2019) noting that war game activity can also expose latent vulnerabilities and surreptitious assumptions. In contrast, Lew et al. (2019), noted scenario planning is occasionally underused because it does not provide this specific type of granular, informed risk intelligence.

- Theme 4: Outside-in perspective

War gaming integrates external voices—competitors, regulators, and customers—into the strategy process, providing an outside-in perspective that reduces self-referential biases in organizational decision-making. War gaming also creates outside-in view perspective.

As explained: “Corporate war gaming is an interactive, team-based role-play simulation where employees act as competitors, customers, or other stakeholders to explore competitive dynamics.” (Informant 10)

“These games integrate competitor and stakeholder actions. They function as “dress rehearsals” for strategy execution.” (Informant 9)

Organizations can use outside-in view as a remedy for self-reference risk when making decisions for organization. This is consistent with Wright, et al. (2020) who criticized scenario planning for often ignoring competitors’ agency. War gaming may remedy that knowledge gap by including competitors and regulators in the exercise.

- Theme 5: Organizational cohesion

Beyond strategy rehearsal, war gaming operates as a participatory exercise that aligns cross-functional teams,

fosters shared understanding, and breaks down silos, thereby strengthening organizational cohesion. The participatory nature of war gaming also fosters collaboration across departments.

“War gaming brings cross-functional teams together to role-play competitors, pushing organizations to test their strategies under pressure.” (Informant 11)

“It is a live, role-playing exercise where teams “become” competitors... it fosters cross-functional teamwork and shared understanding.” (Informant 12)

In addition to foresight, war gaming enhances organizational cohesion because it allows collective learning across organizational silos. This is in line with Schwarz (2020), who describes war gaming as providing not just a stress test of strategies, but an alignment of teams towards a common aim. Scenario planning tends to involve a smaller circle of strategy units, and as Lew et al. (2019) argue, inherently limits the capacity of planning to integrate strategy.

- Theme 6: Multi-level application

The versatility of war gaming lies in its scalability across decision horizons, as can be applied at the strategic, operational, and tactical levels, complementing scenario planning’s long-term foresight with immediate and actionable insights. Thus, informants highlighted the scalability of war gaming across levels of decision-making:

“Strategic War Games focus on long-term market shifts... Operational War Games concentrate on how and where to compete. Tactical War Games deal with short-term execution” (Informant 8).

“Well-conducted games yield clear action items for real-world execution across strategic, operational, or tactical levels.” (Informant 9)

War gaming’s versatility enables it to be embedded at multiple decision horizons, complementing scenario planning’s long-term emphasis. This is consistent with Augier et al. (2018) and Werro et al (2024), who highlight the adaptability of war gaming across contexts. In contrast, scenario planning largely remains long-range, limiting its tactical application.

4.1. Theoretical Implications

This study provides several contributions to the developing literature on strategic foresight and participatory planning. First, it clarifies how corporate war gaming extends on and complements the established practice of scenario planning. Scenario planning has traditionally been positioned as a process of addressing exogenous uncertainty - i.e., those forces emanating from environmental, technological, and political contexts - whereas corporate war gaming focuses on endogenous uncertainty, or disruptions directly prompted by the behaviours of competitors, regulators and stakeholders. By pairing these two ways of reclaiming foresight, this study extends the understanding of a more holistic framework for organizational foresight, balancing long-range environmental scanning with real-time competitive rehearsal (Augier et al., 2018).

Second, the research advances experiential strategy theories by demonstrating how role-playing and simulation contribute to

strategic cognition. Indeed, corporate war gaming constitutes Kolb's (1984) experiential learning theory, illustrating how rehearsals or adversarial simulations can enhance awareness and agility situated within an organization. Moreover, it extends experiential learning beyond previous contexts in education and psychology to strategic management providing empirical evidence about how simulation-based practices can shape both individual and collective decision-making.

Lastly, the study also strengthens theoretical perspectives of organizational learning and alignment. Corporate war gaming acts as a foresight mechanism, as well as a collaborative learning opportunity involving a cross-section of functional units, collaborating in the co-creation of strategy. In doing so, it solidifies extant scholarship around strategic conversations and alignment, with enhanced support for the notion that participatory approaches enhance the quality and the agreement of organizational decision-making (Schwarz, 2020).

4.2. Practical Implications

Beyond its theoretical contributions, the research provides some practical implications for managers and organizations with interests in potentially augmenting their approaches to strategic planning. One strongly recommended suggestion is to include corporate war gaming as a complement to scenario planning. While scenario planning will always be advantageous in evaluating plausible futures across a longer time frame, it is arguably of greater practical value when a component of war gaming is included with its activity. War gaming provides organizations with the opportunity to stress test their strategies with respect to these possible futures.

The practical implications also point to an opportunity to consider the use of war gaming to prepare playbooks and decision triggers that can represent faster responses to competitive activity, regulatory changes, crises, etc. Playbooks eventually lead to organizations owning real options, while concepts or strategies become reality in response to these potential interruptions.

Another practical implication was about working with cross-functional teams. War gaming requires people with different backgrounds or departments, and consequently, it engenders opportunities to break down silos, align goals and messaging, and builds a shared understanding of competitive dynamics. The collaborative aspect of war gaming also aids in supporting the context and realism of a strategic activity.

The last practical implication of the research is that war gaming is scalable and applicable to many layers of the organization. Organizations can use war gaming for a strategic purpose, when it wants to understand what might happen over a possible longer time frame, it can be used at operational decision-making levels to facilitate decision-making regarding markets, resources, etc. and it can be used at tactical level for actions, mainly for teams at the organizational frontline or within other departments. By using war gaming for planning purposes at different time frames, organizations can take advantage of it as flexible mechanism that supports and enhances traditional planning practices.

5. CONCLUSION, LIMITATIONS AND FUTURE SCOPE OF RESEARCH

This study demonstrated how corporate war games can support traditional scenario planning through developing both strategic foresight and decision making for organisations operating within an environment of uncertainty and complexity. A qualitative methodology was used and semi-structured interviews were carried out with fourteen key informants who operated across a range of sectors; Braun and Clark's (2006) thematic analysis methodology were applied when analysing the interview data. Six interconnected themes are presented; active simulation, strategic agility & readiness, blind spot identification, competitor & stakeholder inclusion in simulation, cross-functional collaboration and multi-layered use. These themes collectively demonstrate how corporate war games transform foresight planning from descriptive planning to rehearsed strategic action.

The findings clearly reinforce the utility of scenario planning as a long-term foresight method to enable organisations to consider plausible futures and prepare for environmental uncertainty. Conversely, the findings suggest that while useful for exploring possible scenarios over time and providing insight into potential sources of environmental uncertainty, scenario planning may have limited utility in terms of identifying competitive dynamics and in simulating organisation response to rapid change. Conversely, corporate war gaming is an experiential, role-based form of simulation that enables organisations to test their strategies under extreme conditions, identify previously unrecognised risk and develop proactive contingency plans. Scenario planning and corporate war gaming therefore represent two complimentary forms of organisational capability that together will enhance organisational agility, resilience and strategic preparedness.

Additionally, the study identifies corporate war gaming as an important mechanism for increasing organisational learning and cross functional cooperation. Through incorporating differing views, including competitor & stakeholder views, organisations will gain a greater appreciation for complex dynamics and increase the accuracy of their strategic responses. Furthermore, corporate war gaming can be used at all three levels of strategy (strategic, operational & tactical), thereby reinforcing its suitability as a practical means of facilitating decision making in uncertain and volatile environments.

However, despite these significant contributions the study has some limitations. Firstly, the qualitative nature of the study and the purposeful selection of 14 participants limits the extent to which the findings can be generalized across industry types and geographically distant locations. Secondly, whilst the study utilizes participant accounts & perceptions to assess corporate war gaming activity, it does so without evidence from direct observation of the activities themselves which introduces subjective bias. Finally, the study did not investigate quantifiable performance outcomes such as organisational financial performance, decision quality or organisational resilience that would provide additional evidence of corporate war gaming as an effective tool for organisational strategic development.

Future research may seek to address each of these limitations through applying mixed-methodologies or quantitative methodologies to establish whether corporate war gaming impacts positively upon organisational performance & strategic success. Comparative case studies across various industries & organisational size may provide further insight into the extent to which corporate war gaming is contextually effective. Furthermore, future studies may examine the combination of emerging technology i.e. artificial intelligence, digital simulation platforms & virtual reality environments with existing corporate war gaming methods to significantly enhance the level of realism & scale that currently exists in corporate war gaming. The study of corporate war gaming in alternative cultural and institutional settings will also assist in establishing a more complete understanding of corporate war gaming as a strategic foresight tool.

Overall, this study indicates that corporate war gaming acts as a positive supplement to scenario planning by closing the gap between strategic foresight and strategic execution. By combining long term scenario planning with experiential simulation, organisations will enhance their ability to make decisions effectively, increase their resilience & improve their overall capacity for strategic preparedness in increasingly unpredictable and competitive markets.

REFERENCES

- Augier, M., Dew, N., Knudsen, T., & Stieglitz, N. (2018). Organizational persistence in the use of war gaming and scenario planning. *Long Range Planning*, 51(4), 511–525.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Burt, G., & Nair, A. K. (2020). Rigidities of imagination in scenario planning: Strategic foresight through unlearning. *Technological Forecasting and Social Change*, 153, 119927.
- Crawford, M. M., & Wright, G. (2022). The value of mass-produced COVID-19 scenarios: A quality evaluation of development processes and scenario content. *Technological Forecasting and Social Change*, 183, 121937.
- Frith, D., & Tapinos, E. (2020). Scenario planning: Is the 'box' black or clear? It depends. *Technological Forecasting and Social Change*, 158, 120170.
- Gerbrandy, A., Mendonça, S., Archibugi, D., & Tsipouri, L. (2024). Futures of Big Tech in Europe: Scenarios and policy implications: foresight. European Commission. <https://doi.org/10.2777/93885>
- Kolb, D. A. (2014). *Experiential learning: Experience as the source of learning and development*. FT press.
- Lew, C., Meyerowitz, D., & Svensson, G. (2019). Formal and informal scenario-planning in strategic decision-making: An assessment of corporate reasoning. *Journal of Business & Industrial Marketing*, 34(2), 439–450.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Sage.
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1–13.
- Schwarz, J. O. (2020). Revisiting scenario planning and business wargaming from an open strategy perspective. *World Futures Review*, 12(3), 291–303.
- Schwarz, J. O., Ram, C., & Rohrbeck, R. (2019). Combining scenario planning and business wargaming to better anticipate future competitive dynamics. *Futures*, 105, 133–142.
- Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information*, 22(2), 63–75.
- Werro, A., Nitzl, C., & Borghoff, U. M. (2024). On the role of intelligence and business wargaming in developing foresight. arXiv preprint. <https://doi.org/10.48550/arXiv.2405.06957>.
- Wright, G., O'Brien, F., Meadows, M., Tapinos, E., & Pyper, N. (2020). Scenario planning and foresight: Advancing theory and improving practice. *Technological Forecasting and Social Change*, 159, 120220.