

**Exhibit 2–10: Primary Focus, Advantages, and Disadvantages of Environmental Techniques**

Technique	Primary Focus	Advantage	Disadvantage
<b>Simple Trend Identification and Extrapolation</b>	Scanning Monitoring Forecasting Assessing	<ul style="list-style-type: none"> <li>• Simple</li> <li>• Logical</li> <li>• Easy to communicate</li> </ul>	<ul style="list-style-type: none"> <li>• Need a good deal of data in order to extend trend</li> <li>• Limited to existing trends</li> <li>• May not foster creative thinking</li> </ul>
<b>Delphi Method</b>	Scanning Monitoring Forecasting Assessing	<ul style="list-style-type: none"> <li>• Use of field experts</li> <li>• Avoids intimidation problems</li> <li>• Eliminates management's biases</li> </ul>	<ul style="list-style-type: none"> <li>• Members are physically dispersed</li> <li>• No direct interaction of participants</li> <li>• May take a long time to complete</li> </ul>
<b>Nominal Group Technique</b>	Scanning Monitoring Forecasting Assessing	<ul style="list-style-type: none"> <li>• Everyone has equal status and power</li> <li>• Wide participation</li> <li>• Ensures representation</li> <li>• Eliminates management's biases</li> </ul>	<ul style="list-style-type: none"> <li>• Structure may limit creativity</li> <li>• Time consuming</li> </ul>
<b>Brainstorming</b>	Forecasting Assessing	<ul style="list-style-type: none"> <li>• Fosters creativity</li> <li>• Develops many ideas, alternatives</li> <li>• Encourages communication</li> </ul>	<ul style="list-style-type: none"> <li>• No process for making decisions</li> <li>• Sometimes gets off track</li> </ul>
<b>Focus Groups</b>	Forecasting Assessing	<ul style="list-style-type: none"> <li>• Uses experts</li> <li>• Management/expert interaction</li> <li>• New viewpoints</li> </ul>	<ul style="list-style-type: none"> <li>• Finding experts</li> <li>• No specific structure for reaching conclusions</li> </ul>
<b>Dialectic Inquiry</b>	Forecasting Assessing	<ul style="list-style-type: none"> <li>• Surfaces many subissues and factors</li> <li>• Conclusions are reached on issues</li> <li>• Based on analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Does not provide a set of procedures for deciding what is important</li> <li>• Considers only a single issue at a time</li> <li>• Time consuming</li> </ul>
<b>Stakeholder Analysis</b>	Scanning Monitoring	<ul style="list-style-type: none"> <li>• Considers major independent groups and individuals</li> <li>• Ensures major needs and wants of outside organizations are taken into account</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging issues generated by other organizations may not be considered</li> <li>• Does not consider the broader issues of the general environment</li> </ul>
<b>Scenario Writing</b>	Forecasting Assessing	<ul style="list-style-type: none"> <li>• Portrays alternative futures</li> <li>• Considers interrelated external variables</li> <li>• Gives a complete picture of the future</li> </ul>	<ul style="list-style-type: none"> <li>• Requires generous assumptions</li> <li>• Always a question as to what to include</li> <li>• Difficult to write</li> </ul>