Scenario Matrix - Grounded

Scenarios / Drivers	Grounded
World Economy and Market Environment	Personal security is paramount; global, relatively-free economy with some select government intervention to control terrorism, and coordinated, international, US government-led cooperation to build information highway; the information highway in many cases has significant cost and security advantages over traditional transportation; limits to the free market defined by threats to the movement of people and goods; US dominant economic power in part because of leadership in info highway.
International Trade Environment	International cooperation driven by security; high degree of harmonization on standards; the World Trade Organization works to restrain government involvement in nonsecurity trade and commercial matters; highly controlled access to airspace and landing rights; government run aviation security infrastructure, with some outsources to private technically oriented corporations; high degree of commercial harmonization for nonsecurity related activities; minimum standards on security must be followed by everyone.
Political Instability	Very significant terrorist threat; some threats acknowledged, some not; threats are highly random; reasons are varied - religion, economics, ethnicity, etc.; low to high technology threats (e.g. bombs, software viruses, bio terrorism); occasional collapse of authority in least developed countries; significant personal fear.
U. S. Military Requirements	Low level traditional military requirements; quick in-out police actions; significant excess global arms inventories, poorly accounted for; DOD assigned some non-traditional anti-terrorist roles; intelligence community well-funded; many small prepositioned stock-piles.
Global Distribution of Power & Technology	High tech, wired world - broad band everywhere and infrastructure development widely promoted - IT is the backbone of global economy; few barriers to technology proliferation; source of global power is economic and technology; large corporate security forces common.
Fuels & Fuel Sources	Oil available at moderate prices, price has gone up some over years; resources available and market driven; some short term variation in supplies due to related terrorist activities.
US Policy	Basic policy has shifted from laissez faire to more regulation and intervention; early government reduction giving way, increasing size in all areas that can claim a safety/security role; global trend to harmonize regulation surrounding corporate behavior (e.g. bankruptcy, anti-trust), still national variations exist; moderate liability; no tort reform; due to the government commitment to reduce the effects of terrorism there is major government investment in information infrastructure and reduction in traditional government technology investment (e.g., aviation); deficit reemerges (spend what is needed); low US unemployment; large multinational corporations have limited physical mobility and are vertically integrated; barriers to entry/exit generally low except in issues of security/safety then value hurdles are very high and often politically manipulated.
Corporate Structure and Operations	Global companies use the internet as substitute for travel, enabled by virtuality; limits to geographic consolidation, but economic consolidation continues; market share in products tend to be stable but market share for services on internet is dynamic, generally off-sets are reduced; strong global economy; alliances are important especially for market growth; ownership is global and dynamic; labor competition high at professional/managerial level but tighter at production level, since tied into local labor pool, with some what higher costs; hurdles in cost and location, but plenty of startup capital available.
Environment	Environmental issues at the global and national level are over shadowed by terrorism and political instability (but might be environmental terrorism); travel oriented pollution is down, but overall global pollution is up and is seen as a looming problem.
Public Health	Important if there is national security impact for example biological terrorism on planes, trains, boats, water supplies, etc.
Public Attitude to Technology	At the individual personal level there is a love/hate feeling toward technology, because

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	technology is both the cause and solution of the problem; a possible technology proliferation race with terrorists that includes "information terrorism".
Education	Do not put all kids in one building; wired and virtual education has gone very far on global utility internet; socialization side of education is a problem; access to education is through public funding; higher education tends toward private funding; despite virtual education, degree granting still through organized "universities"; strong science and technology, arts and humanities tends to languish; the improved access to education through the utility infonet does not ensure that the underclass is well educated; US remains focus of world- class graduate education.
Geographic (Living) Dispersion	Security concerns define nature of dispersion (e.g., gated communities), dispersion distances determined by secure means of transit; some can telecommute all year.
Communications and Information Technology	Free-market development of telecom for first 10 years, then government steps in and establishes a high band width global utility network and standards; it becomes the heart of global business; crucial to mitigating the impacts of terrorism and high cost of business and personal travel; communication and information security, like physical security, is important.
Production Cost Performance	Strong aeronautics industry growth in 1st ten years, then excess manufacturing capacity in large commercial transport, leads to replacement and maintenance market; product improvement (and cost) is directed towards safety and security; operation patterns focus on safety and security; very high cost of travel becomes driving factor as terrorism is somewhat controlled; if firms own unique technology solution, some barriers to entry may come down; ownership pattern is private, vertical integration in many transportation and travel industries to control safety and security; there is a tendency toward somewhat synchronized global business cycles.
Technology development and Application	The need for security drives government industrial policy to augment market driven technologies in safety, security, and information/ telecommunication; need new manufacturing technologies for cost effective small local factories; R&D is widely diffused geographically and across industries, "R" is more focused on safety, security, and communications.
Time Poverty Leisure Time, Entertainment	This is a moderate time poverty environment; security and transportation cost issues slow commerce down while security needs add time constraints; transit time needs to be highly productive; large group entertainment is not "physical" but virtual; personal entertainment activities are popular; security concerns reduce work environment mobility; networking encourages blurring of work, education, and leisure; significant home entertainment.
Global Transportation Infrastructure	Trend toward safe and secure transport infrastructure that supports "low density" vehicles; more difficult access to infrastructure to ensure security; infrastructure "guarantees" safety and security of transport; infrastructure must accommodate low-cost, rapid-time-to-market, optimized production flows; supports rapid response to consumer demand (internet orders/drop shipment delivery).
Safety and Security	Safety and security (including data security) is the essence of this world; it is on everyone's mind and drives cost up and convenience down.
Access to space	There is a practical attitude towards the use of space; projects that demonstrate practical applications can be financed.