

Scenario Planning - Strategy 2.0 For The Age Of Disruption

13th – 14th February 2012
Renaissance Hotel - Kuala Lumpur,



Masterclass

Scenario Planning: Strategy 2.0 - For The Age Of Disruption

Why You Should Attend?

“Ready, aim, fire.” In the traditional model of strategy, you set a clear objective, predict the future outcomes of strategic moves, and then set the controls for executing the selected decisions. But when markets are emerging, colliding, splitting or dying in one chaotic system, this traditional strategy model doesn't work very well.

Strategy 2.0 – Scenarios and real options for the age of disruption – is an innovative and interactive programme. Open up new possibilities and business benefits for you and your organization: better strategic decisions, higher returns, and industry leadership. Through a series of case studies from the energy, engineering, information and communications technology, infrastructure, logistics and transportation industries, you will learn how to design robust and adaptive strategies.

It is a high-level, intensive and interactive programme that will move rapidly. Participants will have the opportunity to interact extensively and share their own ideas together during the masterclass. Participants will be able to design strategies to achieve superior performance for their company.

The 2-Day Workshop covers topics on strategy, organization and new developments in the economics of adaptive strategies. Eight modules of instruction and interactive sessions cover all aspects of how companies must plan for a world of faster, broader and more uncertain change.

**3 Months
FREE Email
Consultation
for delegates
after the course**

Evolution Mind Power Sdn Bhd

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ORGANISER





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DAY 1

13th FEBRUARY 2012

MODULE 1: Strategy In Turbulent Times

Recent work on firms' competitive performance confirms what many of us already know. Competitive advantage has become harder to sustain across many industries. Furthermore the rapid pace of economic and technological change places a premium on building productive relations both inside and between firms. In essence, strategy for turbulent times requires the art of thinking the unthinkable. "What could bite us?" "Are we missing the next big opportunity?" It calls upon the company to think harder, work with scarce resources, make difficult decisions, and take action despite risks.

- Why do organizations struggle to anticipate and respond to disruptive change?
- Conventional strategic planning versus the discovery-driven approach
- Case Study: Business models which are disrupting industries
- How firms achieve higher returns through more ingenious strategic planning

MODULE 2: Scenario Planning For A World Of Inevitable Surprises

Strategy 2.0 logic has an intuitive sense in the age of disruption. It advises to move forward in stages when steering assets through uncharted waters: Consider a variety of future scenarios and potential strategies; favor flexible actions that are robust to uncertainties; probe, experiment and learn through doing; monitor and adapt to changing conditions. Scenario planning is used to construct and test specific strategies in three ways: Firstly, scenarios are the starting point for anticipating how the future might play out. Secondly, by explicitly addressing change and opportunity in the business environment they help decision makers understand and challenge their own assumptions. Thirdly, scenarios help managers adjust course in the light of events.

- Understanding Scenario Planning and its uses
- The building blocks of the scenario process
- From scenarios to strategy - the portfolio of strategic initiatives
- Case Study: Scenario Planning

MODULE 3: Building Market And Industry Scenarios

The critical task is to build scenarios that are plausible, compelling and surprising. The essence of the scenario process is that we research present key trends; we determine which are predictable and which are uncertain; decide which uncertainties are most influential; and then base the scenarios of the future on those uncertainties. Once the scenarios are completed we spend time understanding the implications of those scenarios.

- Frames of reference for thinking about the future
- Identifying the key drivers of change to populate the scenarios
- The focal issue for the scenarios
- Key drivers of change
- Assembling the scenario logics

MODULE 4: Breakout Session

Scenario Building Session And Group Presentations

The task of developing a set of scenarios is the work of this session. The scenarios are the work of this session. The scenarios are based on the key factors and driving forces, and the critical uncertainties driving the longer-term future of the Telecoms industry and marketplace: social, technological, economic, environmental, political and regulatory. Team identify those drivers of change which are more-or-less predetermined – and those which are fundamentally uncertain. Taking the uncertainties, we can then identify the different directions in which they might lead, and select those which will most help us think about the future.

- Identifying the most important trends that are shaping the Telecom Industry
- Mapping the key uncertainties in the next five years
- Crafting compelling scenarios
- Group review of the scenarios

DAY 2

14th FEBRUARY 2012

MODULE 5: Using Scenarios To Build Adaptive Strategies

Using scenarios involves addressing three inter-related questions: What should we be doing in light of the scenarios? Is there a new business idea for the company? What are the early warning indicators that single one or more scenarios may be emerging? At the heart of scenario thinking is the development of a "portfolio of initiatives". They drive the company's strategy by designing projects to address the uncertainties and the opportunities. These initiatives may be implemented over different time frames: short term (next two years), medium term (three to five years) and long term (five years and beyond).

- Translating scenarios into adaptive strategies – checklist of key questions to analyze scenarios
- Designing the portfolio of initiatives
- Designing an early warning system for resilient corporate planning
- Break-out Session: Postcards from the Future

MODULE 6: Building Flexibility Using Real Options

In dealing with uncertainty, companies face two strategic tradeoffs when making investments: Should we act early or wait until the uncertainty is resolved? And do we focus resources on one future scenario or spread resources to address several scenarios and so build our resilience? To solve these issues, the analytical framework of 'real options' is applied. The practice of real options involves a different way of thinking about investments; new analytics for valuing strategic options; and a dynamic decision making process.

- Key features of Real Options in investments and M&A
- Building flexibility into major investment decisions
- Real Options as an analytic valuation technique
- Real Options as an organizational decision making process
- Case Study in real options

MODULE 7: Breakout Session

Group Strategy Workshop And Presentations

Using scenarios involves exploring the implications for the company's strategy, addressing questions such as the following: What should we be doing under each scenario? What elements of strategy work under all scenarios? What works under one scenario, but is very risky under another scenario?

- Joint session Part I: explore implications of each Scenario
- Joint session Part II: explore implications across all scenarios; the commonalities and differences
- Identifying the new strategy and value proposition
- Teams to develop the portfolio of initiatives

MODULE 8: Moving From Strategy To Execution

If traditional strategy no longer works in a world of disruptive change, then neither does fire fighting. A disciplined approach to execution is needed to get things done. This session explains how to overcome the major 'blockers' to successful implementation of strategy: inadequate or unavailable resources, poorly communicated strategy, actions to execute strategy not clearly defined, unclear accountabilities for execution, organizational silos and culture inhibitors.

- From strategic planning to successful execution through overcoming the barriers
- Developing your company's dynamic capabilities to thrive in rapidly changing environments
- Building your leadership capacity for turbulent environments
- Plenary session: The pathway to superior performance



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Course Presenter

Jay Horton
Founder & Managing Director

Strategis Partners

Jay is the Founder and Managing Director of Strategis Partners, an Asia-Pacific consultancy advising corporations and governments on strategy and organizational planning for major programmes and projects. He advises clients in Australia, Hong Kong, Indonesia, Malaysia and Singapore. Jay's distinctive approach is based on a deep understanding of the economics and management science of contracting and inter-firm strategy. He has advised many companies on major programme and project strategy, reviewed outsourcing contracts, and developed contracting strategy for clients in agri-business, energy, manufacturing, mining, retail, transportation and logistics industries during his twenty-five year management consulting career. He has played a number of leadership roles: Partner of PricewaterhouseCoopers, McKinsey & Company, Founder and Managing Director of decision consulting firm ORG Pty Limited, and Principal of Everest Group, an international outsourcing advisory firm. Jay's qualifications include Master of Economics from Australian National University and a Bachelor of Systems Engineering from James Cook University, Australia. Jay's publications include Strategis Partners White Paper: "Keys to Successful Strategic Alliances" - 2010, "The Leader's Guide to Scenario Planning" - 2009, "New Approaches for Managing Supply Chain Relationships" - 2006, "Contract Economics" - 2005, "The Value Chain in the Twenty-first Century" - 2005.



Masterclass Schedule

8.30AM	REGISTRATION / OPENING
8.45AM	MASTERCLASS COMMENCE
10.45AM	MORNING REFRESHMENTS
11.00AM	MASTERCLASS RESUMES
1.00PM	LUNCH BREAK
2.00PM	MASTERCLASS COMMENCE
4.00PM	AFTERNOON REFRESHMENTS
4.15PM	MASTERCLASS RESUMES
5.15PM	CLOSE OF MASTERCLASS

Who Should Attend

Presidents, Vice Presidents, CEOs, COOs, Directors, Managers, Heads, Leaders and Professionals from the following industries:

- Banking & Financial Services
- Oil & Gas / Chemical / Petrochemical
- Healthcare
- Automotive
- Aviation
- Transportation
- Logistics
- Utilities
- Agriculture / Plantation / Environmental
- Construction & Property
- FMCG
- Computer & IT
- Telecommunications
- Service
- Advertising
- Consultancy
- Conglomerates & MNCs
- Government Institutions
- Others

Benefits For Organizations

- **Build** a better pathway to superior performance for your company
- **Improve** your firm's strategic planning, and decision making processes using scenario planning and real options
- **Foster** openness within the management team to new ideas and different perspectives
- **Re-shape** current planning models and assumptions before they become outdated
- **Enhance** your company's ability to manage disruptive change
- **Planning** to initiate a full-scale strategy project
- **Prepare** executives and managers to lead major new strategic and organizational initiatives
- **Bring** new members of the team up to speed within a very short period of time on the new models of strategic planning

Benefits For Individuals

- **Master** the new strategic thinking and the art of scenario planning
- **Build** support for new strategic initiatives
- **Communicate** more effectively with peers and with top management on high-level issues
- **Develop** corporate and business strategies that create new opportunities – and manage the risks
- **Build** your organizational leadership capacity
- **Enhance** your ability to respond to disruptive change
- **Improving** your global perspective on strategic issues

Testimonials

2011

"Course was well conducted. Presenter was knowledgeable and able to communicate very well." – Dr Foon Shyong, AGM, Tenaga Nasional Berhad, Malaysia

"Very insightful." – Irving Wong, Executive, Sime Darby Berhad, Malaysia

"This is an excellent programme. It has enhance my knowledge in Strategic Planning" – Anderson Chua, Director of Finance & Strategic Management, AM Investment Bank Berhad, Malaysia

"Very insightful and informative with clear and well presented content. Will look forward for future events of this nature" – Chooi Yew Vern, Senior Executive, Sime Darby Berhad, Malaysia

2010

"This is an excellent programme. I have recommended this Programme to the Human Resources Department to send other senior officers." – Usanee Wiwatchiwong, Corporate Strategic Planning, Banpu Public Company Limited, Thailand

"Overall quality of the programme is excellent. I would recommend this to my colleagues and peers." – Matthias Goertz, Edward W Kelley & Partners, Singapore

"By far the most informative course that I've attended in the last few years. Great elucidation of differences between new planning and conventional planning approaches" – Marcel Pordes, Retails Concepts Asia, Hong Kong

"Excellent programme. Case studies, networking and learning about other industries and companies were among the best features of the programme." – Michael Goldman, Principal Consultant, MMA, Australia

"The course really energized me and I came away with new ideas and positive approaches to apply in my work." – Mongkhol Pojpongson, Strategic Planning Department, Ratchaburi Electricity Generating Holding PLC, Thailand