

Building Resilience into Corporate Planning Processes

Strategic Scenario Planning



Developing Strategy, Implementation & beyond...

15th & 16th December 2010,
JW Marriott, Kuala Lumpur

What is the ability of the institution to
effectively anticipate, respond to, and
manage the emerging issue, trend, or event?

Takeaway benefits:

- **Identifying** strategies in order to develop a unique competitive advantage.
- **Learning** key analytical and conceptual approaches to expand your understanding of the marketplace
- **Aligning** your organization with your strategic planning goals by integrating strategy, objectives, metrics and performance
- **Identifying** evolving strategic patterns and generate ideas on how they can be applied to your organization
- **Incorporating** customer needs into the strategic plan
- **Understanding** from numerous case studies to examine the strategic planning process in detail
- **Recognizing** how the actions of customers, competitors and your own company determine the outcomes in your markets
- **Determining** the best approach to effectively implement your strategy
- **Learning** what tools are available and when to use them and when not to use them
- **Preparedness** to react early to new changes while allowing for flexibility as more is learned

Your International Trainer:

Dr. Oliver Sparrow

Director, Challenge Network

Ex. Chief Strategist, Royal Dutch / Shell International

Who should attend ?

The program is designed for a wide range of private sector and public sector practitioners, who are concerned with the strategic future of their department / organization.

Every executive using strategy for competitive advantage, including, Regional Heads, Senior Managers, Managers, Junior Executives and In-charge personnel of the following departments:

- Sales and Marketing
- Strategic Planning
- Corporate Strategy & Development
- Business Development
- Knowledge Management
- Information Technology
- Innovation
- Finance
- Economic & Policy Development
- Research & Development
- Competitive Intelligence
- Government Leaders, Policy Experts, and Legislative Advisors who need to sort through many social, political, and economic uncertainties to make public policy decisions for the long term.
- Market Intelligence
- Industry Consultants
- Corporate Planning
- Special Librarians
- Business Research
- Consumer Insight
- Market Analyst
- Technology and research management

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Early bird discount, team discount & non-profit discounts.
Details are on registration page.

"The greatest danger in times of turbulence is **not the turbulence** - it is to act with **yesterday's logic**."

Day one

Registration

Introductions, an overview of the two days.

A review of the current situation, leading to scenarios.

Introduction

An overview of the two days.

Review of the current situation, leading to scenarios.

The big picture:

The problem: what it is that you are trying to deliver

Three basic issues around planning

- **Analysis:** how to be more or less right
- **Legitimacy:** how to be allowed to do this
- **Action:** how to get to concrete outputs and actions
- Legitimacy and Action tomorrow morning.

Discussion

Understanding Scenario Planning

- Understanding the useful deliverable.
- Differing needs that scenarios may fulfil.
- Levels of sophistication, time frames, costs.

Gathering the threads, making a team.

- Human qualities that are required; human obstacles.
- The network approach, including the use of outsiders.
- Team management, getting a program agreed.

Three-phase process: analysis, dimensionality, engagement.

Analysis: tools and techniques

- Key dimensionality: the emergent scenarios
- Engagement: making the scenario stories relevant.

Understanding Your Organization's Mission

- Four factors that create clarity:
- Insight, Values, Narrative & Options

We explore each of these in turn, and learn the practical tools that they use. Then we put them together in the section which explores strategy creation.

Analytical process that delivers

- Identifying legitimate and important areas of enquiry.
- Understanding the flow from analysis to action.
- Understanding, coping with different values.
- Understanding narrative and the mental model.
- Avoiding the dangers inherent in abstract analysis.
- Scenarios as a mechanism and vehicle.
- Other tools: from sensitivities to principle components.
- Discussion, exploration of 'other tools'.

Analytical techniques:

On creating insight and clarity

Overview: deciding what a useful answer would look like

Defining the problem area: what is worrying the organisation?

- Interviews: targets, goals and techniques
- On extracting the deep concerns and getting endorsement
- Interview techniques: explanation and group work
- Making use of the interview material

Building the analysis of the defined problem

- Identifying and mapping key influences and forces
- Building an influence diagram: hands-on group work.
- Critique of our exercise: lessons about focus
- Principal dimensionality, matrices and trajectories

Quantification and evidence

Data and comparisons: time series, cross sections, models

The snares associated with numbers and models

Quantifying risk and uncertainty: Monte Carlo to options

The power of anecdote, graphics, examples, stories

Using data to create 'windows', limits and forbidden zones

Extracting the key dimensionality: the scenario matrix

- The use and limitations of scenarios as a tool
- Building the scenario matrix
- Testing the scenarios: quality parameters
- Testing the scenarios against the original problem
- Using the scenarios in workshops
- Testing the scenarios on 'outsiders', on stakeholders

Workshop:

Assessing and communicating the operating environment. We will brainstorm the issue and define our collective understanding of the problem. We will then determine gaps in our knowledge and set these aside whilst we explore the key dimensionality. Teams will then be assigned quadrants to typify and asked to develop scenarios for life within them. We will come back to the knowledge gaps to see how we would extend the scenarios if we had more time and real issues to solve.

Using scenarios in particular environments:

- Utility and other environments with long-lived capital.
- Scenarios in fast moving business environments.
- Market-focused scenarios.
- Innovation: getting e.g. engineers to talk to marketers.
- Using scenarios in conflict resolution and negotiation.

Legitimacy and promulgation

- The 'political' nature of excellent planning processes
- The importance of alignment with organisational concerns
- The importance of legitimisation: phasing the process
- Senior management involvement, initially and throughout
- Expert and line operation involvement during analysis

End of day one

However **beautiful** the strategy, you should **occasionally** look at the results.

Day two

Registration

- Recap of day one
- Q & A session

Communicating and using the work that has been done

- Expectation: timing and links to other planning activities
- Reviewing the goals of the exercise: why was it done?
- Designing events to meet these goals:
- Workshops for line activities
- Innovation workshops
- Working with external bodies
- General propagation within the organisation
- Designing fine presentations: common pitfalls
- Checking that the messages have been heard

The importance of repeating the process

Actions: on getting things to happen

Re-visiting the notion of process: what is a deliverable?

- Intangible insight as much as firm recommendation
- Recommendations must flow from stakeholders
- Review issues of stakeholder involvement, legitimacy

Types of prioritisation

- Areas in which more study / investment is needed
- Clear priorities where actions or tools are needed

Building Insight

- Understanding the developing business environment
- Competition and the sources of strength and weakness
- The tools used to assess the competitive environment
- (Example topics: Multi-dimensional benchmarking, life cycle analysis, rent analysis)
- Understanding how the business environment works
- The tools used to explore and communicate the issues

(Example topics: principal component identification, soft and hard modelling, idea mapping, scenario planning.)

Tools :

- Insight
- Understanding the nature and scope of in-house insight
- Understanding the operating environment, communicating

Understanding competition:

- Customer dimensionality
- Competitor dynamics

Values : Analysis of values:

- Superficial and actual values; ethics and "bad behaviour"
- Linkage to competitor dynamics, organisational options
- The strength of values, their clarity and uniformity
- Installing or clarifying values
- Overt and hidden ways of talking about values
- Incentives, rewards and punishments

Narrative

- Cultural health: trust, clarity, predictability
- Professional internal and external communications
- Assessing the narrative, its uniformity and quality
- Uniform ideas, different styles of communication
- Testing that people have heard, will react, feel empowered

Options

- Assessment of constraints; realistic view on scope
- Assessment of the past:
- Consistency against plans, sector performance
- Sector volatility and required rate of return
- Rationality of past asset allocation

Defining the criteria for future success

- Scale, growth, territorial scope
- Supply and supplier-related issues
- Target customers and the competitive struggle
- Brand positioning: cost-quality balances
- Product innovation; customer development
- Brand extension
- Technological, new capabilities and productivity

Building the machinery

- The mature organisation: a generic activity flow
- Getting started: first steps

Case Study:

Delegates will generate a planning systems, in the sense of each person takes a block of what is needed, and shows what has to go in and come out by way of information, string it all together and get a process.

Training concludes

Why you should attend this training:

Organisations once had the luxury of waiting for uncertainty to turn gradually into clarity. That time is gone: what we do today is always realized in a deeply uncertain future. Good decisions have to be set in a future context, when today's insights will be of no further use.

This requires techniques and habits of thought that still uncommon in boardrooms and management teams. This course will open up these horizons for you. In addition, CSI and the Challenge Network are happy to offer Dr Sparrow and colleagues to your organisation in order to help you develop the necessary, customized systems. The course offers a prolonged opportunity to assess whether this would be appropriate to your needs.

This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Managers learn by doing and gain a wider perspective of management practice through breakout sessions, practice exercises and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

Event Schedule: Day one & two

Registration	8:30am
Morning session begins	9:00am
Morning coffee break	10:30am - 10:50am
Networking luncheon	12:30pm
Afternoon session begins	1:30pm
Afternoon tea break	3:30pm to 03:50pm
Training concludes	5:00pm

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Can you afford **not** to think about the **future**?

ABOUT YOUR TRAINER

Dr. Oliver Sparrow

Director, Challenge Network

Ex. Chief Strategist, Royal Dutch / Shell International

These two days gives you the opportunity to work with the internationally known Dr. Oliver Sparrow, his career has included twenty years in the corporate planning department of Shell and five years with the international think tank, Chatham House. He is a consultant with an international portfolio of clients, ranging from governments to major international companies, non-governmental organizations and even political parties.

Oliver Sparrow was brought up in many countries. He trained as a scientist at Oxford before moving into the British foreign service.

He is the author of many publications, including five books. He is known for his groundbreaking presentations, which are given to audiences totaling well over ten thousand people in the course of a year. He has substantial broadcast experience

He joined Shell in 1977, working in Latin America before entering corporate planning in the early 1980s. He conducted four strategy reviews and contributed to three scenario rounds before taking on new business development for the corporation.

Oliver spent the bulk of his career in Shell, chiefly in strategic planning, corporate renewal and venture capital. Country assessments - their stability, their weaknesses and potential - were and remain a central aspect of this activity.

After a spelling with government relations public affairs and shareholder relations, in 1996 he left for the Royal Institute for International Affairs, Chatham House, where he spent five years.

He now directs the Challenge Network (www.chforum.org) an association of like-minded people with deep experience in commerce and the public sector. He has invested in and directs a number of start up companies, and is a non-executive board member of a number of larger public companies. He was a commissioner on the World Commission of Globalization, and sits on a number of UK government panels concerned with security, foreign affairs and competitiveness.

Why this training?

Most organisations are very good at doing things which are well-defined, but often weak when asked to move from general concerns to specific, clear tasks. Clarification of this type of uncertainty demands insight and very specific skills.

At the end of these two days, therefore, you should:

- **Understand** what is involved in a strategy or innovation process.
- **Be able to design** a useful process for your organisation
- **Be able to manage** the individual steps in this process
- **Take the team** to a position where they can recommend the concrete actions which the organisation can begin to tackle.

This course is organised in a highly interactive way and you will be involved in building influence diagrams, knowledge clusters and other useful tools. The afternoon of the last day brings this together with the group creating a set of scenarios for the future influence in the region.

How this training will help you:

This training will provide you with a concise framework for coping with future operating environments and will show you how an organization can be the first to understand and exploit the significant opportunities from each future affords.

In this rapidly changing world, success depends on knowledge-based approaches to learn from future scenarios. It also helps you to broaden the horizons of thinking for your next planning exercise. The training, by drawing on examples from a number of industry sectors, will show you how to think out of the box and draw on best practices from other disciplines as well.

You will learn a proven methodology for developing scenarios and analyzing your strategic options. You will analyze and understand the key driving forces that will shape the future. On completion of the course you will have the desire and strategic skills to drive the future growth of your business.

Registration form

Please photocopy this form for additional delegates.

Send your completed form to :

fax : +65 6368 6893

(Please use BLACK Ink & BLOCK Capitals)

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15th & 16th December 2010, JW Marriott, Kuala Lumpur

Delegate Information

Title (Mr. / Ms.)	Name of Delegate (Used exactly as it is for certificate & badge)	Job title	Delegate email
1)			
2)			
3)			
4)			
5)			
6)			

Company Information

Company Name:	Telephone No:	
Address :	Extension :	
Locality / Street:	Fax No:	
City:	Postcode:	Website:
State :	Country:	

Authorization (registration is not valid without signature)

Signature: _____ *Company Stamp if any*

(By signing this contract, the individual agrees on behalf of the Company to the stated Terms and Conditions)

Name: _____
Job title: _____ Date: ____ / ____ / ____

Training Contact (Invoice contact)

Title:	Full Name:	
Job title :	Email:	
Department:		
Telephone	Extension:	Mobile:
Fax:		
Mark <input checked="" type="checkbox"/> YES! I would like to receive emails about future events		

Contact Information :

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"An investment in knowledge pays the best interest "

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Kuala Lumpur, 55100 Malaysia. Tel: 603-2719 8000 Fax: 603-2715 7013
Email room reservations: jwmresvsvp@ytlhotels.com.my

(while making booking quote Corporate Strategies International for preferential room rates)
We recommend you secure your room reservation at the earliest to avoid last minute inconvenience.
Hotel reservations and travel arrangements are the responsibilities of the registrant.

Training Investment :

Course fee Includes : Coffee breaks, Luncheons, complete course documentation materials, certification, as well as a comprehensive set of notes and cases.
Accommodation is not included.

Important Notice: Payments are required with registration and must be received prior to the Course to guarantee your place.

Tick appropriate box

- Early bird fee :** \$2695 (SGD) per delegate. **Before December 3, 2010**
- Group discount:** \$2495 (SGD) per delegate.
Bring 3 or more delegates to this event and benefit from Savings **\$500** off the regular fee. *Applicable only to the delegates booked at the same time from the same organisation and of the same billing source. Not applicable with any other discounts.
- Non-Profit :** \$2495 (SGD) per delegate. (Attach declaration of non- profit)
- Regular fee :** \$2995 (SGD) per delegate. **After December 3, 2010**

Mode of Payment. Payment is expected within 10 business days. From the invoiced date.

- Please invoice me for **Bank Transfer / TT**. (Bank details will be found in Invoice)
- I will send a **Cheque / Demand Draft**. It should be made payable in Singapore in favor of "Corporate Strategies International [CSI] Pte Ltd"

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PAYMENT TERMS: Full payment is required within ten (10) business days on from the invoiced date. Discounted fees are applicable only for payments received before the due date. (Payable in 10 business days)

Cancellations / substitutions: Provided the total fee has been paid, substitutions are allowed seven (7) working days before the event. Otherwise all bookings carry a 100% cancellation liability immediately after CSI received a signed and completed registration form. By completing and signing this registration form, the delegate agrees that in case of dispute or cancellation of this contract, CSI will not be able to mitigate its losses for any less than 100% of the total contract value. If for any reason beyond its control, CSI decides to cancel or postpone the event, CSI is not responsible for covering airfare, hotel nor any other travel costs incurred by the clients. The fee will not be refunded, but can be credited to other CSI events. Accommodation is not included in the participant fee. **Copyright:** All intellectual property rights in all materials produced or distributed by CSI in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is prohibited. Important note: While every reasonable effort will be made to adhere to the advertised program, CSI reserves the right to change event dates, sites or location or alter the content and timing of the program or the speakers without penalty and in such situations no refunds shall be made. In the event that CSI permanently cancels the event for any reason whatsoever (including, but not limited to force majeure occurrence), the client shall receive a credit note for the amount that the client has paid to such permanently cancelled event, valid for up to one year to be used for any CSI event. No refunds shall be made. **Taxes:** The Client will pay for all taxes in connection with the agreement including, but not limited to, sales, use, excise, value-added, goods and services, consumption, taxes incurred on transactions between and among CSI and its affiliates, and other similar taxes or duties. If any payment for service, product or technology provided by CSI is subject to withholding tax, the Client will reimburse CSI for that withholding tax. The Client agrees to reimburse and hold CSI harmless from any deficiency (including penalties and interest) relating to taxes that are the responsibility of the Client.

Governing law: This agreement shall be governed and construed in accordance with the laws of Singapore and the parties submit to the exclusive jurisdiction of the Singapore courts. However, only CSI is entitled to waive this right and submit to the jurisdiction of courts in where the client's office is located.