



Asia Pacific Centre for Continuing and Professional Development

SCENARIO PLANNING AND OPTION ANALYSIS

7-8 September 2009 • Royal Plaza on Scotts Hotel, Singapore

How can your company effectively plan for a future full of uncertainty? Many companies rely on Forecasting - a method that plans for just one possible future, whilst excluding uncertainty and unintentionally increasing the risk exposure of their business. To decrease that risk and deal with uncertainty, smarter companies use tools like Scenario Planning, a method that enables them to create flexible, long-term plans for any future – to prepare them for any uncertainty.

This 2-day highly practical Course is not about predicting the future. It is about understanding how to explore the future more effectively. If you are aware of what could happen, you are better able to prepare for what will happen.

The programme will help you to formulate excellent new ideas and approaches to driving future growth. It also serves as an ‘early warning’ system when elements of a future scenario become a reality, whether in the form of a positive opportunity or a threat.

Don't miss this Course and sign up today!

Strictly limited seating to ensure value added to all Participants - so book early! Comprehensive course materials will be provided.

Delegates who successfully complete this course will receive the **Asia Pacific Centre for Continuing and Professional Development Certificate for Participation**

WHY YOU CANNOT MISS THIS COURSE

In times of rapid change, the Senior Management of some Organisations will make one of two fatal decisions – ‘do nothing’ and ‘panic’. Make sure your Organisation isn’t one of them.

Right now many firms and organisations are experiencing turbulent operating conditions and many will not survive the buffeting. Instead their senior management team will be overwhelmed into inaction, or respond with a degree of panic, making hastily determined and ill-conceived choices that all but guarantee their operations will not survive.

History shows us, however, that economic conditions like the one facing us all right now, prove to be highly lucrative and a period of rapid growth for the smarter firms. The key question to ask then is ‘What makes the difference?’

Snapshot: The Advanced Strategy Design (ASP) programme.

This Course will guide top-level management in the Advanced Strategy Design (ASP) process, used for identifying possible changes in the Organisation’s operating environment and for generating strategies and contingency plans to prepare the Organisation for a changing market place.

The key outcome from this program is a significantly enhanced ability to identify early signs of a shift away from an existing environment ('advanced awareness signals' that could indicate emerging opportunities or critical business threats) and using those signals to make more effective strategic choices. The process enables senior management to act in a timelier manner, to be able to make more effective strategic decisions and to prepare their organisations to adapt to change.

WHO SHOULD ATTEND

This Course is suitable for any Manager and Senior Executive who wants practical tools and strategies to enhance their organisational flexibility and decision making in addressing the uncertainties for the future.

These include:

- ❖ **General Managers/Vice Presidents**
- ❖ **Heads of Department**
- ❖ **Strategic Planning Managers**
- ❖ **Corporate Strategic Planners**
- ❖ **Organisational Capability Development Managers, etc**

PROGRAMME AGENDA

7-8 SEPTEMBER 2009 ★

In this programme, you will be taken through each within your own organisation:

Stage 1

CONDUCT AN ENVIRONMENTAL SCAN (ES)

Intention: *Expand organisational awareness of additional perspectives and signs of change*

There are four common reasons why strategy initiatives in most organisations fail to deliver the expected benefits:

- Poor Inputs
- Poor Design
- Poor Implementation
- No Implementation

The Environmental Scan overcomes the problems of poor inputs by expanding the perspectives of the senior management team. The ES adds depth, breadth and future focus to the current operational paradigm and poses challenges to that paradigm:

- ‘Based on this new information, are our existing assumptions valid?’
- ‘Based on this new information, are our existing expectations realistic?’
- ‘If some of the things indicated in the environmental scan were to increase in intensity, what might that mean for the way we do business?’

In this **Stage 1** of the programme you will be shown an explicit model for undertaking effective and well grounded Environmental Scanning specific to assisting Senior Management and Boards in critical decision making. Not only does this improve the inputs to planning, it leads to strategy design that more closely matches current and emerging operational needs.

Stage 2

ACCELERATED SCENARIO DESIGN

Intention: *To create alternative models of the future operating environment as a means to ‘road test’ potential strategic choices*

Participants are then guided through **Stage 2** - determining a critical issue and a core question for your business in order to consider future focused scenarios.

The scenario process frees the thinking of the executive team from the day to day activities of the organisation ('operational only' thinking) and into the realm of alternative possibilities. In creating alternative perspectives, the management team begin to expand their strategic choices without the limiting constraints of the short term view.

The aim of developing alternative views of a future operating environment is to create a narrative of what the world might look like given shifts in the way that critical factors impinge upon your organisation. The key is for your team to make your narrative ‘plausibly valid’ – it is less about ‘prediction’ and more about ‘believability’. Tools like the Random Decision Generator (RDG)© and the Reference Impact Grid (RIG)© can be exceptionally advantageous in this stage.

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ROYAL PLAZA ON SCOTTS HOTEL, SINGAPORE

In core stage of the model so that you can apply it

Stage 3

BACKCASTING AND STRATEGY DEVELOPMENT

Intention: Establish the sign posts that would suggest key decision points in the future and propose actions for the organisation aligned to emerging conditions

Arguably the most common mistake of organisations when ‘thinking ahead’ is a failure to link their understanding and beliefs about potential for change, to explicit and supported strategic actions for their Operational planning.

Stage 3 of the program provides participants with the frameworks and structure for ensuring that any assessment of potential change, is deliberately connected to the Organisation’s current capabilities and tied to specific accountability measures.

The Advanced Strategy Design (ASp) process has proven success within a range of organisational types and Industry sectors including:

- One of the world’s largest beverage companies discovering an untapped market segment estimated to be worth \$400 million within a decade;
- A Government Water Utility organisation identifying emerging challenges for service provision within its area that were not being adequately addressed in existing planning;
- An entertainment company that confirmed its strategic direction was aligned to emerging market conditions, securing a significant multi-million dollar injection of funds from a financial partner;
- A multi-national manufacturing firm discovered that a high-end investment decision was substantially riskier than what its usual internal research had indicated;
- A medical industry association identified an increasing risk for its members that was emerging from outside its industry sector

IN-HOUSE TRAINING

Why Not Train More People for Less Money?

If you have a team of 6 or more people who need to attend this training, it is more cost effective to have this Course customised to your organisation – at your training site. Savings can be significant!

For more information on our in-house training programme, please email inhousetraining@abf-asia.com

ACT NOW! REGISTER TODAY!

CALL (65) 6536 8676 or FAX (65) 6534 4624 or logon to www.abf-asia.com

TIMETABLE

8:00am (Day 1)	Registration and Coffee/Tea
8:30am (Day 2)	Coffee/Tea
9:00am	Programme Commences
10:30am to 10:45am	Morning Refreshment
12:30pm to 1:30pm	Lunch
3:00pm to 3:15pm	Afternoon Refreshment
5:00pm	End of Programme

ABOUT YOUR COURSE LEADER



Marcus Barber is a Strategic Futurist and one of Australia's top Value Systems specialists with particular focus on assisting clients with advanced strategic thinking and innovation creation. His skills have been utilised by the likes of Telstra, Victoria Police, Swinburne University, Deakin University, CPA Australia, Gold Coast Water, General Motors, Fosters Australia, the Australian Sports Commission, Ernst and Young, among many others.

He is the facilitator of the strategic futures block at the Centre for Defence and Strategic Studies in Canberra, the premiere management training program for the Department of Defence that brings military personnel from around the globe to a year long residential strategy training programme.

Marcus was the co-presenter on the National Geographic Channel's TV series 'Future Matters', author of 'The Money Tree and How to Grow One - Creating Success in Your Business' and the soon to be completed 'Killing Trends: the Graceful Art of Innovation'; the founder of the Australian Strategic Planning Institute and is an advisory board member of the Australian Bill of Rights Initiative. Marcus has been published in a number of Journals around the world and is a regular contributor to Australasia's leading innovation magazine 'Fast Thinking'.

Marcus holds a Master of Science in Strategic Foresight from Swinburne University of Technology (SUT), and Master Practitioner Neuro-Linguistic Programming (NLP) from International NLP Training Association. He is a Professional Life Member of the World Futures Society, a member of the Australasian Futures and Foresight Association (AFFA), and a fellow of the Australian Sales and Marketing Institute.

KEY POINTS ABOUT THIS COURSE

Scenario Planning allows executives to explore and prepare for several alternative futures. It examines the outcomes a company might expect under a variety of operating strategies and economic conditions. While Option Analysis assesses what effect sudden changes might have on a company and devises strategies to deal with them. Scenario and Option plans avoid the dangers of simplistic, one-dimensional, or linear thinking.

By raising and testing various “what-if” scenarios, managers can brainstorm together and challenge their assumptions in a non-threatening, hypothetical environment before they decide on a certain course of action.

This Course is designed to help participants to pressure-test plans and equip them to handle the unexpected.

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Yes! Please register the following delegate(s) for this Course on
SCENARIO PLANNING AND OPTION ANALYSIS

1st Delegate Name (Mr/Mrs/Ms): _____

Job title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____

2nd Delegate Name (Mr/Mrs/Ms): _____

Job title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____

3rd Delegate Name (Mr/Mrs/Ms): _____

Job title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____

Booking Contact (Approving Manager) Mr/Mrs/Ms: _____

Job title: _____ Department: _____

Telephone: _____ Fax: _____

Email: _____

Organisation: _____

Address: _____

Post code: _____

COURSE FEES

"Early Bird" fee: S\$2,750 + 7% GST
(Provided that payment and registration are received by
7 August 2009)

Note: GST is applicable to Singapore based participants only

Regular fee: S\$2,950 + 7% GST

Group Discount: Enjoy a group discount of 10% for 3 or more delegates booked at the same time from the same organisation and of the same billing source.

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

PAYMENT METHODS

• CHEQUE/BANK DRAFT

Please cross cheque or bank draft made payable to **ASIA BUSINESS FORUM (SINGAPORE) PTE LTD** and mail your payment together with this registration to **3 Raffles Place, #08-01, Singapore 048617**.

• TELEGRAPHIC TRANSFER

Overseas delegates may pay by telegraphic transfer into the account of Asia Business Forum (Singapore) Pte Ltd to the following account:

Account No. 147-070312-001, The Hongkong and Shanghai Banking Corporation Limited, 21 Collyer Quay, #01-01 HSBC Building, Singapore 049320. Please quote our reference no. **6271S** and your Company's name in your payment instructions.

• PAYMENT BY CREDIT CARD

To make payment by credit card, please call our customer service hotline at **(65) 6536 8676**.

5 EASY WAYS TO REGISTER



Telephone: **(65) 6536 8676 / 6536 8437**



Fax: complete and send this registration form to: **(65) 6534 4624**



Mail: this completed form together with payment to:
Asia Business Forum (Singapore) Pte Ltd
3 Raffles Place #08-01 Singapore 048617



Email: iza.jumri@abf.com.sg



WEB: <http://www.abf-asia.com>

Course fee includes course tuition, lunch, refreshments, teaching materials. Hotel accommodation is excluded but special rates have been negotiated (see below).

CANCELLATIONS AND TRANSFERS

If you are unable to attend, a substitute delegate is welcome at no extra charge. Please provide the name and the title of the substitute delegate at least 2 working days prior to the Course. A refund less S\$300 administration charge will be made for cancellation received in writing on or before **18 August 2009**. Regrettably, no refund can be made for cancellation received after this date. A complete set of documentation will however be sent to you.

The Organiser reserves the right to make any amendments, cancel and/or change the programme, speaker, date or venue if warranted by circumstances beyond its control. In the unlikely event of programme cancellation by Asia Business Forum ("ABF") then a full refund of the fee payment will be made but ABF disclaims any further liability.

TRAINING VENUE AND ACCOMMODATION INFORMATION

Royal Plaza on Scotts Hotel, Singapore

25 Scotts Road, Singapore 228220

Tel: (65) 6737 7966 Fax: (65) 6737 6646

Website: www.royalplaza.com.sg

Attn: Room Reservation Department

For reservations, please make your bookings direct with the hotel. To enjoy the special room rates, please quote Asia Business Forum's "**SCENARIO PLANNING AND OPTION ANALYSIS**". Hotel bills are to be settled by delegates direct with the hotel. Hotel reservations and travel arrangements are the responsibilities of the registrant. Please note that hotel rooms are available on a first-come-first-served basis.

INCORRECT MAILING INFORMATION

It is possible that you may receive multiple mailings of this event or incorrect company details on the labels, for which we apologise. If this happens, please let us know so that we can update our database immediately. If you do not wish to have your name on our mailing list, please let us know and we will remove it from our listing.

Visit us at www.abf-asia.com for upcoming events

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