

A 2-DAY PRACTICAL MASTERCLASS

SCENARIO PLANNING

PLANNING FOR THE UNEXPECTED & RESPONDING EFFICIENTLY TO CHALLENGES

16th (Thur) & 17th (Fri) February 2012, Royal Plaza on Scotts Hotel – Singapore
20th (Mon) & 21st (Tue) February 2012, Diamond Hotel, Manila - Philippines

Other available course:

MAKING YOUR STRATEGY WORK: EFFECTIVE STRATEGY EXECUTION

13th (Mon) & 14th (Tue) February 2012, Hotel Mulia Senayan, Jakarta Indonesia

KEY TOPICS THAT WILL BE COVERED:

- Evaluating the projected business scenario environment as a prelude to deciding strategy
- Evaluation of different scenarios – different route to achieve a given overall objective
- Evaluation of sensitivity factors within a given principal strategy

PARTICIPANTS WHO COMPLETE THIS COURSE WILL BE ABLE TO:

- **ASSESS** how the concept of Scenario Planning can pragmatically be applied to their organization
- **UNDERSTAND** the information and data necessary for planning a scenario
- **ORGANIZE** an effective process for scenario planning
- **DEVELOP** early warning indicators to identify emerging scenarios
- **IDENTIFY** new courses of action that will give their organization the greatest strategic advantage



Presented by:
Mr ALAN FELL, MD

Organised by:



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Scenario Planning: Tools & Practicalities

16th (Thur) & 17th (Fri) February 2012 – Royal Plaza on Scotts Hotel, Singapore

We live in an uncertain and rapidly changing business world. Some of those sudden changes are “challenges” presenting real difficulties (sometimes survival issues) and require the organisation to respond effectively and in a timely manner to such newly emerging scenarios.

As many organisations have discovered over the last two difficult years, those who respond quickest and most relevantly are able to gain major advantage over their slower moving, more lethargic, competitors. This applies to countries as well as commercial organisations, and the underlying subject matter is equally relevant to the public sector as well as the private sector.

This intensive 2-day training programme is led by Mr Alan Fell, a highly experienced UK-based specialist - whose career was in the corporate environment, and having spent 30 years involved in a wide range of corporate performance management disciplines - both in policy formulation and practical application roles. Key topics include:

- *Evaluating the projected business scenario environment as a prelude to deciding strategy*
- *Evaluation of different scenarios – different route to achieve a given overall objective*
- *Evaluation of sensitivity factors within a given principal strategy*

This course is designed for any Manager and Senior Executive who **wishes to learn practical tools and strategies that can improve their organisational flexibility and decision making in addressing the uncertainties of the future, in the following departments:** *Corporate & Strategic Planning, Performance Measurement, Financial Planning, Analysis & Reporting, Change Management, Benchmarking and Competitive Strategy & Organizational Department.*



About the Facilitator: Mr Alan Fell

Alan Fell is a highly experienced UK-based specialist in Corporate Performance Management having spent 30 years involved in a wide range of corporate performance management disciplines – both in policy formulation and practical application roles – and more recently as both international consultant and trainer.

Alan's experiences cover an extensive range of strategic and financial management activities – from investment appraisal to budgeting, cost management to strategic planning and execution, profit contribution analysis, capital management and the Balanced Scorecard. For much of his working life he worked at a major UK bank: in his most recent line management role he was Head of Planning & Finance for a major business division with 3,000 staff.

During a previous economic downturn in the UK, Alan was directly responsible for leading a cost reduction programme that led to the downsizing of the organisation by 18,000 jobs. He understands the real practicalities of operating in difficult economic situations. For the past 13 years he has operated as an independent management consultant and trainer, concentrating on a range of strategic and financial performance management disciplines, with a special emphasis on:

a) Budgeting / Cost Management b) Strategy Planning and Execution

supported by the Balanced Scorecard. Alan is a highly experienced conference and seminar leader, having facilitated well over 200 events in the last 13 years across the UK, Europe, Middle East, Far East, South Africa and the USA. He is a regular visitor to the Far East where he has presented at a variety of management - training seminars in various locations.

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Workshop timing: Registrations at 08:30

Workshop starts at 09:00

Morning Coffee Break 10:30 – 10:45

Lunch at 12:00 – 13:00

Afternoon Coffee Break 15:00 – 15:15

Workshop ends at 17:00

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“Strategy” is a much overused word in today’s business world. This programme takes a straightforward, logical and pragmatic approach to the whole subject.

To begin, two key words need to be understood from the outset:

- **OBJECTIVE** – what we ultimately want to achieve: our “destination”
- **STRATEGY** – how we want to reach our objective: our chosen “route”

This course focuses on a number of dimensions of practical Scenario and Sensitivity planning. The underlying theme is practicality, not conceptual textbook theory or mathematical complexity.

The course will include exercises in which attendees will “learn by doing, not just by listening”. Participants are required to bring their laptop to work on a number of hands-on exercises.

BENEFITS OF ATTENDING:

- **TRANSFORM** your business planning from an annual bureaucracy to a value-add activity delivering critically important and timely input to top management
- **UNDERSTAND** the practical application of scenario planning – it must not be viewed as just an academic mathematical exercise
- **HELP** your organisation to develop the competence of faster-reaction to newly emerging challenges, and gain competitive advantage in doing so
- **EMBRACE** a practical approach to sensitivity analysis as a second-level supporting tool that builds upon the first-level scenario planning discipline
- **LEARN** by hands-on involvement in exercises, not solely by listening.



DAY 1

SESSION ONE: CONCEPT, BENEFITS AND THE UNDERLYING BUSINESS REQUIREMENTS

Introduction to the programme

- Briefing on the group exercise for session 4 (day 2)
- Definitions and jargon: what is meant by scenario and sensitivity planning – and how does this fit with traditional strategic and operational planning
- Avoiding the one-off approach to scenario planning – it should be a continuous management action, but how can this be realistically achieved in practice
- Responding to major change: how have organisations coped with sudden and dramatic changes that render their existing strategies as out-of-date / obsolete?
- Case study examination
- Scenario environment analysis
- By definition, future projections regarding the market, competitor actions, economic environment and so on contain a vast range of potentially quite different scenarios.
- Developing and using a numeric planning model
- Balancing desirable detail and accuracy with the need for comprehensible what-if rapid evaluations

Exercise: *The initial steps in creating an Excel based planning model*

SESSION TWO: SCENARIO PLANNING IN PRACTICE – HOW TO APPLY WITHIN YOUR ORGANISATION

Applying the concept of scenario planning within a typical planning cycle

- Creating a process within the organisation to employ scenario planning on a regular ongoing basis, not as just a one-off project
- Creating an underlying team based approach to effectively using the SP process
- A step-by-step structured approach to scenario planning
- How to achieve a pragmatic balance between theory and the practical constraints of business planning within a busy organisation

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- Understanding the impact of combining multiple variabilities – do they offset each other or compound the problem?
- How to select the variable factors for scenario evaluation: how do we reduce the potential number of scenarios to a viable, practical, few
- Selling the results: the whole purpose of Scenario Planning is to help in better-informed management decision taking. Managers will only use what they understand and what has credibility. How can this understanding & credibility be achieved.
- Brainstorming – widely known but too often used ineffectively. How can this technique be effectively structured to support scenario evaluation?

Exercise: *Selecting and applying scenario planning to a simplified business case*

SESSION THREE: SENSITIVITY ANALYSIS

Sensitivity analysis is a more tactical business management technique, often employed as a “level-2” approach to the more strategically focused scenario planning

- What are the differences between these two widely used techniques and what are the benefits and limitations of sensitivity analysis
- How can organizations use sensitivity analysis to support scenario planning
- Sensitivity analysis: fine-tuning and keeping strategies up to date
- Applying sensitivity analysis within project evaluation disciplines
- Using sensitivity analysis to support business progress monitoring to support an intelligent understanding of variances to planned performance
- Price / demand elasticity
- Evaluating sensitivity to inflation and exchange rate movements

- Impact of sensitivity analysis on the financial dimension: fixed / variable costs, average / marginal costs, productivity, profitability

Exercise: *Undertaking sensitivity planning at a mid-year stage with changing business assumptions*

SESSION FOUR: EXTENDED TEAM-LEARNING EXERCISE

- An extended group exercise: the participants will be split into small working groups for them to prepare a presentation, plus simplified planning model, on how they respond to a given business situation
- Each group will be expected to demonstrate their understanding of, and practical application of, the concepts and principles covered in sessions 1 – 3
- The briefing on the underlying business situation will be given on Day 1 of the event

Who should Attend:

This course is designed for any Manager and Senior Executive who wishes to learn practical tools and strategies that can improve their organisational flexibility and decision making in addressing the uncertainties of the future, including

Senior Management
General Managers
Vice Presidents
Heads and Concerned Executives

In the following departments:

Corporate & Strategic Planning
Performance Measurement
Financial Planning
Analysis & Reporting
Change Management
Benchmarking & Competitive Strategy
Organisational Development

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REGISTRATION CONTRACT

Please complete this form immediately and fax
back to **(+65) 6469 8183**

Please write in **BLOCK CAPITALS**

I. Delegate's details

1. Name: _____

Position: _____

E-mail : _____

2. Name: _____

Position: _____

E-mail : _____

3. Name: _____

Position : _____

E-mail : _____

Company : _____

Address : _____

Country/ State: _____ Postcode: _____

Nature of Business : _____

Tel : _____ Fax: _____

Company Size : 100-249 250-499 500-999 1000+

II. The Invoice should be directed to Mr/Ms (Dept):

Name: _____

Dept: _____

Tel: _____

E-mail: _____

III. Authorising Manager's details

Name : _____

Title : _____

Tel: _____

Signature : _____

Date: _____

This booking is invalid without a signature

REGISTER NOW!

2-Day Workshop Fees:

- SG\$ 1,890 (Priority Booking before 1st Feb '12)
 SG\$ 2,090 (Standard rate after 1st Feb '12)
 10% Discount for group registration of **3** delegates
or more

(Fee includes documentation, refreshment &
Lunch but **EXCLUDES** Accommodation & Bank charges)

MODE OF PAYMENT :

Payment is required within **5 working days** from the invoice
date.

SGD Bank Draft Made payable to:

KEN Knowledge International Pte Ltd

Or Telegraphic Transfer to Bank:

United Overseas Bank Limited
Clementi Branch
Account Number: 130-314-691-7
SGD Corporate Current Account
Swift Code: UOVBSGSG

(Quoting your Company Name and Inv No. As Reference)

CANCELLATIONS & SUBSTITUTIONS :

All bookings carry a 50% liability immediately after a fully
completed Registration Contract has been received by Ken
Knowledge International. All cancellations of registration must
be made in writing. Regrettably, no refund will be made for
cancellation after 1st Feb 2012. However, a complete set of
documentation will be sent to you. Substitutions are
welcomed at anytime.

NOTE:

Due to unforeseen circumstances, we may change the content
and timing of the event, speaker(s) or venue. Every effort will
be made to inform the participants of the change. KEN
Knowledge International should not be held liable for any
costs arising from this change.

HOTEL ACCOMODATION:

Accommodation is not included in the workshop
fees. To reserve accommodation at the workshop
venue, please contact The Royal Plaza on Scotts
Hotel, Singapore at +(65)6737 7966

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