**Effective Scenario Planning Masterclass**

**Anticipation rather than response**

4th - 5th October 2010 • JW Marriott Hotel, Kuala Lumpur, Malaysia

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**Why is Scenario planning so important?**

“Evidence shows that every five years, 20 percent of companies will suffer a major disruption through fire, flood, storm, power failures, terrorism, and hardware/software failures. Of those companies which do not have business continuity plans, 80 percent fail within 13 months of such an incident.”

~ The Business Continuity Institute

“Thinking through [scenario] stories, and talking in depth about their implications, brings each person’s unspoken assumptions about the future to the surface. Scenarios are thus the most powerful vehicles I know for challenging our “mental models” about the world and lifting the “blinders” that limit our creativity and resourcefulness.”

~ Peter Schwartz, The Art of the Long View: Planning for the Future in an Uncertain World

“Scenario planning allows you to draw a broader envelope around the uncertainties and look at them in combination and recognize that sometimes these uncertainties are correlated so that they are not independent of each other.”

~ Paul Shoemaker, research director of the Mack Center for Technological Innovation and adjunct professor of marketing at the Wharton School of Business.

“Scenarios have four features that make them a particularly powerful tool for understanding uncertainty and developing strategy accordingly. They expand your thinking, uncover near-inevitable futures, protect against ‘group-think’ and allow people to question conventional wisdom.”

~ Charles Roxburgh, Mckinsey: The Use and Abuse of Scenarios, 05 January 2010

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**Key benefits**

In this workshop, participants will be able to;

- **Gain an understanding** on the current drivers of global and regional geopolitics such as;
  - The effects of globalization on markets
  - The emergence of India and China
  - The politics of populations
  - Energy and food security
  - Deregulation or markets
  - Global and regional Jihad – politics by other means
- **Devise** strategies for Business Continuity
- **Identify** indicators and warnings that may indicate danger and opportunity
- **Recognise** vulnerabilities in business plans
- **Develop** scenarios that interpret these conditions
- **Focus** on critical events that may impinge on the success of our business plans
- **“Wargame”** the scenarios and produce useful analysis of the results

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Delegates will be given a case study to develop an appropriate scenario planning framework.

In this experiential learning event, delegates will understand the process and then use the information to conduct a realistic scenario and game play to achieve an assessment on the robustness of the company’s business plan.

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Course Facilitator:

John Byrne  
Principal, Consultant,  
Truscott Crisis Leaders

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UNI training courses are thoroughly researched and carefully structured to provide practical and exclusive training applicable to your organisation.

Benefits include:

- Thorough and customised programmes to address current market concerns
- Illustrations of real life case studies
- Comprehensive course documentation
- Strictly limited numbers
Workshop Overview

In an increasingly volatile global environment, the understanding of the current drivers of our environment and their effects in the future is fundamental to the success of our business. To ensure the robustness of our business planning, scenario based planning is used to firstly create clarity from the “fog” of these issues and to secondly test the effectiveness of our plans to overcome the challenges of these futures, and maximize our returns.

Fundamental to the success of this workshop is the use of realistic exercises, where participants will develop and play out scenarios based on the existing economic, political and business climate of the ASEAN region.

SESSION 1: DISCOVERING SCENARIO PLANNING IN AN ASEAN PERSPECTIVE

The opening session sets the scene by giving a background to the dynamism of the business environment of the ASEAN region, and why we need to foresee as reasonably as possible future challenges. Specifically we look at:
- Why use Scenario Planning?
- What are the drivers of global change and their effect on business
- What are the benefits of scenario planning compared to other techniques?
- Who should be involved in scenario planning within your organisation?

SESSION 2: SCENARIO PLANNING - WAR GAMING AS APPLIED TO BUSINESS

In this session, participants consider the rationale behind scenario planning, and the factors we need to take cognisance of:
- Playing out the future versus theorizing the future
- Understanding the factors that drive our business
- Understanding the factors that drive our markets
- The business landscape as a battlefield – adapting, overcoming and utilizing the strengths of your management team

Case Study:
Royal Dutch Shell – A good example of Scenario planning to gain advantage?

SESSION 3: DISSECTING THE GENERAL LIMITATIONS OF SCENARIO PLANNING

All processes have limitations, and in this session, we examine the constraints of scenario planning, such as:
- The availability of information
- The credibility of information
- The "unknown"- once in a lifetime events, acts of God, Force Majeure
- What is our corporate ability as futurists?

SESSION 4: CRAFTING THE SCENARIO - THE PROCESS

Having defined the processes associated with scenario planning, we look at the specific technique of developing scenarios, and then assessing which are appropriate and relevant for our business. This technique will include:
- Identifying assumptions / drivers for change in our business environment
- Bring drivers together into a coherent framework
- Using the framework to produce a series of mini-scenarios
- Assessing which are relevant to our business plan
- Constructing the scenario for game play

SESSION 5: THE ART OF RUNNING THE FUTURE – PLAYING THE WAR GAME

The crucial point of scenario planning – how do we play it out? This session explores:
- Who needs to be involved
- What assumptions do we play under?
- What are the controls we need to put in place?
- How do we define what we need to capture from the experience?

SESSION 6: POST EXERCISE ANALYSIS

The most crucial aspect of Scenario Planning – capturing the lessons learnt from the experience. We will examine:
- How realistic were our assumptions?
- Is our business plan realistic? Is it robust enough for our assessment of the future?
- What are our vulnerabilities? Do we have new risks to mitigate in the future?
- Do we need to game play again with our lessons learnt?

SESSION 7: A HANDS-ON DAY – PRACTICAL SYNDICATE WORK

- Workshop participants will be given the background details to a corporation operating in ASEAN.
- Participants, after breaking into syndicates, will be required to:
  - Recognise “loopholes” – the greatest area of future uncertainty in the organisation, assessing the organisation’s current competencies
  - Identify indicators/signposts – recognising the predetermined elements and key factors of future scenarios
  - Scenario build – compose relevant scenarios and identify the effects of each scenario. Inside these scenarios, participants will be encouraged to:
    - Explore trends
    - Identify risks
    - Combining drivers / variables
    - Find business opportunities and advantages
  - Run the Syndicate Scenario
  - Identify opportunities and make decisions! – identify changes and decisions that will enable the corporation to be more responsive to a wide range of likely futures, assess the organisation’s current competencies and develop robust strategies for multiple scenarios.
- This day has no right or wrong answers – the challenge is for participants to understand the process, use the information given to construct a realistic scenario and game play it to achieve an assessment of the robustness of the hypothetical “company’s” business plan, to move our business forward.

DAY 1 | 4th October 2010

DAY 2 | 5th October 2010
WHO SHOULD ATTEND
CEOs (and aspiring CEOs), COOs, CFOs, vice presidents, managing directors, directors, head of departments, managers of;
- Health, safety and environment
- Business continuity
- Disaster recovery
- Emergency planning / contingency planning
- Strategic planning
- Marketing and Business development
- Corporate planning
- Securities and safety
- Plant managers / factory managers
- Crisis and Risk management
- Operational risk
- All personnel who are involved in the control of quality and safety.

WHY YOU SHOULD ATTEND
In a dynamic and diverse economic and geopolitical environment, traditional “gut feeling” based approaches to business cannot consistently supply solutions to the challenges of this complex environment. However, by using the quantitative methods introduced in this workshop, participants will be able to produce models on which to base their business risk mitigation plans, as well as proving the strength of their Crisis and Emergency Management planning. This is a departure from other business planning approaches that are grounded more in theory, which is usually only proved or disproved through bitter experience. The maximization of converting our efforts into profit requires all our skills to anticipate rather than react.

This workshop emphasizes strongly practical, hands-on approaches to learning after briefing the core methodology. An advantage of this is that everyone is able to benefit from the experiences of not only the facilitator but other workshop members as well.

The lessons learnt over these two days will be reinforced by course notes and the results of syndicate work being presented to all participants.

PRE-COURSE QUESTIONNAIRE
To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concern. Your completed questionnaire will be analysed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation to enable you to digest the subject matter in your own time.

In-House Training
Cost effective In-house courses, tailored specifically to your organisation’s needs, can be arranged at your preferred location and time. If you would like to discuss further, please contact our In-house division at iht@unistrategic.com.

Program Schedule
(Day 1 & Day 2)
08:30  Registration
09:00  Morning Session Begins
10:40 - 11:00  Refreshments & Networking Break
12:45  Luncheon
14:00  Afternoon Session begins
15:30 - 15:50  Refreshments & Networking Break
17:00  Course Ends

ABOUT YOUR COURSE FACILITATOR
John Byrne hails from Sydney, Australia. With him, comes 28 years of experience in the field of scenario planning, futures thinking and strategic forecasting. He is a senior crisis and risk consultant including experiences in strategic, operational and tactical level crisis and risk management and simulation. He is extensively involved in the management of all types of crisis management and analysis in Asia. His work involves those in Indonesia, Afghanistan, Pakistan, Australia, South East Asia and the South West Pacific in corporate and consulting roles. These experiences has involved him in diversity of sectors including finance, oil and gas, extractive industries, logistics, mining as well as government bodies. Employment has included Royal Australian Navy, Indonesia, Afghanistan, Pakistan, Malaysia, India, China, Asia Pacific and Australia in corporate and consulting roles.

John is a former Australian Naval Officer and a graduate of the Indonesian Navy Staff and Command College. Throughout his career, he has prepared and implemented Business Continuity Plans, crisis management and disaster recovery plans for Fortune 500 companies and other corporate entities. While being the Regional Security Manager (Asia Pacific) for EDS, he had responsibility for these plans across all countries in South Asia. Since that time he has conducted emergency and crisis planning activities for US Government funded contractors in Afghanistan and Pakistan.

He has extensive understanding and knowledge of the internal and external factors and drivers of crisis management for corporate entities, having mentored crisis management teams in high risk environments. Specializing in high risk and difficult locations requiring integrated responses to crisis management, he has a long experience of planning for and implementing crisis management plans through his entire career in the government, public and private sectors. He is also a consultant for World Vision Pakistan 2009/2010 where he conducted scenario based risk management crisis team and successfully conducted operational risk assessments for WVP projects.

John is fluent in Indonesian, Malay and the English language.

Partial list of companies that have benefited from John’s expertise;
- Schlumberger
- Chevron
- Petronas
- BHP
- JPMorgan
- PTT-EP
- Tata Chemicals
- ADCO
- Cairn India
- Caltex
- Ocean Gas
- Synergy
- Qatargas
- Kimberley Clark
- LNG
- Korean National Oil Company
- Macmahon
- National Australia Bank
- PetroChina
- Schlumberger
- ExxonMobil
- Chevron
- Pertamina
- BHP
- HSBC
- JPMorgan
- IBM
- PTT-EP
- Conoco Philips
- Tata Chemicals
- Total China
- ADCO
- CNOCO
- Cairn India
- Reliance Industries Ltd (E&P)
- Caltex
- Murphy oil
- Ocean Gas
- Talisman Malaysia
- Synergy
- Halliburton KBR Asia Pacific
- Qatargas
- Virgin Blue
- Kimberley Clark
- Medicare
- LNG
- Japan Vietnam Petroleum
- Korean National Oil Company
- Company
- Macmahon
- McDermott Industries
- National Australia Bank
- Nido Petroleum
- PetroChina
- Star Energy