



strategis partners

ASIA-PACIFIC MANAGEMENT TRAINING PROGRAMME

STRATEGY 2.0 FOR THE AGE OF DISRUPTION

www.strategispartners.com.au



Learn how to create a better future in a world of great change

STRATEGY 2.0 – FOR THE AGE OF DISRUPTION

“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 two-day workshop programme.

Business Benefits

Open up new possibilities for you and your organisation: better strategic decisions, higher returns, and industry leadership.

Through a series of case studies from the energy, engineering, information & communications technology, infrastructure, logistics and transportation industries, you will learn how to design robust and adaptive strategies.





A MESSAGE FROM THE
COURSE PRESENTER

Jay Horton
Managing Director
Strategis Partners

“Your Company’s strategic planning process will benefit from the principles and Case Studies explained in this Workshop. You and your team will learn how to apply some powerful new frameworks for achieving high levels of business success.”





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The two-day Programme draws on the experience of Strategis Partners advising companies on strategy and organisation—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.

AGENDA, DAY 1

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.

THIS MODULE COVERS:

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; favour 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.

THIS MODULE COVERS:

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



FEATURES OF THIS WORKSHOP PROGRAMME

It is a high-level, intensive and interactive programme that will move rapidly. The facilitators from Strategis Partners will introduce the sessions and then participants will have the opportunity to interact extensively during the workshop. Participants will be able to share their own ideas and together with colleagues, design strategies to achieve superior performance for their Company.

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.

THIS MODULE COVERS:

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 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.

Teams 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.

THIS MODULE COVERS:

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.



MODULE 5: USING SCENARIOS TO BUILD ADAPTIVE STRATEGIES THIS MODULE COVERS:

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 signal 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 analyse 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 THIS MODULE COVERS:

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 organisational decision making process

Case Study in real options.



PRE-COURSE INTERVIEWS AND QUESTIONNAIRE

Pre-course interviews will be held with key executives, and a survey questionnaire will be sent out to all participants prior to the workshop to establish the particular requirements of each participant. The completed forms will be analysed by the programme facilitators and integrated in the workshop—to deliver comprehensive and relevant solutions in a customised way.

CASE STUDIES AND PRE-COURSE READING MATERIAL

This course refers to a range of case studies and pre-course reading material to give participants frames of reference which they can then apply in the Workshop.

INTERACTION

The seating arrangements, discussion group settings and networking luncheons are designed to enhance interaction among the accomplished peers participating in the Programme. Participants are able to liaise and share experiences to boost collective learning.

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?

THIS MODULE COVERS:

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, organisational silos and culture inhibitors.

THIS MODULE COVERS:

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.

BENEFITS FOR YOU

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 organisational leadership capacity

Enhance your ability to respond to disruptive change

Improving your global perspective on strategic issues.

BENEFITS FOR YOUR ORGANISATION

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

For companies that are planning to initiate a full-scale strategy project,

Prepare executives and managers to lead major new strategic and organisational initiatives

Bring new members of the team up to speed within a very short period of time on the new models of strategic planning.

WHO SHOULD ATTEND?

Executives overseeing business operations – and directors and managers who have responsibility for corporate and business unit planning – will benefit through mastering the concepts covered in this Workshop.

PARTICIPANT PROFILE

C-Level executives, general managers and managers working on strategic initiatives;

Senior analysts and strategic planners wanting to enhance their company's strategic planning frameworks;

Business unit and functional managers looking to develop the business case for big new investment initiatives, or new product development;

Corporate finance professionals and senior analysts valuing strategic investment projects.



Steve Kenneally
Executive Director
Cohen & Steers
Asia Limited,
Hong Kong

"If you are looking to expose yourself to new ideas on strategy and planning, to stretch your thinking, and to challenge your current approaches, the Programme is ideal. The Programme put my strategic planning experience into context, and expanded,

broadened and deepened my understanding. As the world of business becomes more complex, you increasingly have to find innovative solutions to strategic problems, and the Programme provides the tools to do that."



INDUSTRIES PARTICIPATING

Agribusiness firms

Consumer products manufacturers

Engineering and construction firms

Energy, water and power utilities

Industrial products manufacturers

Information technology companies

Infrastructure companies

Government agencies

Mass transport operators

Mining companies

Oil & gas companies

Technology companies

Telecommunications companies

Transportation companies

TESTIMONIALS FROM PREVIOUS WORKSHOPS



"I find myself constantly referring colleagues to the training materials whenever we embark on planning exercises... I found it meshed fully with my own agenda and fulfilled my aspirations, both individually and organisationally."

Nuzulul Haq, Medco Energi, Indonesia

"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, Retail Concepts Asia, Hong Kong.

COURSE PRESENTER - JAY HORTON

Jay is the Founder and Managing Director of Strategis Partners, an Asia-Pacific consultancy advising corporations and Governments on strategy and organisational futures. His clients are in Australia, Hong Kong, Indonesia, Malaysia, Singapore and Thailand. During his twenty-five year management consulting career Jay's distinctive approach is based on the practical application of economics and management science to strategy and organisation.

He has advised companies on corporate and business strategy, on building a better business case for capital investments and M&A, and long-term scenario planning. Jay's clients are in agri-business, energy, consumer products, financial services, manufacturing, logistics, mining, retail, telecommunications, transportation and utilities 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; Bachelor of Systems Engineering from James Cook University; and Fellow of the Australian Institute of Company Directors.

His publications include:

"Keys to Successful Strategic Alliances," Strategis Partners White Paper, 2010.

"The Leader's Guide to Scenario Planning," Strategis Partners White Paper, 2009.

"Real Options – the State of the Art," Strategis Partners White Paper, 2008.

"The New Landscape of Business Platforms," Strategis Partners White Paper, 2006.

"The Value Chain in the Twenty-first Century," Strategis Partners White Paper, 2005.



TESTIMONIALS FROM PREVIOUS WORKSHOPS

*"The approach is providing the Board with a framework within which good expenditure decisions can be made."
Eddie Tsui, Sydney Water*



*"A fine presentation of strategic concepts."
Pat Cullen, Unisys, Wellington NZ*

"Excellent programmess. Networking and learning about other industries and companies as well as exploring the real drivers for change in my own industry were among the best features of the programmes."

Michael Goldman, Director, McLennan Magasanik Associates (MMA), Australia

"The course really energized me and I came away with new ideas and positive approaches to apply in my work."

Mongkhol Pojpongsan, Strategic Planning Department, Ratchaburi Electricity Generating Holding PCL, Thailand.

ORGANISATIONS ATTENDING STRATEGIS PARTNERS' WORKSHOPS

Abacus International, Singapore
Abbott Manufacturing Singapore
Abu Dhabi Council for Economic Development
AIU, Hong Kong
AMIAD Singapore
AMP Capital Investors, Australia
Asia Pacific Breweries, Singapore
Asia Society, Australia
Bank Negara, Malaysia
Bank Rakyat, Malaysia
Banpu Public Co, Thailand
BHP Billiton, Singapore
Bluescope Steel, Australia
Centro Escolar Uni, Philippines
CGC, Malaysia
CLP Power, Hong Kong
Crocs Asia, Singapore
CUEL Limited, Thailand
Cyberview Sdn Bhd, Malaysia
Defence Science & Technology Agency, Singapore
DNP Land Sdn Bhd, Malaysia
East West Seed Roh Ltd, Thailand
Electricity Generating Public Company Limited, Thailand
Energy Market Authority, Singapore
Evans & Peck, Australia
Everest Point Sdn Bhd, Malaysia
Export Import Bank of Thailand
Faculty of Economics & Business, University of Sydney, Australia
Faysal Bank, Pakistan
FELDA Berhad, Malaysia
Gartner Group, Australia
Goldman Sachs, Australia
Great Eastern Life Assurance Co
Green Crescent Insurance, UAE

Guinness Anchor Berhad, Malaysia
Insight Partners, Australia
Institut Jantung Negara, Malaysia
Intelligent Energy Systems, Australia
Invest-in-Penang Berhad, Malaysia
iPerintis Sdn Bhd, Singapore
JTC Corporation, Singapore
Keppel Land International, Singapore
Khazanah Nasional Berhad, Malaysia
Leighton Contractors, Australia
Leighton Holdings Limited, Australia
MTR Corporation, Hong Kong
Muhibbah Engineering (M), Malaysia
NSW Dept of Commerce,
NSW Treasury, Australia
Majlis Amanah Rakyat, Malaysia
Malaysia Telekom Bhd
Malaysia Transformers Manufacturing
Malaysian Agrifood Corp Bhd
Maxis Mobile Sdn Bhd, Malaysia
MHD Supply Chain Solutions, Aust.
Ministry of Defence, Singapore
Ministry of Manpower, Singapore
MMA, Australia
MMC Corporation, Malaysia
Mount Alvernia Hospital, Singapore
Pacific Road Capital Management, Australia
Papua New Guinea Department for Community Development
Papua New Guinea Department of National Planning & Monitoring
Petronas Carigali, Malaysia
Petronas Dagangan, Malaysia
Petronas Gas, Malaysia
Pfizer Global Pharmaceuticals, Thailand
PM Link Pte Ltd, Singapore
Power Seraya Ltd, Singapore

Prime Minister's Office, Singapore
PT BADAQ LNG, Indonesia
PT Bank Central Asia Tbk Indonesia
PT Bank Negara Indonesia
PT Djarum, Indonesia
PT Medco E & P Indonesia
PT Nutrifood Indonesia
PTT Chemical Public Company Ltd, Thailand
Public Service Division, Singapore
Ratchaburi Electric, Thailand
Rayong Purifier Public Company Ltd, Thailand
Sarawak Concrete Industries Berhad, Malaysia
Securities and Exchange Commission, Thailand
Siemens Pte Ltd, Singapore
Sinclair Associates, Australia
SingTel Ltd, Singapore
S-OIL Corporation, South Korea
ST Engineering, Singapore
Sydney Water, Australia
Tandem Corporate, Australia
TDM Bhd, Malaysia
Teras Control Systems, Malaysia
Thai Summit Autoparts Industry Co. Ltd, Thailand
TOT Public Company, Thailand
UBE Group, Thailand
United Malacca Berhad, Malaysia
Volkswagen Group, Singapore
Westports Malaysia Sdn Bhd



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ABOUT STRATEGIS PARTNERS

Strategis Partners is a management consultancy and executive development firm operating in Australia and across Asia. It is recognized for its insight and focus on complex strategic and organizational initiatives.

The Firm works with clients in agri-business, energy, infrastructure, energy and water utilities, financial services, government agencies, logistics and retailing, manufacturing, mining, oil and gas, telecommunications, transportation and mass transit companies.

STRATEGIS PARTNERS' EXECUTIVE MANAGEMENT TRAINING AND DEVELOPMENT PROGRAMME'S

Creating Better Futures with Scenario Planning

Contracting and Collaborating for Advantage

Strategic Planning Masterclass

Real Options for Tomorrow's Growth

Decision & Risk Analysis for Major Projects

CONTACT US TO FIND OUT MORE ABOUT THE PROGRAMME

For more information on this Programme – or any of our other management development programmes – and how they might be tailored to suit your needs, please contact us by phone or email:

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CONTACT US

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