



# NEVILLE FREEMAN AGENCY

THE NEVILLE FREEMAN AGENCY PTY LTD, 8 RIDGE STREET, NORTH SYDNEY, NSW 2060 AUSTRALIA  
TEL 02 9929 2488; 02 9929 2499 info@nevillefreeman.com

REPRESENTING GBN IN AUSTRALIA

## Learning Scenario Planning — A Three-Day Simulation Course

### Course Date

Wednesday June 4-Friday June 6, 2003

### Course Venue

Seaborn Room,  
**SBW Independent Theatre**,  
269 Miller Street, North Sydney,  
NSW 2060, Australia

### Course Fees

Single delegate booking \$2250 inc GST per head

Multiple delegates (on the same booking):

- \$1950 each for two delegates
- \$1750 each for three delegates
- \$1500 each for more than three delegates

### Course Outline

Day 1 Scenario and systems thinking; developing the business idea

Day 2 Scenario building to create alternative futures

Day 3 Adapting the business idea; moving from scenarios to strategy

### Facilitators

*Dr Richard Bawden, AM, Visiting University Professor,  
Michigan State University, East Lansing, Michigan USA*

*Oliver Freeman, Director, Neville Freeman Agency, North  
Sydney, NSW 2060 Australia*

YOUR FUTURE IS OUR BUSINESS

# Learning Scenario Planning

## — A Three-Day Simulation Course

### course outline



**Day 1:**  
Scenario and systems thinking: developing the business idea

**WEDNESDAY 4 JUNE 2003**

Day 1 Scenario and systems thinking; developing the business idea

#### **MORNING Scenarios & Systems Thinking**

- 8.45am Welcoming remarks
- what we are here to do
  - Identifying the client organisations
- 9.00am Scenario & systems thinking?
- Introduction to scenario planning
  - Introduction to systems thinking
- 9.30am Making sense of the world about us
- The messiness of reality
  - Change and the impact of unintended consequences
  - The nature of thinking and perception
  - Worldviews as perspective
- 10.00am **TASK ONE** Participants generate a list of systems characteristics
- 10.30am Morning Tea
- 10.50am The systemic perspective
- The systems idea
  - Wholeness, connectedness, hierarchy and emergence
  - The boundary idea
  - The environment as a suprasystem
- 12.20pm **TASK TWO** Participants 'model' a simple system and identify its environmental influences
- 1.00pm Lunch

#### **AFTERNOON Developing the business idea**

- 1.50pm The business idea: relevance and development
- Who are we?
  - What business are we in?
  - What are the success factors?
  - How do we see the world?
- 2.15pm **TASK ONE:** Creating a SWOT database for the client organisation
- 2.45pm **TASK TWO:** Identifying the moment of truth for value creation
- 3.15pm **TASK THREE:** Identifying the nature of competitive advantage
- Product differentiation
  - Cost leadership
  - Niche market dominance
- 3.45pm Afternoon tea
- 4.05 **TASK FOUR:** Identifying the system of distinctive competencies creating competitive advantage
- Barriers to competitive imitation
- 4.45pm **TASK FIVE:** Designing the business idea
- Defining the activity set
  - Identifying resources to feed competencies
- 5.30pm Close





**Day 2:**  
Scenario building to create alternative futures

**THURSDAY 5 JUNE 2003**

Day 2 Scenario building to create alternative futures

**MORNING**

- 8.45am Opening remarks & reflections on day one
- 9.00am The scenario or strategic agenda
- Identifying the issues
  - Establishing the context
- 9.30am TASK 1 Participants interview the client for whom scenarios are being built and decide on the strategic agenda
- 10.30am Morning tea
- 10.50am TASK 2 The teams review environmental influences and critical uncertainties
- INSPECT
  - Looking behind the news and finding the unknown
  - Defining critical uncertainties
  - Revealing the scenario 'drivers'
- 11.30am Interviews with remarkable people
- 12.30am Lunch

**Afternoon**

- 1.30pm TASK 3 Participants check on the critical uncertainties and identify their top 10 variables from which we can generate an appropriate matrix
- 2.15pm Getting to the matrix
- 2.30pm Scenario stories
- Checking systemic logic of the scenarios
  - Naming the scenarios
  - Creating the draft narrative
- 3.30pm Afternoon Tea
- 3.50pm TASK 4 Participants present scenario stories
- 4.40pm Close





**Day 3:** Adapting the business idea; moving from scenarios to strategy

**FRIDAY 6 JUNE 2003**

Day 3 Adapting the business idea; moving from scenarios to strategy

**MORNING**

- 8.45am Opening remarks and reflections on day two
- 9.00am Scenario and business idea review
- Participants assess their scenarios and fine tune their logic, choosing three to work with during the day
  - Participants assess the business idea for the three chosen scenarios
- 9.30am TASK 1 Impacts
- In the context of the selected scenarios what are the major impacts which we must begin to take seriously over the next five years or so?
  - Cluster these impacts into strategy activity sets by scenario e.g. innovation; technology; alliances; customers; sales & marketing; brand image & awareness etc.
- 10.30am Morning Tea
- 10.50am TASK 2 Strategic options
- Identify the strategic options (what we might do) which the impacts generate
  - Measure the relevance of these options across the scenarios
- 11.50am TASK 3 The business idea revisited
- Identify the ways in which the business idea might need to adapt to deal with the strategic options
  - Prepare an up framed version of the business idea
- 12.45pm Lunch

**AFTERNOON**

- 1.45pm Working the future
- Scanning and monitoring
  - Early warning indicators
  - Research
- 2.15pm TASK 4 Participants prepare examples of early warning indicators for their organisations' strategic development
- 3.00 Afternoon Tea
- 3.20 pm The idea of the strategic or critical conversation
- Communicating meaning
  - Testing new ideas
  - Innovation and renewal
- 4.00pm Close



# Learning Scenario Planning

— A Three-Day Simulation Course

Wednesday June 4-Friday June 6, 2003

Seaborn Room,  
**SBW Independent Theatre,**  
269 Miller Street, North Sydney,  
NSW 2060, Australia

## payment options

- 1 **By mail** to The Neville Freeman Agency Pty Ltd 8 Ridge St, North Sydney NSW 2060
- 2 **By email** to [info@nevillefreeman.com](mailto:info@nevillefreeman.com)
- 3 **By fax** to Neville Freeman on 02 9929 2499
- 4 **By invoice** from Neville Freeman

## your details

NAME & JOB TITLE

---

COMPANY

---

MAILING ADDRESS

---

---

CITY, STATE, POSTAL CODE & COUNTRY

---

TELEPHONE

FACSIMILE NUMBER

---

EMAIL ADDRESS

NO OF TICKETS REQUIRED:

---

## payment method

- Please find enclosed my cheque, payable to The Neville Freeman Agency Pty Ltd; or
- Please invoice me; or
- Please debit the following credit card:
- Bankcard  American Express  Diners Club  MasterCard  Visa

Credit card number:

Expiry date:   /

Cardholder's Name & Signature: .....

PLEASE SEND ANY ENQUIRIES TO [INFO@NEVILLEFREEMAN.COM](mailto:INFO@NEVILLEFREEMAN.COM), OR MAIL/CALL US AT  
THE NEVILLE FREEMAN AGENCY, 8 RIDGE STREET, NORTH SYDNEY, NSW 2060 AUSTRALIA  
TEL 02 9929 2488; FAX 02 9929 2499

