

DE RUIJTER  
STRATEGY

in partnership with



# Scenario-based Strategy Masterclass

## Navigate the Future

17-18 January 2019  
16-17 May 2019  
19-20 September 2019

Presented by **Paul de Ruijter**, scenario planner since 1992 and co-author of "Scenarios for Success" and author of "Scenario Based Strategy – Navigate the Future". Hosted by **Paul Barnett**, founder of the Strategic Management Forum.



## Scenario-based Strategy Masterclass Navigate the Future

Organised in partnership with the Strategic Management Forum

### Who Should Attend?

This programme is designed for policy makers and line managers, but also suitable for senior level advisers in the fields of:

- Corporate Strategy
- Planning and Control
- Risk management
- Corporate Communications
- Human Resources
- Business development
- Marketing

Furthermore, scenario thinking can be a valuable instrument for anyone involved in:

- Strategic Decision Making
- Investment and Portfolio Appraisal
- Conflict Resolution
- Visioning
- Policy Formulation
- Training
- Sales and Marketing
- Product / Service Development
- Innovation

**The Scenario-based Strategy Masterclass is an advanced 2-day training programme which will cover a broad range of case studies from a variety of sectors including Government, Energy, Finance and IT.**

Both days will see interactive exercises being carried out in order to consolidate the concepts taught for immediate application back at the workplace. During the programme you will create a set of scenarios and develop options for action. It will also showcase the many possible environments and situations in which scenario thinking can be used and implemented within your organisation, including for planning and risk management purposes. The MASTERCLASS will also delve deeper into a number of directly applicable 'off-the-shelf' scenarios.

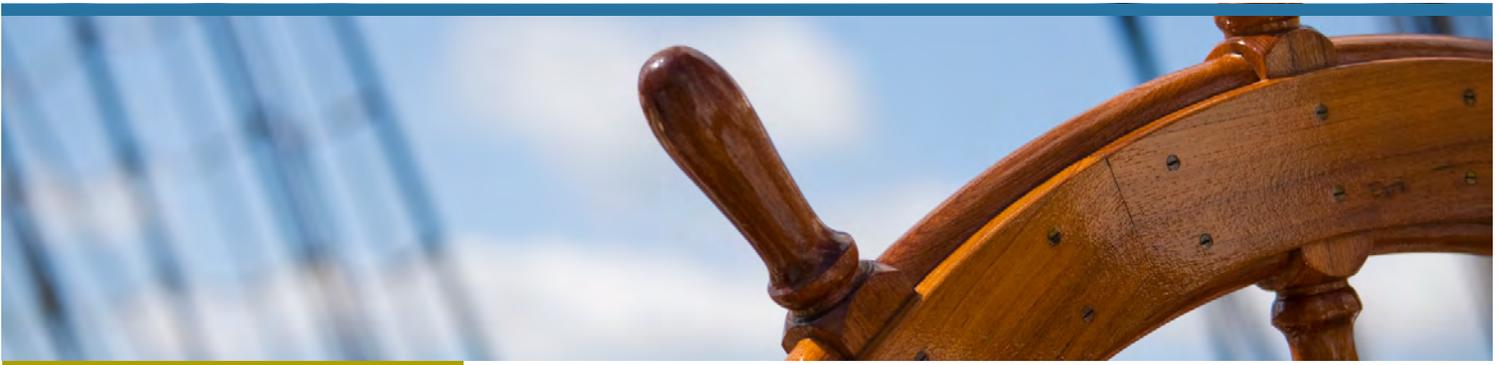
Praise for the Masterclass, the methodology and its facilitators:

*"... I wish that most of the managers on Wall Street and in the City had taken this course 10 years ago. It would have made a lot of difference to their companies and the global economy. The most important thing I learned on the course is that although the future is often unpredictable, it is always manageable."*

*"The facilitators combines an enormous amount of knowledge about strategy and scenario planning with excellent presentation and training skills. A useful combination indeed for organisations that want to improve their strategic conversation."*

*"I participated in a workshop facilitated by Paul on the subject of Scenario Analysis and was impressed by his grasp of the subject matter as well as his creativity in "envisioning" multiple future scenarios as well as possible remedies."*

*"Only very few people are capable of thinking the unthinkable and applying the insights thus gained to calculate the consequences for their own company. Paul's book offers invaluable guidance for translating the multitude of conceivable scenarios to a manageable and, most of all, flexible strategy, which enables the strategist to become aware in good time of whether he needs to be 'ready to tack'."*



*"There are no bad scenarios, there is only bad preparation. Both Shell and Rabobank have shown the world that using scenarios assists in seeing opportunities where others see only risks."*

**Paul de Ruijter**



## Why you should attend

Scenario Planning has been adopted by some of the world's most successful and innovative organisations to help address strategic questions and contribute towards better and more innovative decision-making.

Scenarios open up new and different perspectives and are the key to gaining new ideas. They cast assumptions about planning in a whole new light, providing the impetus to completely reshape them. This in turn enhances the ability to respond to disruptive changes and create new opportunities.

Scenarios are valuable in supporting new or renewed strategic initiatives. They are the first step towards truly innovative strategic planning. Based on how risks and uncertainties may play out, scenarios can illustrate changes in agenda or strategy and thereby help communicate these changes to management, employees and other stakeholders.

Our two-day programme will offer you an efficient means of acquiring the knowledge and skills to enable you to apply Scenario-based Strategy within your organisation. On completion of the course, delegates will be sufficiently proficient to specify, supervise or facilitate a Scenario-based Strategy project of their own.

## Capitalise on expert knowledge to gain valuable insight into these vital issues

**GAIN** an in-depth understanding of Scenario Thinking and its application

**IMPROVE** your external orientation

**CHANGE** your orientation to focus on future risks and opportunities instead of focusing on past and present ones

**LEARN** to embrace uncertainty instead of holding on to ever diminishing certainty

**COMPARE** how other organisations use Scenarios in their planning process  
Experience how Scenario-based Strategy works in practice by going through a live example

**ENHANCE** your planning, investment evaluation and strategic risk management capabilities

**EVALUATE** publicly available scenarios for your organisation

**DEVELOP** options for dealing with multiple possible futures

**ACQUIRE** your personal facilitating skills



### Organisations which have benefited from the Scenario-based Strategy methodology include:

- Rabobank
- Royal BAM Group
- Waternet
- Vodafone
- Netherlands' Association of Insurers
- International Energy Agency
- World Business Council for Sustainable Development
- Scheepsbouw Nederlands (industry association for the shipbuilding industry)
- Royal Philips BV
- CEMEX
- UNDP
- Vertex Inc
- National and local governments

## About your course facilitators



**Paul de Ruijter** (MSc Business Engineering, Twente University). Paul developed his expertise at Shell Group Planning in London, at the Royal Netherlands Academy of Arts and Sciences in Amsterdam and at Global Business Network. Through De Ruijter Strategy, Paul has been involved in international strategy projects with clients ranging from cities, NGO's, ministries, industry associations, multinationals and global institutions. Paul is Distinguished Lecturer Scenario Based Strategy at Nyenrode University and at the University of Amsterdam (Risk Management). He is a renowned speaker at international conferences and seminars.

In recent years Paul was involved in a large number of scenario based strategy projects, including: "Vision 2020" for pension fund ABP, "The great exodus" for the Netherlands Ministry of Internal Affairs, employers organisations and labour organisations, "Energy Efficiency in Buildings" and "Biotechnology scenarios 2000-2050" for the World Business Council for Sustainable Development, "Defense Explorations", "Justice the Day After Tomorrow", "National Security" and "The Electronic Citizen" for several Dutch ministries, "Viewing Futures", "The Future of Financial Transactions", "Interest Scenarios" for Rabobank and several trajectories for cities such as Amsterdam and Utrecht. Paul is the author of "Scenario Based Strategy - Navigate the Future" and has co-written "Scenarios for Success", a handbook on scenario planning in theory and practice.



**Paul Barnett** is the Founder and CEO of the Strategic Management Forum. He is helping to lead the emerging role of strategic management in the new post-financial crash era. He is an author, speaker and lecturer on concepts that link strategy and innovation. He advises and is working with a number of multi-national CEO's and publishers on the latest business thinking.

Recently, he introduced Valueism and the Value Scheme and is a leading figure in the corporate definition of value creation. The concepts he has introduced are informing fundamental initiatives in the business, accounting, health and education sectors.

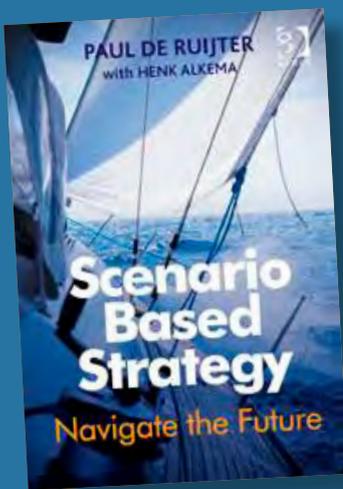


**De Ruijter Strategy** is a specialist Scenario Planning and Innovation Consultancy firm that was founded over 20 years ago in Amsterdam. The company conducts scenario studies and strategy projects as well as training courses for corporations and industry associations from a wide array of sectors including real estate, finance and energy.

**The Strategic Management Forum** exists for the purpose of advancing the professional practice of strategic management. It aims to be globally recognised as a professional body serving executives and managers at all levels in businesses and organisations in all sectors.



After the conclusion of the masterclass you will receive a participation certificate and a copy of Scenario Based Strategy - Navigate the Future.



For existing clients, non-profit organisations and multiple participants from the same organisation we have a range of offers. Please contact us for more information.

Reserve your place now!

17-18 January

16-17 May

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## Programme

The programme comprises five sessions spread over two days, including an evening session on the first day.

### Day 1

#### Morning

Scenarios: an introduction  
Case study

#### Afternoon

Scenario's: from theory to practice  
Case study

**Evening** (until 9.30 pm)  
Working dinner session

### Day 2

#### Morning

Options: an introduction  
Options and strategy  
Case study

#### Afternoon

Options: from theory to practice  
Using scenarios  
Case study  
Developing facilitator skills

### Where

Hotel du Vin  
Crescent Road  
Tunbridge Wells TN1 2LY  
United Kingdom

### When

17-18 January 2019  
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Ticket prices from £1745 including early bird discount and discount for Strategic Management Forum members (all prices are excluding VAT)



*Participation costs include coffee, tea and lunch on both days and dinner on the first day. Also, accommodation on the first night and breakfast on day two are included.*

*We can assist in making reservations for additional nights at Hotel Du Vin before or after the event at a 10% discount on the lowest published rate, subject to availability.*

**Would you like to know more or register for the masterclass without delay?**

Please contact Paul Barnett: (UK) 07 426 650667  
or send an e-mail to: paul@thesmfglobal.com

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