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A. Vaccani & Partners AG

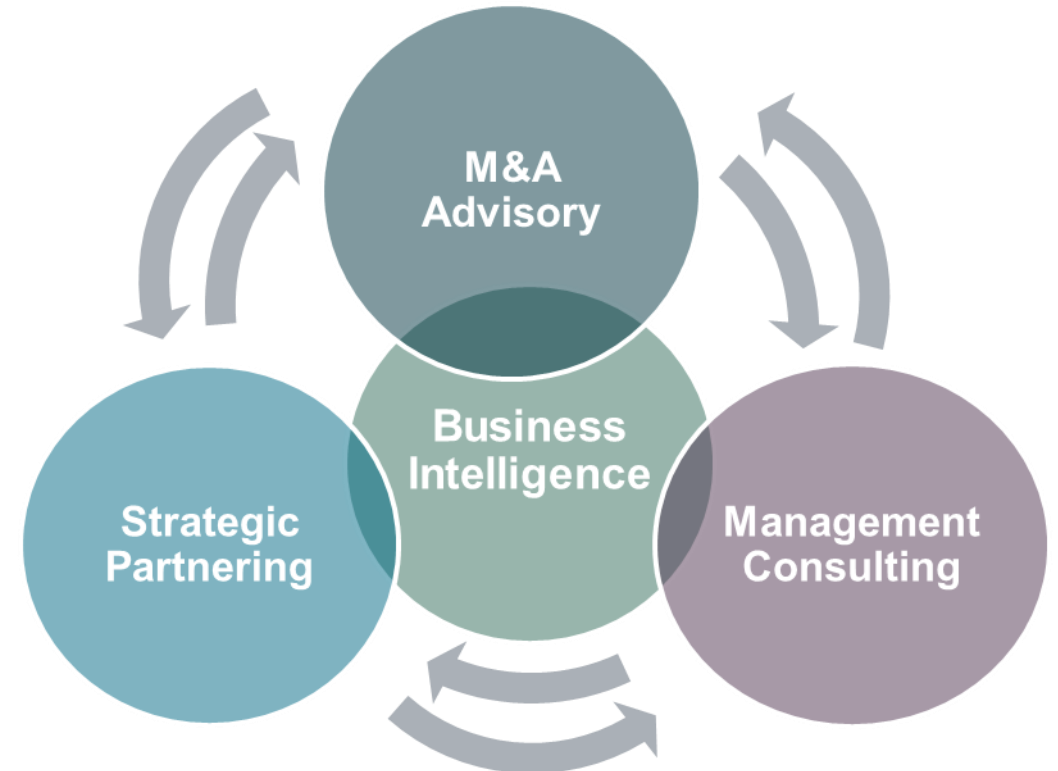
Scenario Planning Proposition

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A. Vaccani & Partner AG (AVP) is an independent international management consulting company based in Zurich, Switzerland

- Founded 1992, since then assembled an excellent team with complementary skills and business experience:
 - Passion for value creation and result-oriented implementation
 - Highest standards in terms of professionalism and quality
 - Presence in Europe, Asia and North America
- Over 25 years of experience in working with national and international clients on cross-border mandates including complex consulting mandates, in and outbound investments, and international strategic partnerships
- More than 100 successful M&A and strategic partnering transactions at national and international level and 80 management consulting mandates
- Full member of international ICFG M&A network with 18 offices worldwide and over 120 professionals
- Independent of third-party interests



Scenario planning proposition is based on AVP expertise and knowledge and an adapted to the current time process

Process

- Online with remote connections
- Microsoft Teams or Zoom or authorised VC software
- Adaptable to the business needs



People

- Project team consisting of key management people and experts (analysts, client relationship, etc)
- All project stakeholders fully engaged and take ownership for monitoring the market

AVP Business Intelligence

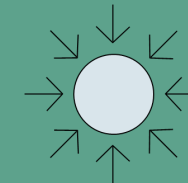
Time

- Takes only ~2 weeks in total (subject to availability of project stakeholders)



Result

1. Scenarios
2. High level course of actions
3. Market triggers/ indicators

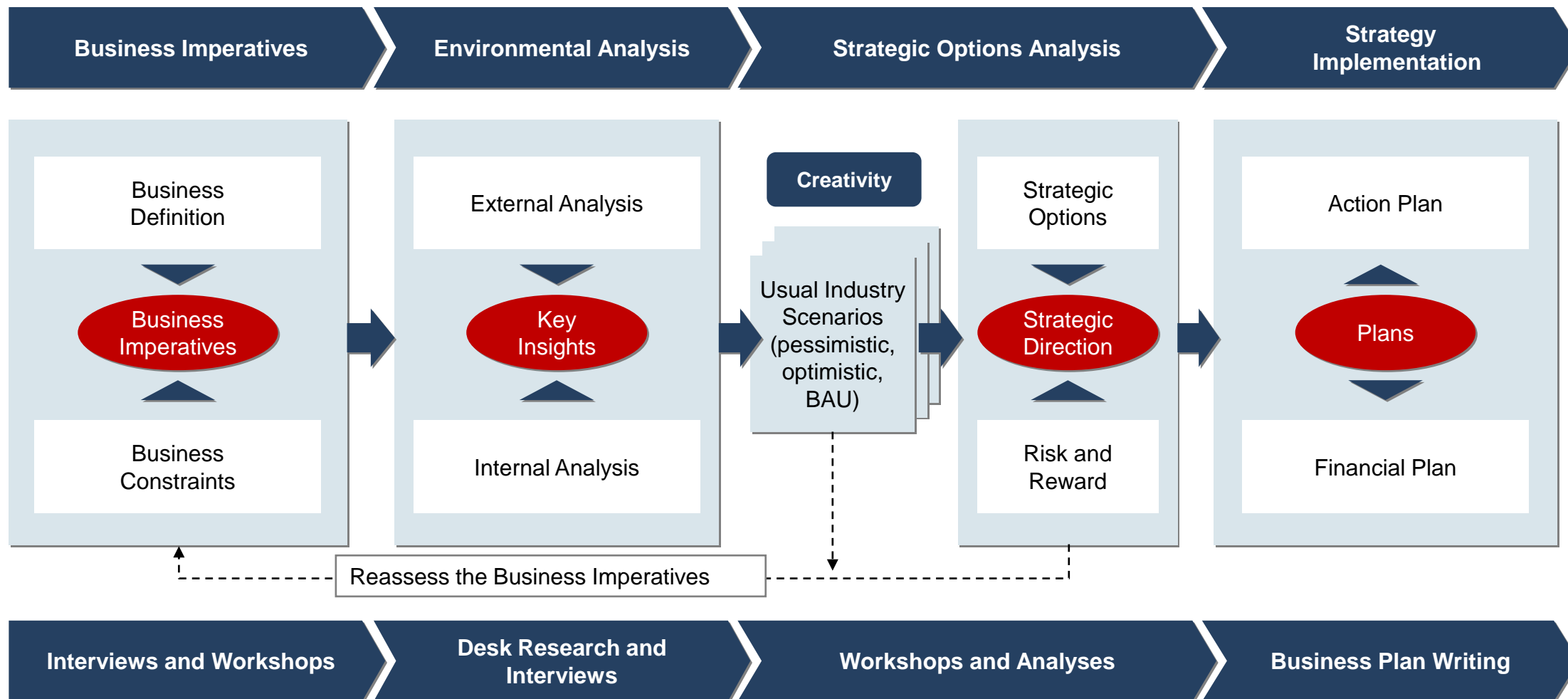


Why scenarios are important...

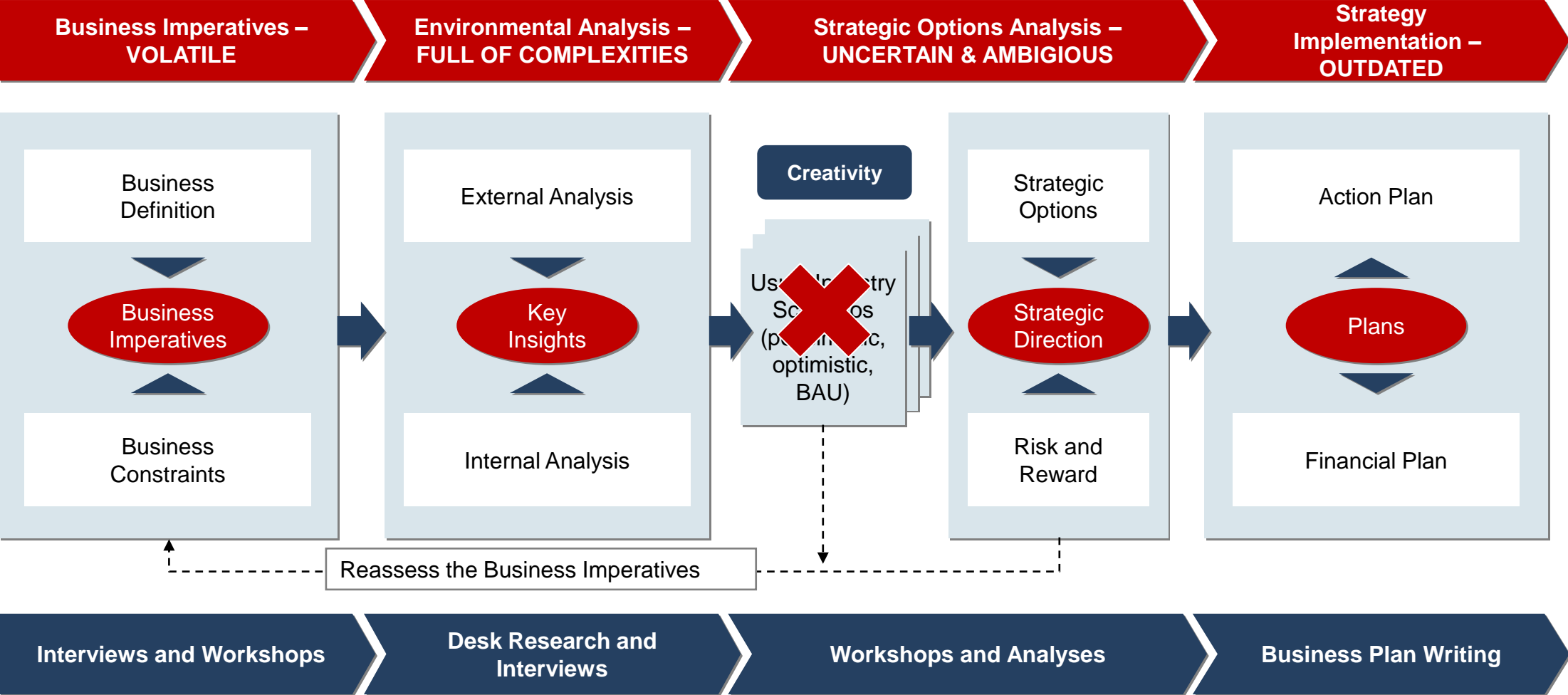
Scenarios are possible views of the world told in a story that gives a context to companies and individuals to make well informed decisions.

1. Allow **planning** in VUCA (Volatile, Unsecure, Complex and Ambiguous) times
2. Help **take control** over the **uncertainty** by getting alternative views on future development
3. Highlight drivers of change to **manage complexity** of the environment
4. Assess **impact** of the crisis **on budgets** under different scenarios
5. Make **well informed decisions**
6. Develop a **strategy** that will be **sustainable in** any scenario

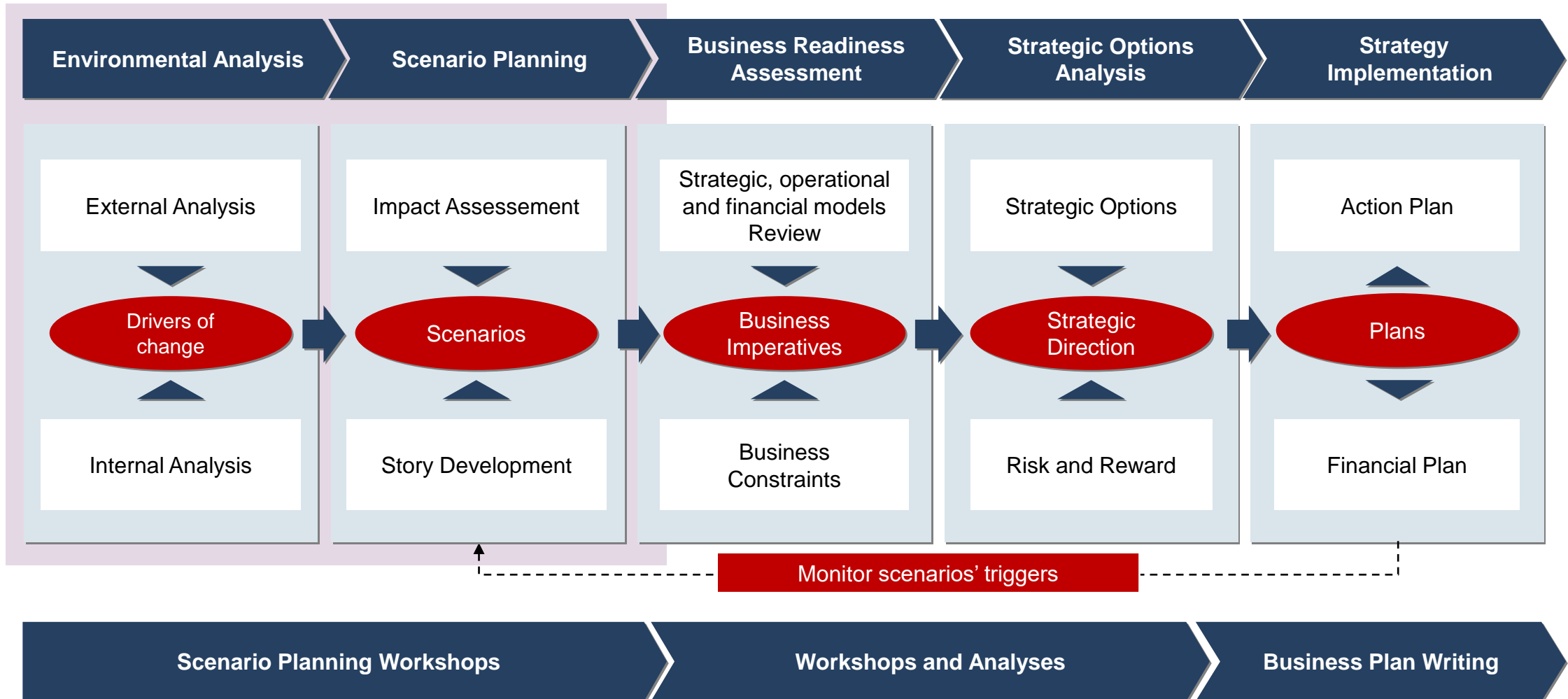
The traditional strategy development framework considers certain deviations from business-as-usual (BAU): pessimistic and optimistic scenarios



When there is no business-as-usual and the world is uncertain, the traditional strategy planning approach does not work



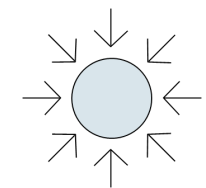
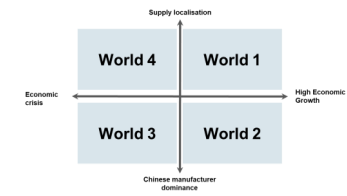
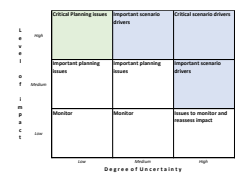
The better and more practical way in today's world is to build or sharpen strategy based on scenarios



With AVP's business intelligence and facilitation, scenarios are developed based on business's needs and space

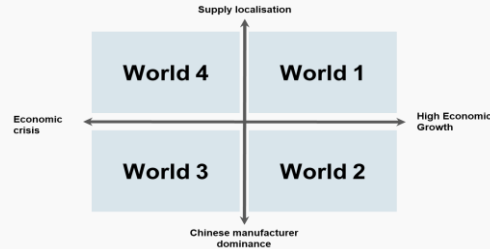


Task	1 Scoping	2 Assumption Identification	3 Impact Analysis	4 Scenario Development	5 Strategy Discussion	6 Market Monitoring
Task	Define scope (industry, country, region, etc) & timeframe (short, medium, long term)	Identify company & industry assumptions & perceptions	Assess impact of trends	Build scenarios based on key drivers of change	Develop strategic options & action plan	Monitor market, industries, etc development and assess scenario triggers
Result	<ul style="list-style-type: none"> Clear understanding of the scope 	<ul style="list-style-type: none"> Good understanding of internal and external factors Identification of blind spots 	<ul style="list-style-type: none"> Identification of key uncertainties and drivers of change 	<ul style="list-style-type: none"> Possible scenarios with opportunity and risk assessment in PPT and story format Potential proposition 	<ul style="list-style-type: none"> Clear view on company's strategic direction Reduced uncertainty High level action plan 	<ul style="list-style-type: none"> Early signs if developments lead to another scenario & adjust strategy if required
Tool(s)	<ul style="list-style-type: none"> General Checklist 	<ul style="list-style-type: none"> PESTEL based questionnaire for employees, clients, partners, suppliers of the company 	<ul style="list-style-type: none"> Impact uncertainty matrix Driver tree 	<ul style="list-style-type: none"> Scenario matrix Needs analysis 	<ul style="list-style-type: none"> Strategy development framework 	<ul style="list-style-type: none"> Market monitoring dashboard or market triggers



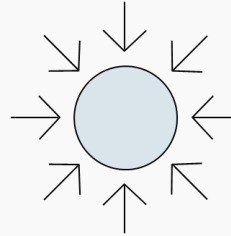
The results of the AVP Scenario Planning Exercise directly feed into corporate/ business strategy and form an integral part of the business review process

Scenarios



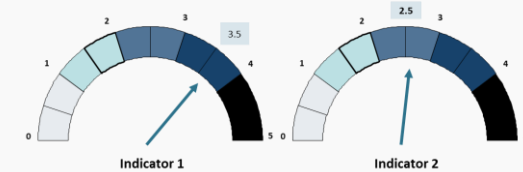
- A set of scenarios indicating potential market/industry development, opportunities and risks in each scenario
- Assessment of impact of each alternative market environment on business

High level course of actions



- A list of strategic actions a business should undertake not only to survive under each developed scenario but also to grow
- A course of actions is high level and based on workshop discussions and AVP expertise

Market monitoring dashboard



- A dashboard with triggers or indicators to monitor development of the market and assess potential impact on business
- The dashboard to be updated on a regular basis by an in-house strategy or analysis team or by AVP

“I’m not afraid of storms, for I’m learning how to sail my ship.”

- Louisa May Alcott



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