



ADAYANA[®]
AGRIBUSINESS
GROUP

Scenario Planning

Strategy and Management
Consulting

Animal Health Company

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Situation

Globalization and rapid changes throughout the world make it difficult for organizations to determine their future strategic direction. However, an industry-leading animal health organization decided to anticipate the unknowns of the future to ensure their company a stable position in any plausible market environment.

The organization established clear goals aligned with its business strategy to ensure a stable future for the company. With four key global regions, the company was looking for effective strategies for each region and an action plan to proactively meet the challenges and opportunities ahead, regardless of what the future held.

Solution

The company turned to Adayana to guide them through a scenario planning process. Adayana guided out-of-the-box thinking and helped establish a long-term view of the industry and marketplace. The process included robust analysis and discussion in order to isolate the most critical and influential factors of success, quantify the impact of these influential factors, create robust strategies for success in any future market, and establish means to adjust strategies as needed.

The [scenario planning process](#) provided a foundation for thinking clearly and expansively about the complex array of factors that could affect their competitive market environment. This powerful tool allowed the company to define and prioritize several plausible scenarios and develop strategies that enable the organization to thrive and succeed regardless of which scenario comes to fruition. Adayana led them through a ten-step process for scenario planning success. The process was divided into three key phases:

- Phase 1: Fact-Based Development
- Phase 2: Scenario Development Process
- Phase 3: Strategy and Leading Indicator Development

Adayana analyzed current and future industry trends to provide groundwork for discussion. They then guided the team to determine critical industry driving forces and prioritize these forces based on level of uncertainty in the marketplace and level of potential impact to their business. By focusing on the two most critical uncertainties, the team was able to define plausible scenarios surrounding potential outcomes of each uncertainty. A tracking tool was developed to assist the team in recognizing shifts in the marketplace that indicate which scenario emerging. Finally, the process was completed with the development of a strategic plan

specific to each key region, which will assist management teams by detailing strategies for the organization, including go-to-market, product development, merger / acquisition, sales training, marketing, and other strategies.

Success

By forming regional teams of members from varying functional areas of the business, the organization found great success through the resulting discussions around the current and future industry in which they compete. Over the next three years, the company plans to use the complex tracking tool to monitor indicators pointing toward one scenario over the others and determine the business strategy for winning in that future market.

The process allowed the organization to think differently about their industry and the way they do business. It proved that the way they operated today may serve as an inhibitor in the future marketplace, as well as an inhibitor today. The organization is implementing new processes that reflect a current, proactive strategy to capture market share.

Adayana continues to support the company through the development of long-range planning tools that prepare them for an unknown future. The process provides more focused, pragmatic, and actionable strategies to utilize in the ever-changing and inevitably unknown, future marketplace.