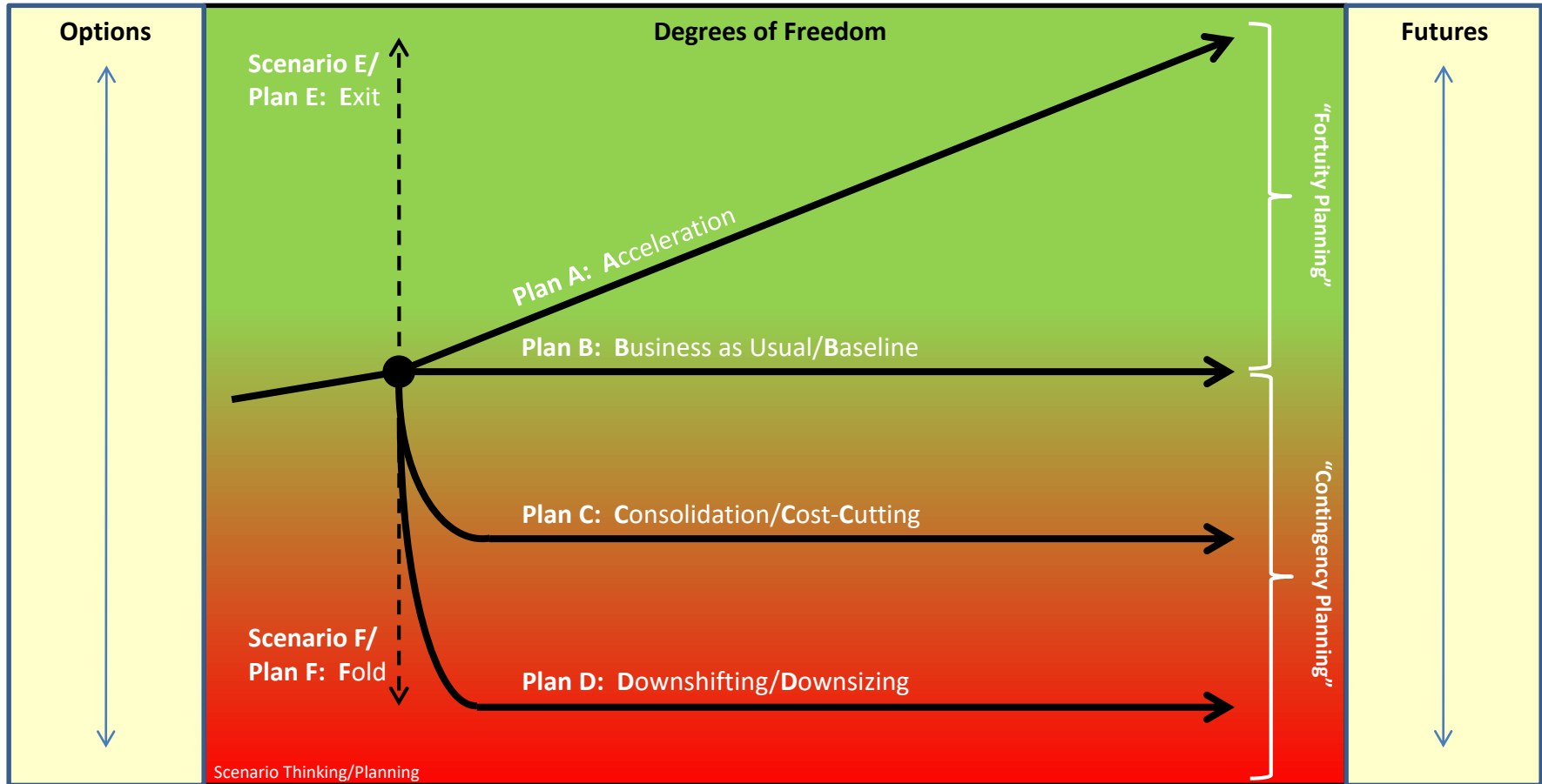




Options & Futures Matrix

Options are valuable because they create degrees-of-freedom to navigate problems and opportunities in front of us. When we have more options, we have more influence in choosing our future. When we don't have options, our future chooses us. **Are you choosing your future or is your future choosing you?**



Whether we are in good times or bad, the reality is that we face a combination of scenarios all the time in business, not least because of the different market segments we serve, the different products/services we offer and the different phases of the life-cycle which apply to these. So we always have the possibility of a portfolio of plans. The key is to do this scenario based thinking, to generate, develop and nurture a portfolio of plans and options. Even if we are in an emerging situation in which we predict Scenario C or D with increasing probability, there may well be the opportunity of some Plan A options we can be accelerating (a new product or service to create a new revenue stream, for instance), and certainly some Plan B options (additional focused efforts to retain existing clients, for instance) that can make a real difference – giving us more degrees of freedom to navigate the difficult phase ahead. **Real options create real value – shareholder value.**



Options & Futures Matrix

	Scope	Options to improve revenue/profit/cash Even if we are in an emerging situation in which we predict Scenario C or D with increasing probability, there may well be the opportunity of some Plan A options we can be launching and certainly some Plan B options that can make a real difference – giving us more degrees of freedom to navigate the difficult phase ahead.	Feasibility (Low/Medium/High)	Potential Impact (Low/Medium/High)
Plan A Accelerating	<ul style="list-style-type: none"> ▪ New Streams of Profitable Revenue Growth [Blue Ocean] ▪ Acquisitions ▪ Expansion 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Plan B Business as Usual/Baseline	<ul style="list-style-type: none"> ▪ Retaining & Replacing Revenue and Sustaining Contribution to Overheads ▪ Mild Organic Growth 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Plan C Consolidation/ Cost-Cutting	<ul style="list-style-type: none"> ▪ Reducing Operations & Overheads ▪ Some Reduction in Force 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Plan D Downshifting/ Downsizing	<ul style="list-style-type: none"> ▪ Reconfiguring to a More Economic Business Model/Economic Engine ▪ Significant Reduction in Force 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Plan E Exit	<ul style="list-style-type: none"> ▪ Exiting the Business in Part or in Whole (which might apply at any time in any scenario) 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Plan F Fold	<ul style="list-style-type: none"> • Discontinuing the business. (which might apply at any time in any scenario) 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		



Options & Futures Matrix

As-Is	Could-Be (Plan A)
<p>Who do we serve?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Who-else could we serve?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>What do we serve them with?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>What-else could we serve them with?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>How do we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>How-else could we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Where do we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Where-else could we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>When do we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>When-else could we serve them?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Why do they buy?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Why-else might they buy?</p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>