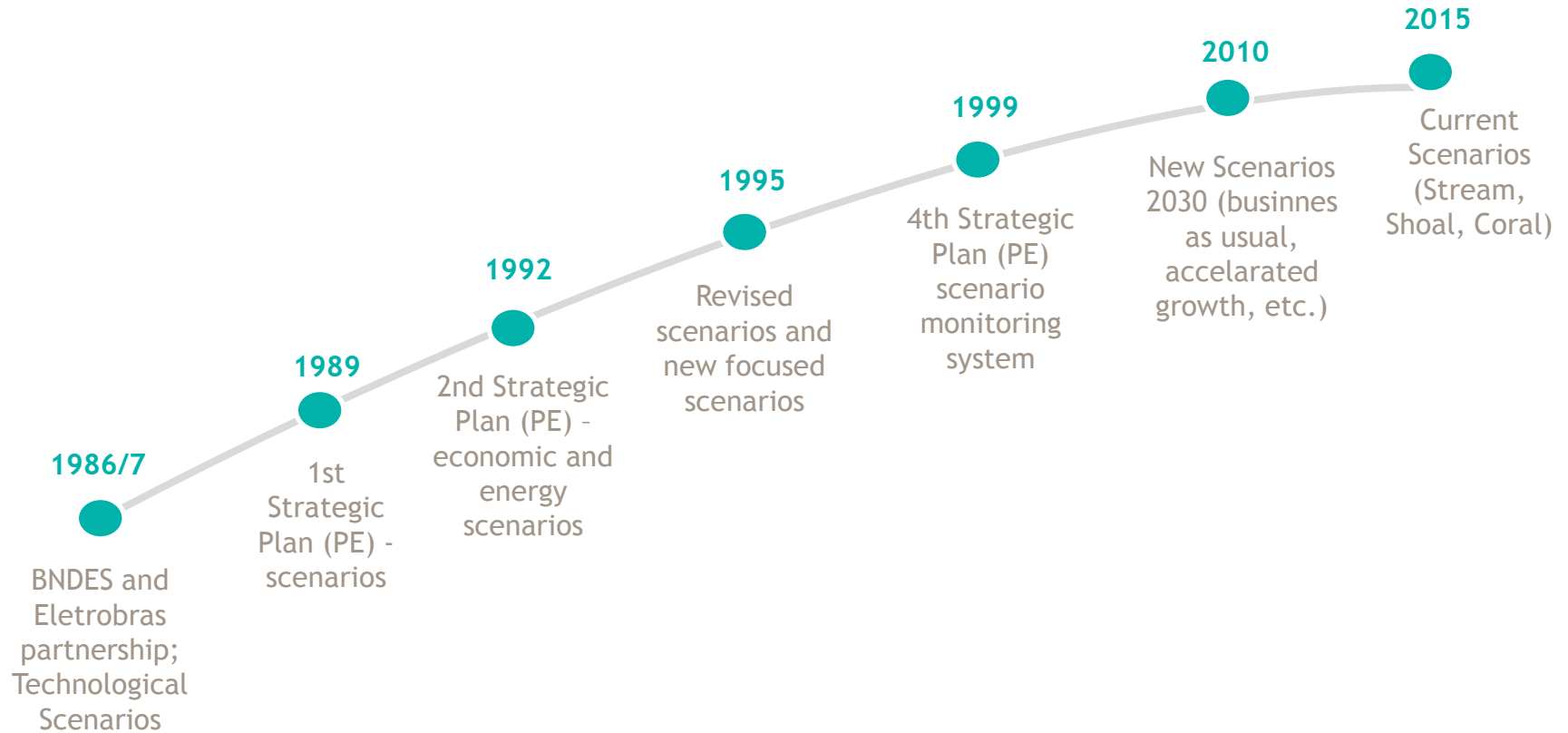


PETROBRAS SCENARIOS 2040

Building Organizational Capacity for
Scenario Planning

Estratégia e Organização

Scenario Planning has a long history in Petrobras



Even so, there were issues we had to solve when designing the current scenarios

Previous scenarios were political/economic, it was hard to see what they meant for the energy industry.

Unclear use of scenarios in the planning process.

Weak engagement of other parts of the company.

Weak communication inside the company of what scenarios are and what they're for (not just different sets of numbers).

Forecasts were too similar, without a meaningful differentiation for planning.

Inflexible scenarios: definite set of future events caused constant revisions and questioning.

We needed new tools to answer these questions



NEW Design
Methodology

NEW Project
Management

Before work began we got strong support for the project from top management



Autonomy for the Scenario team

Higher engagement from
diferente areas of the Company

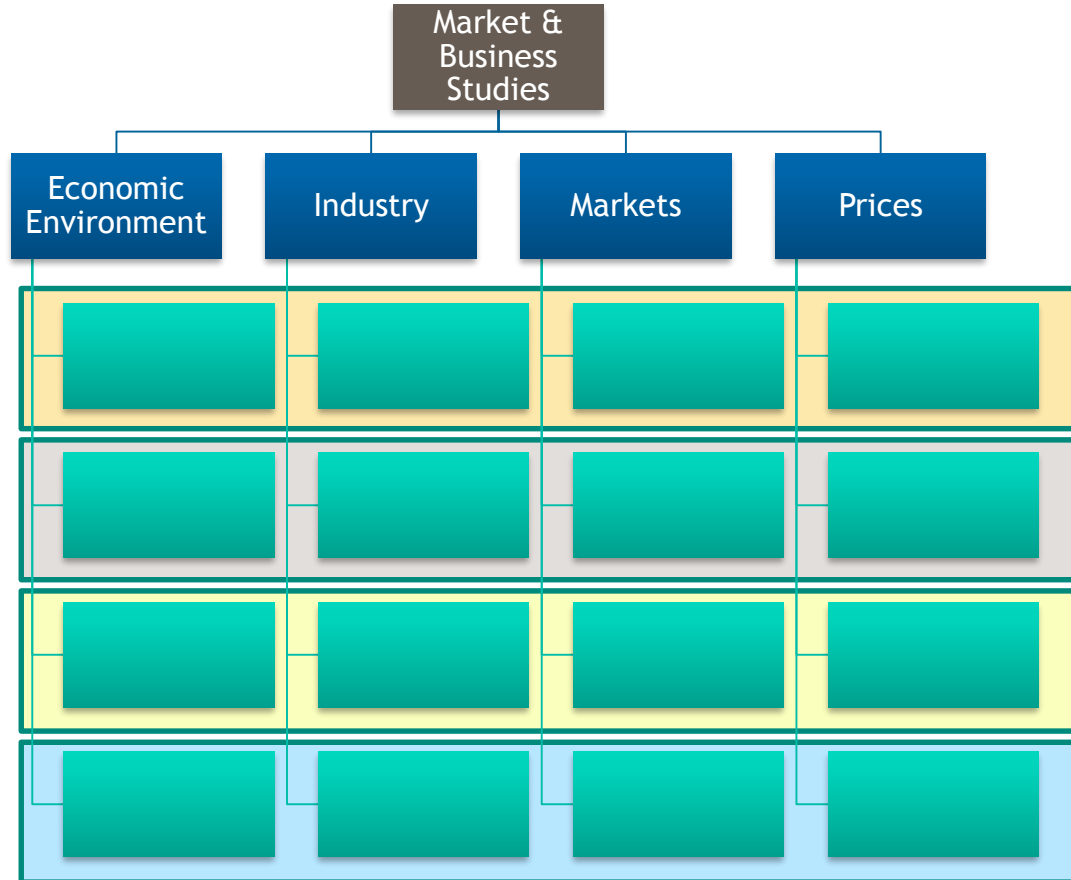
What did we do? Inside Market and Business Studies

Market and Business Studies coordinates the creation and monitoring of the scenarios.



We have a **multidisciplinary** team, with **economists, production engineers, chemical engineers, architect, accountant, biologist and a librarian.**

Market and Business Studies structured the scenarios work in small horizontal task teams



One of these groups was the methodological team



BACKGROUND

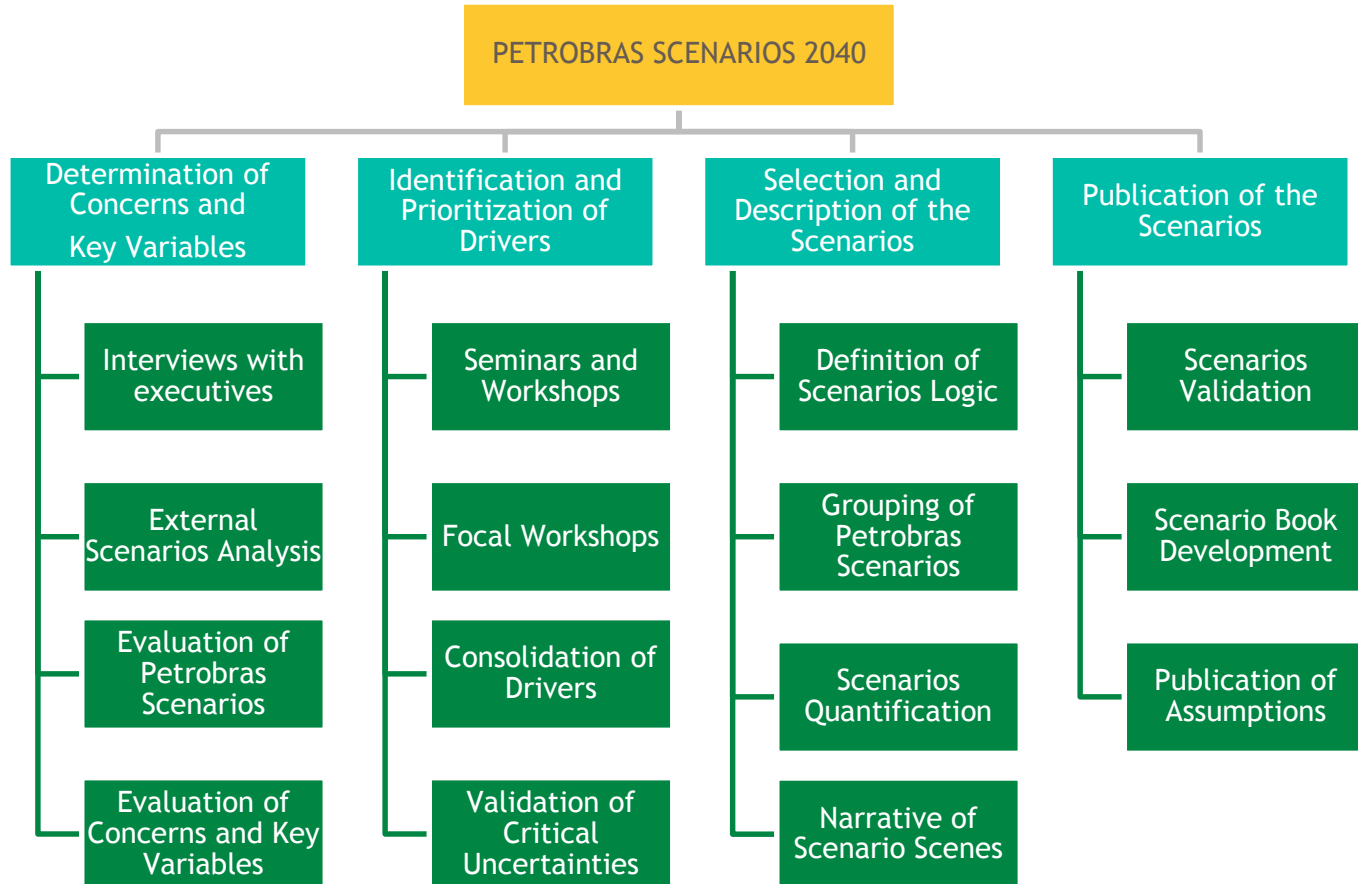
- Scenario training.
- Scenario building and monitoring experience.



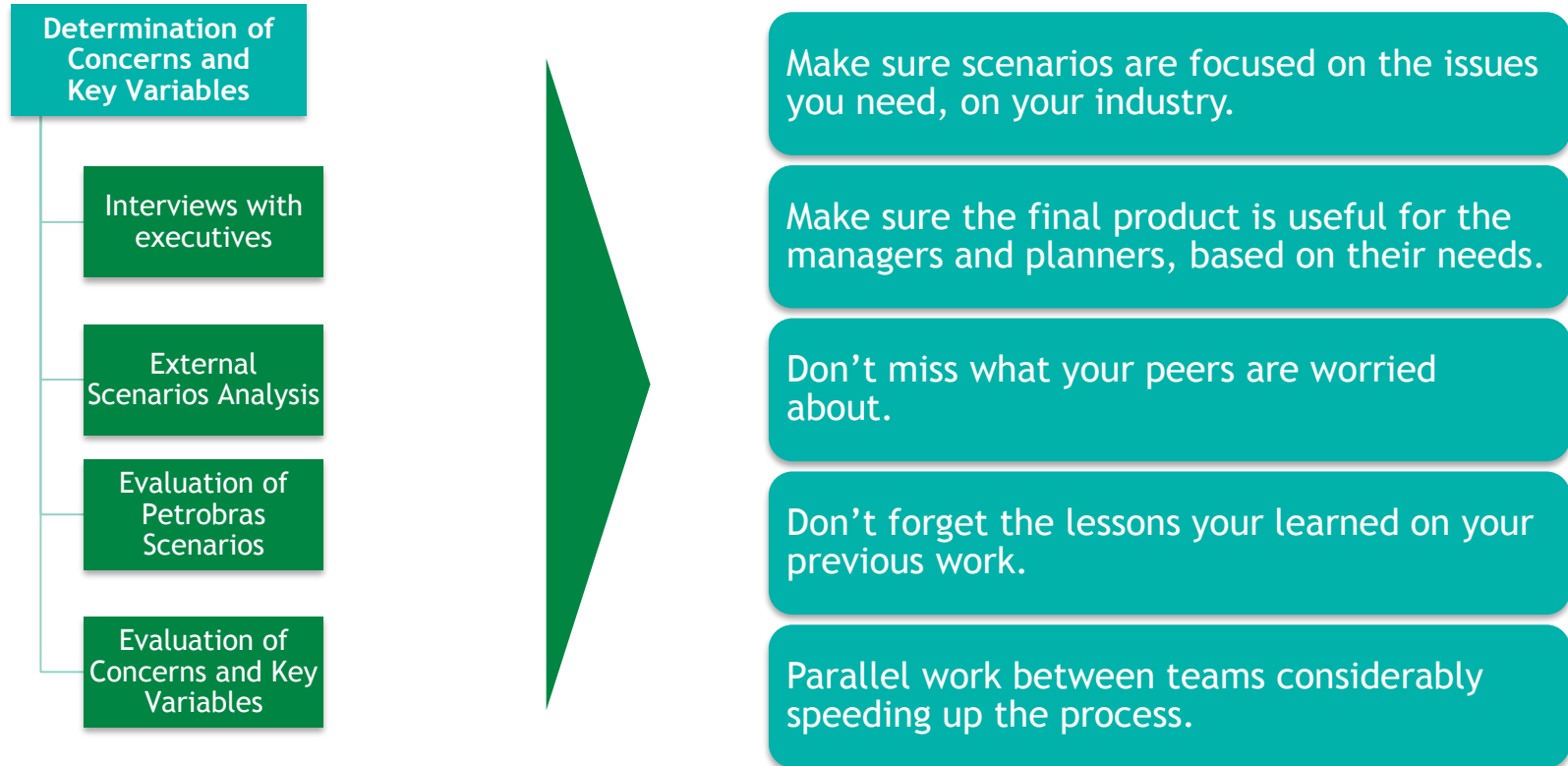
GOALS

- Build new methodology.
- Train people from other areas to collaborate with scenario creation.

Work Breakdown Structure



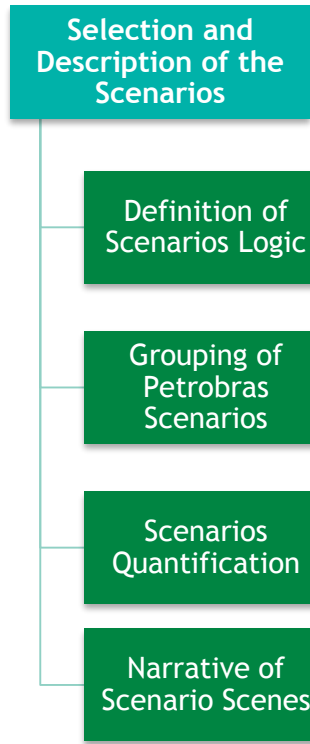
Let's dive deeper into the Work Breakdown Structure



Let's dive deeper into the Work Breakdown Structure



Let's dive deeper into the Work Breakdown Structure

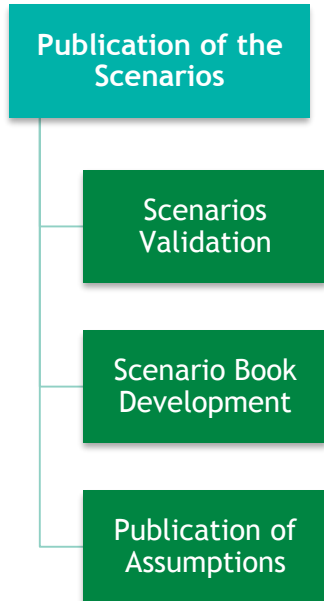


Strategy area groups all knowledge generated in the seminars and workshops.

The final scenarios built will have elements that came naturally from the company wide knowledge about the most pressing issues the company faces, according to the executives.

Everyone “sees” oneself in some way in the final scenarios.

Let's dive deeper into the Work Breakdown Structure



Final product needs top approval, if made right, management will see their questions answered.

Good practice for the final product to be reviewed by an external party.

Even if participation in the building process was broad, scenarios still need to be communicated company-wide, not just for people that will use it in their jobs.

In Petrobras, all communication, internal and external, was supervised by specialists.

FINAL REMARKS



Scenarios need to answer concrete questions about the organization's goals.



Scenario training is fundamental but a wide set of skills in the teams is important too.



Participation brings legitimacy.

OBRIGADO
THANK YOU