
Strategic Thinking & Planning

This course on Strategic Thinking & Planning follows the following thematic approach to strategy:

1. Identify the goals and values of the organisation
2. Assess the industry in which the organisation is competing and identify the key success factors (KSF) for that industry
3. Assess the organisation's resources & capabilities and identify the key strengths of the organisation
4. Map the organisation's key strengths to the KSFs to identify the sources of competitive advantage
5. Assess the right structure and systems to leverage these sources and to compete effectively
6. Create a sustained competitive advantage for the organisation over the long-term
7. Assess how to respond to the competition
8. Identify options for growth: domestic, international, diversification and organic v acquisition

Introductions

- Workshop objectives
- Delegate objectives
- Housekeeping
- Agenda

Overview: Strategic Thinking v Strategic Planning

- John Adir's Action Centred Leadership (ACL)
- Strategy definition
- Approaches to strategy & strategic thinking
- 6 Dimensions of strategy
- 4 Approaches to strategy
- Porter v Hamel
- The need for strategy
- Strategy formulation, implementation & management
- Levels of strategy

A Model for Strategic Thinking & Planning

- 7s Framework
- Strategy as a design process
- The Business Diamond
- Planned v Emergent Strategy
- Reactive Strategy

COURSE OUTLINE

STRATEGIC THINKING

Industry Analysis

- Defining the ecosystem
- STEEPLE analysis
- Industry 4 Cs analysis
- Competitor analysis
- Porter's 5 Forces
- Defining industry Key Success Factors (KSFs)

Organisation Analysis: Mission & Vision

- Creating a compelling mission: from what? to why?
- Mission v Vision
- Strategy as a visioning process
- Mission statements
- Market positioning
- 4 Ps positioning
- Organisational culture

Organisational Analysis: Resources & Capabilities

- Resources v Capabilities
- Core competencies
- Key Strengths Matrix
- Identifying areas of competitive advantage
- Value Chain analysis
- Strategic Importance Matrix
- Relative Strength Matrix
- SWOT
- Gap analysis

Organisational Analysis: Systems & Structures

- Human activity & goal alignment
- Mechanistic v Organic structures
- Organisational structures

STRATEGIC PLANNING

Sustained Competitive Advantage

- Isolating Mechanisms
- Economic Moat
- Types of Competitive Advantage
- Differentiation Strategies
- Cost Leadership

Competitor Analysis

- Competitor analysis

COURSE OUTLINE

- Competitor response
- Blue & Red Ocean strategy
- 4 Action Framework
- Traacy & Wiersema Trade-Off Matrix

Growth Strategies: Internationalisation

- Trade v Investment
- Comparative Advantage
- Porter's National Diamond
- How to expand overseas
- Globalisation

Growth Strategies: Diversification

- BCG Matrix
- Ansoff Marketing Strategies Matrix
- Economies of Scope
- Options for Diversification
- Burgelman's Strategy Dynamics Model

Growth Strategies: Organic v Acquisition

- Growth strategies
- Market Entry
- Market Exit
- Hrebiniak's Strategy Execution
- Organic v Acquisition

Strategic Implementation

- Single v Double Loop learning
- Positive v Negative Feedback Loops
- Measuring Strategy: Budgeting & Forecasting
- Balanced Scorecard
- Optimising Performance
- Variance Analysis & Root Cause Analysis
- Capital Budgeting & Building the Business Case
- Change Management
- The Kubler-Ross Change Curve
- Carnall's Coping Cycle
- Kotter's Change Model
- Stakeholder & Sphere of Power

Review

- Summary
- Workshop objectives
- Delegate objectives
- Admin (feedback etc.)
- Close