

Strategic Thinking and Planning

(5 Days Training Course)

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Business Continuity
Institute
Corporate Partnership



Why Attend

An organization without a strategy is like a ship without a rudder. How can organizations continue to provide exceptional value to stakeholders and customers if they are not clear on where they are heading and how they will get there? The answer is they can't. This is where the role of strategy becomes essential. Strategy is about setting ambitious goals, understanding the surrounding current and future environment and providing a sense of direction for the organization.

In this course, we will cover the 7 steps of the strategy management process, starting with the 'thinking' components of strategy, moving into the 'planning' components and ending with 'execution'. At the end of the course, participants will be able to implement or improve the strategic process at their organizations to reach their vision and achieve their mission.

Course Methodology

The course enables the participants to practice the development of each of the strategy management steps. They will act as organizational managers in developing each strategic component for an organization of their choosing. We will also discuss and reflect on recent case studies in strategy including Starbucks, IKEA, Cirque du Soleil and other Middle East based organizations. The most important strategy tools and frameworks will be discussed and put into practical use during the course.

Course Objectives

By the end of the course, participants will be able to:

- Apply strategic thinking to analyze their current environment and determine their organizational ambition
- Employ the strategic management process to best achieve the desired ambition
- Assess and choose strategies that create a sustainable competitive advantage for the organization
- Determine strategic objectives, Key Performance Indicators (KPIs) and 'SMART' targets for the organization
- Convert strategic plans to operating plans through creating strategic initiatives and sequencing activities
- Participate in the performance management cycle to ensure proper execution of chosen strategies

Target Audience

All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard managers, business unit and department managers and business analysts.

Target Competencies

- Strategic thinking
- Strategic planning
- Operational planning
- Performance management
- Results orientation
- Data analysis
- Market analysis
- Critical thinking

Strategic thinking and planning

The strategic management process
Strategic thinking versus strategic planning
Benefiting from strategic management
Evolution of strategic models
Moving from strategy to organizational planning

Analysis of the environment

The 5 Cs of strategic analysis
Porter's 5 forces
Creating and capturing value
Conducting a 'SWOT' analysis
Plotting a 'SWOT' analysis
Fundamentals of 'PEDESTL' framework

Vision, mission statements and values

Using vision and mission statements
Definition of vision
Definition of mission
Formulating vision and mission statements
Embracing organizational values
Communicating the vision, mission and values

Assessing strategic choices

The 3 primary goals of competitive strategy
The strategy pyramid
Porter's generic competitive strategies
IKEA's cost leadership
Innovating in the industry value chain
Developing a competitive advantage
Cirque du Soleil value curve

Strategic objectives, KPIs and targets

Ensuring strategic alignment in the organization
Developing effective strategic objectives
Using the Balanced Scorecard (BSC)
Creating Critical Success Factors (CSFs)
Using Key Performance Indicators (KPIs)
Characteristics of the right KPIs

Developing different types of KPIs

Setting 'SMART' targets
Developing operating plans
Cascading from vision to action plans
Criteria for effective action plans
Developing strategic initiatives
Operational KPIs and the triple constraints
Developing departmental plans
Managing the execution of strategy
KPI dashboard reporting
Barriers to strategy execution