

## STRATEGIC THINKING

### Overview

Business strategy is no longer a formal once a year process. We have left behind the concepts of the corporate planning department and the rigid top down annual planning process. The competitive environment is just too volatile and uncertain to allow such approaches.

But that doesn't mean that organisations don't have strategies and long-term goals and aspirations.

Rather than being a formal process, strategy – the search for competitive advantage in tomorrow's marketplace – is a way of thinking that characterises successful managers and corporate leaders. The objective of this intensive workshop based module is to change the way that delegates view and gather information about their current and future marketplaces. Simply, this workshop aims to transform delegates into visionaries, better able to predict and spot future strategic opportunities for their businesses.

### Module Content

This one-day intensive module places special emphasis on building future business scenarios and identifying new emerging sources of enduring competitive advantage.

The module will encompass:

- § What is 'strategy'? A seven-point test that determines if any organisation really has a potentially successful strategy.
- § Building the vision – understanding the 'macro' and 'micro' level forces that can reshape the marketplace. Delegates will discover the power of these forces by examining Coke, Blockbuster and other organisations that are facing changing environments.
- § Reinventing the rules of the game. Understand the five key questions that you need to ask to see if your organisation can turn the tables on the competition and reinvent the marketplace. This session draws on the experiences of Direct Line, easyJet, eBay and Amazon.
- § Generic strategy. Understand how generic strategies – routes to competitive advantage - must change in the 21<sup>st</sup> century. Delegates will learn how the Web has transformed traditional sources of competitive advantage and why they must look beyond cost reduction and product differentiation.
- § How to analyse clients and identify their real needs.
- § Looking at competitors and matching their capabilities with yours.
- § Organisational analysis. Analyse the strategic strengths and weaknesses of your organisation.
- § Where could it all go wrong? An examination of ten common sources of failure when implementing strategies.

### Outcomes

After the module delegates will have a practical appreciation of:

- § What a successful strategy really looks like and how to audit their own organisation's strategy.
- § Drivers of change in the marketplace and how to build future scenarios.
- § Michael Porter's five forces model – application and limitations.
- § Why generic strategies must change.
- § What to look for to see if is possible to completely change the rules of the competitive game in their business sectors.
- § How to communicate strategy using simple graphical tools.
- § The successful path to implementation.